

## The Impact of Strategic Foresight on Strategic Recovery / Field Research in Rafidain Bank

Kadhim Jawad Jassim<sup>1</sup>, Dr. Salah Al-Deen Awad Al-Kubaisy<sup>2</sup>

<sup>1</sup>Student at the College of Administration and Economics - University of Baghdad, kadh.m.6969@gmail.com

<sup>2</sup>College of Administration and Economics, University of Baghdad, salahalkubaisy@yahoo.com

### *Abstract*

The research aims to determine the level of the main variables in the organization surveyed and test the impact of the relationship between strategic foresight in promoting strategic recovery and in order to achieve this was adopted dimensions of strategic foresight (environmental survey capabilities, strategic selection capabilities, integration capabilities), while the dimensions of strategic recovery were adopted (speed, apology, compensation, explanation and clarification, empowerment), has been selected (Rafidain Bank) to test this research, which is one of the ancient Iraqi banks that provides A group of banking services to a wide segment of society, and the questionnaire was adopted according to the five-point Likert scale as a tool for collecting information, as the research sample reached (133) individuals distributed to the managers of departments and branches in Baghdad and the provinces of Rafidain Bank and through the use of statistical programs such as (Amos21, SPSS24) and other related statistical methods, a set of results were reached, the most important of which is the high practice of strategic foresight dimensions In Rafidain Bank, which contributes to foreseeing the future and developing plans to confront potential events or problems and find appropriate solutions to reduce or reduce failure, which enhances strategic recovery and achieves organizational success.

Keywords: strategic foresight, strategic recovery, Al-Rafidain Bank

### **1. Introduction**

The contemporary business environment is characterized by tremendous developments and changes in all fields, especially in the field of technology and communications, the increase in competition and the rapid changes in customer tastes, which makes it turbulent and unstable, which requires business organizations to search for tools and capabilities that enable them to achieve a rapid response to these events and develop plans through which organizations can foresee the

future by adopting strategic foresight capabilities In Rafidain Bank, due to the awareness of the senior management of the importance of these dimensions through their reflection on the expectation and prediction of the future by adopting environmental survey capabilities represented by scenarios and other tools that contribute to analyzing possible future events and identifying a set of alternatives and then choosing the appropriate strategic alternative through which the senior management of the bank can seize the opportunities represented in developing the current service or innovating new methods in providing services that competitors cannot provide Facing challenges and avoiding risks by reducing failure or poor service delivery, which is reflected in its ability to employ these practices to enhance the dimensions of strategic recovery It is represented in the speed of response to potential problems and the adoption of the principle of apologizing for abuse or failure to provide service and provide appropriate compensation in order to alleviate the state of tension and dissatisfaction of customers and provide explanation and clarification of the real reasons resulting from the failure that contribute to restoring confidence in the organization after it has been lost, and this is done by empowering workers, especially on the front lines, and providing them with material and moral support so that they can address potential problems and achieve strategic recovery.

## **2. Literature Review**

2-1. Strategic Foresight: The researcher dealt with the concept of strategic foresight according to several perspectives, including the perspective of the process (activities), as it was defined according to this perspective by Richard Slaughter as the process of expanding the boundaries of perception by adopting four appropriate methods: Subsequent evaluation, i.e. Evaluation of the effects of current procedures and decisions, warning and guidance early, i.e. detecting problems avoiding their occurrence, formulating a proactive strategy. Considering the current implications of inevitable future events, and finally preparing scenarios i.e. visualizing aspects of the desired future (Kuosa, 2016: 7). Organizations are also seeking to adopt current strategic directions based on knowledge and proactive long-term management and deep creative directions (Danook & Al obaidy, 2022: 1). Strategic foresight is a dual task of observing, recognizing and capturing and addressing the factors that are likely to bring about potential future changes in the market by identifying appropriate regulatory responses (Iden et al, 2017: 1). The high levels of environmental uncertainty in the business industry can have undefined or unknown market targets (Dawood, 2021: 113). Therefore, strategic foresight according to the market perspective has defined the ability to systematically think about the future, which reflects the proactive trend

of the market and is the main evolutionary step for most corporate systems (enarous et al, 2021: 6603). Since the strategy is important for the management of the organization as it contributes to improving its efficiency through continuous processes in matching resources with requirements (Mutar & Said, 2021: 130). Therefore, according to the strategic perspective, it was defined as the process of creating a series of different visions for the future and using these visions to develop new strategies that contribute to identifying the appropriate decision tools (Hall et al, 2022: 3). It contributes to the realization of innovation, which is defined as a set of actions aimed at changing strategies and structures in order to adapt to developments in the external environment (Al-Hamdani & Kadhim, 2021: 309) Adaptation is the organization's ability to contain inappropriate circumstances and unexpected surprises by identifying problems and priorities for the purpose of dealing with and responding to them (Mohammed et al, 2020: 586). The success of today's organizations depends mainly on their strategic decisions, especially in light of rapid and complex developments of the environment (Alabadi & Alsomaidae, 2020: 4079). In this context, it has been defined according to the technological perspective as the process of identifying, monitoring and interpreting the factors that induce change and determining the effects of the organization that can achieve appropriate organizational responses that correspond to these changes, so foresight is the expectation of the dynamic interaction between social, technological and economic forces through open dialogue (Wiener & Boer, 2019: 704). Building a shared vision is one of the core competencies in the organization as studies confirm that it is a very powerful tool to push the organization towards excellence (Asse & Mhaibes, 2022: 38). As for the dimensions of strategic foresight, they were determined by adopting a model. (Amniattalab & Ansari, 2016) with dimensions (environmental survey capabilities, strategic selection capabilities, integration capabilities) and can be illustrated as follows:

2-1-1. Environmental survey capabilities: defined as the capabilities through which trends, events and changes surrounding the organization's environment are identified, enabling them to identify technological and market opportunities and how to exploit these opportunities, and the structure of the environmental survey includes four variables: time horizon, depth, sources of strength links, sources of weakness links (Hassanabadi, 2019: 63-64). Environmental surveying is another crucial competence for organization leaders, as information must be collected from government agencies, other entities, private sector institutions, customers, and legislative and regulatory bodies that can affect the organization. (Abdi et. al, 2022: 4)

2-1-2. Strategic selection capabilities: The term strategic choice was defined as a comprehensive term, as it includes the options that are made, whether formal or informal, in making decisions and achieving strategic foresight, namely administrative options and competitive

options (Krösbacher, 2022: 24). Moreover, issues of strategic choices in governmental organizations need serious attention by all stakeholders in maintaining quality, equity, and equality standards to support the foresight process (Chibale, 2022: 24). Thus, strategic selection is a sequential and interrelated process in which alternatives are presented and the best ones are identified according to criteria determined by the selection process itself, which depends on the results of environmental analysis (Al-Kaabi & Al-Kubaisi, 2021: 10). It was also defined as the process of selecting an alternative from the strategic alternatives that provide the best representation of the organization's mission and strategic objectives according to the tools that help in adopting the most appropriate strategic alternative (Alubadi & Taher, 2021: 57).

2-1-3. Integration capabilities: Integration capabilities have a large role in solving problems and finding appropriate solutions to them as they can be used in structuring resources that ensure value that is dynamically transferred through resources and people (Abd Razak et al, 2018: 760). It is worth noting that the capabilities within the organization consist of the integration of two processes, namely the contribution of individual knowledge with the group and the second process representing individual and collective knowledge (Darmawati, 2019: 4). Therefore, integration capabilities are one of the important sources in achieving competitive advantage, as systems integration represents the technical ability that supports product growth and the ability to prepare and build the organization's strategy and answer questions as it is used to develop tactics that support the foresight process and not innovation, which requires a high level of integration capability (Barinua & Nwimua, 2022: 8). Abilities were defined as a set of realistic behaviors used to achieve HR goals and those of their organization (Hussein & Al-Zubaydi, 2021: 92). Indicated that organizational symmetry is the case in which the goals of working and the goals of the organization are integrated (Jawad & Al-Kubaisy, 2021: 7873)

2-2. Strategic recovery: The concept of strategic recovery can be clarified according to several perspectives, for example, according to the strategic perspective, it is defined as the ability of the organization to address deviations in the front and back strategies, as recovery is a step to improve the reality of the organization's performance, as well as the strategic recovery is one of the subgroups of strategic innovation and adaptation literature at the level of the organization, which states that the challenges of strategic decision-making come from failure rather than success (Mohammed, 2022: 123). The fact that introducing radical innovations that are socially, economically and environmentally sustainable is a long and complex process that has a high potential for failure (Almusawi & Alubadi, 2021: 2238). Organizations need to accelerate the development of their business models by adopting knowledge structures that demonstrate how to create value and

organize and manage their internal structure (Ahmed & Awad, 2022: 589). Accordingly, the term recovery has been used in industrial organizations that have emphasized that product recovery effectively reduces pressures on resources and the environment, focusing the management of their operations from the perspectives of integrating the economy and the environment, and the main options that lead to recovery, namely repair, renewal, remanufacturing and recycling (Wang et. al. 2021: 1). According to the perspective of innovation, it was defined as an important means to continue seizing the opportunities provided by digital technological developments, as the intellectual and philosophical perspective of the concept of recovery according to this view results from the link between recovery and innovation (Jones, 2022: 14). Through recovery mechanisms, multiple organizational obstacles resulting from the nature of the internal structure of the organization and the pattern of information flow within the organization and others can be addressed (Raheemah et al, 2018: 298). The dimensions of strategic recovery have been adopted according to the model (MSOSA, 2019) with dimensions (speed, apology, compensation, explanation and clarification, empowerment) and can be illustrated as follows:

2-2-1. Speed: It is defined as one of the important components that contribute to achieving the quality of correct service recovery, as well as reliability, assurance, employee empowerment and personalization, for example, if the rapid response process is proactive rather than reactive, it is important to build long-term relationships with customers and improve the quality of service recovery that enhances customer expectations. This leads to positive communication that leads to increased customer satisfaction and ensuring their loyalty (Thew et. al, 2020: 1955). This can be achieved by sharing capacity and creating differentiation by exploring new opportunities by responding quickly to potential environmental changes (Ahmed & Al-Kubaisi, 2021: 9). This requires changing many of the old traditional methods and seeking new non-traditional skills including freedom of communication and knowledge sharing inside and outside the organization quickly and efficiently, making it a fundamental pillar of building learning (Husien et al, 2020: 217).

2-2-2. Apology: An apology is defined as effective speech that works to mitigate the damages resulting from poor service provision that helps strengthen relations between the customer and the service provider and reduce the tension resulting from failure to provide the service and one of the various elements of the apology that affects the victim customer and achieves his satisfaction is to express remorse and provide explanation and emphasize not to make the same mistake in the future and to carry out repair. An immediate employee apology is also more effective than a late apology because it may imply that the employee is

competent and that the management system is effective (Min et al, 2021: 5).

2-2-3. Compensation: There are six strategies to compensate the service: punctuality, i.e. how quickly to respond to complaints submitted and punctuality, and facilitation tools that represent the policies and procedures adopted in supporting customer complaints, and apologize to the customer when making a mistake in providing the service, as well as reliability. With care, attention, courtesy and finally compensation for mistakes by contacting the customer, compensating him, answering all questions and inquiries he asks, and changing his behavior from dissatisfaction to satisfaction, which leads to customer retention (Cansel & Karaca, 2021: 112).

2-2-4. Explanation and clarification: Organizations and their various types seek to adopt mechanisms that can contribute to achieving strategic recovery, and one of these mechanisms is psychological recovery strategies, which are procedures through which the psychological dissatisfaction of the customer resulting from failure to provide the service can be addressed using apology, explanation and showing empathy towards the customer (Okeiyi et al, 2022: 36). From another angle, studies have shown that the quality of the explanation and clarification provided to the customer and the appropriate financial compensation lead to increased customer awareness of the fairness of the service recovery process (Alhawbani et. al, 2021: 10).

2-2-5. Empowerment: Leadership empowerment and its effective role in highlighting the importance of the job, encouraging participation in decision-making and giving confidence to employees, which enhances the sense of appreciation that leads to improving their performance at work and removing obstacles in the bureaucratic process (Fortunisa et al, 2023: 23). Empowerment has been defined as the process of delegating powers to employees and giving them complete freedom to perform work in their own way without direct intervention by management, providing them with adequate resources, providing them with the appropriate work environment, qualifying them technically and behaviorally, and having absolute confidence in them (Beshr et al, 2023: 1335).

### **3. Research hypotheses:**

In line with the intellectual data of the research and to achieve its objectives, the hypotheses were tested, which are expected claims that were formulated based on the problem and objectives of the research that concern the influence relations between the variables that are directed to test the research scheme embodying the trends of the relationship. Influencing as well as achieving a response to the

objectives of the research and answering the questions that were raised in the research problem, which are:

The main research hypothesis: There is a significant impact of the dimensions of strategic foresight combined (environmental survey capabilities, strategic selection capabilities, integration capabilities) in strategic recovery and its dimensions (speed, apology, compensation, explanation and clarification, empowerment), and the following sub-hypotheses branch out from it:

A- The first sub-hypothesis: (There is a significant effect of the dimensions of strategic foresight combined in the first dimension (speed) of strategic recovery).

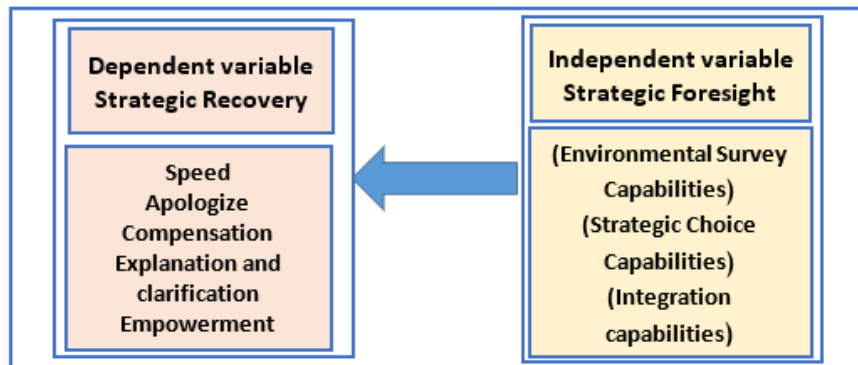
B- The second sub-hypothesis: (There is a significant effect of the dimensions of strategic foresight combined in the second dimension (apology) of strategic recovery).

C- The third sub-hypothesis: (There is a significant effect of the dimensions of strategic foresight combined in the third dimension (compensation) of strategic recovery).

D- The fourth sub-hypothesis: (There is a significant effect of the dimensions of strategic foresight combined in the fourth dimension (explanation and clarification) of strategic recovery),

E- The fifth sub-hypothesis: (There is a significant effect of the dimensions of strategic foresight combined in the fifth dimension (empowerment) of strategic recovery), as shown in Figure (1):

**Figure (1): Hypothesis scheme of research**



#### 4. Data collection methods:

The questionnaire was adopted as the main tool for data collection, which consisted of two axes, the first dealt with the demographics themation of the research sample represented by department managers in the general administration of Rafidain Bank and branch managers in

Baghdad and the provinces, which amounted to (133) managers and was determined using the ready-made table designed by (Morgan & Krejcie, 1970: 60), while the second axis included the definition of the main and sub-variables and a number of questions as the Likert scale was adopted Pentagram.

## **5. Research Methodology:**

The research methodology represents the path or path adopted by the researcher in order to achieve the effects he aspires to, which represent a set of pillars, foundations and steps practiced by the researcher and adapted from one stage to another during the research, as the applied approach in the study of any research phenomenon is related to the nature of the studied topic and the problem posed, as well as to the hypotheses presented to address the subject of the study and achieve its objectives by proving its hypotheses (Hamad, 2021 14 ). Therefore, the researcher adopted the (descriptive analytical approach), which exceeds the barrier of data collection to describe a particular phenomenon, to analyze and interpret these data, classify and measure them, and draw conclusions to explain the current situation and determine the relationships between variables.

## **6. Results:**

In this paragraph, the results of statistical analyzes of the data collected using the questionnaire are presented as follows:

### **6-1. Statistical Description**

6-1-1.Descriptive statistics for strategic foresight: This paragraph includes the description and analysis of strategic foresight in general, as it is shown from Table (27) the results of the availability of the level of strategic foresight, which was measured by (3) sub-dimensions, as this dimension achieved a total arithmetic mean of (4.274), a standard deviation of (0.458), a coefficient of variation (10.714%) and relative importance (85.480%) Which confirms that the strategic foresight has obtained a very high level based on the responses of the members of the research sample, and based on the foregoing, the dimensions of strategic foresight can be arranged in the field at the level of Rafidain Bank and its branches, a sample of the research, it was arranged as follows (integration capabilities, environmental survey capabilities, strategic selection capabilities) and as shown in the table for (1).



**Table (1): Description and analysis of strategic foresight in its dimensions**

t	Paragraphs	Arithmetic mean	Standard deviation	Coefficient of variation%	Relative importance %	Paragraph order
1	Environmental Capabilities Survey	4.246	0.572	13.460	84.920	2
2	Strategic Capabilities Choice	4.233	0.519	12.261	84.660	3
3	Integration capabilities	4.342	0.583	13.422	86.840	1
The general average of the strategic foresight variable.		4.274	0.458	10.714	85.480	-

"Source: Researcher preparation based on the results of Microsoft Excel (SPSS).

6-1-2. Descriptive statistics of strategic recovery: This paragraph includes the description and analysis of strategic recovery in total, as it is shown from Table (2) the results of the availability of the level of strategic recovery, which was measured by (5) sub-dimensions, as this dimension achieved a total arithmetic mean of (3.720), a standard deviation of (0.545), a coefficient of variation (14.645%) and relative importance (74.400%), which confirms that the strategic recovery has obtained a high level Based on the responses of the members of the research sample, and based on the above, the dimensions of strategic recovery can be arranged in the field at the level of Rafidain Bank and its branches, the research sample was arranged as follows (apology, explanation and clarification, empowerment, speed, and compensation) and as shown in Table (2).

**Table (2): Description and analysis of strategic recovery in its dimensions**

t	Paragraphs	Arithmetic mean	Standard deviation	Coefficient of variation%	Relative importance %	Paragraph order
1	Speed	3.702	0.685	18.509	74.040	4
2	Apologize	3.826	0.716	18.709	76.520	1
3	Compensation	3.644	0.793	21.759	72.880	5
4	Explanation and clarification	3.720	0.624	16.780	74.400	2
5	Empowerment	3.708	0.637	17.179	74.160	3
Overall average of the strategic recovery variable		3.720	0.545	14.645	74.400	-

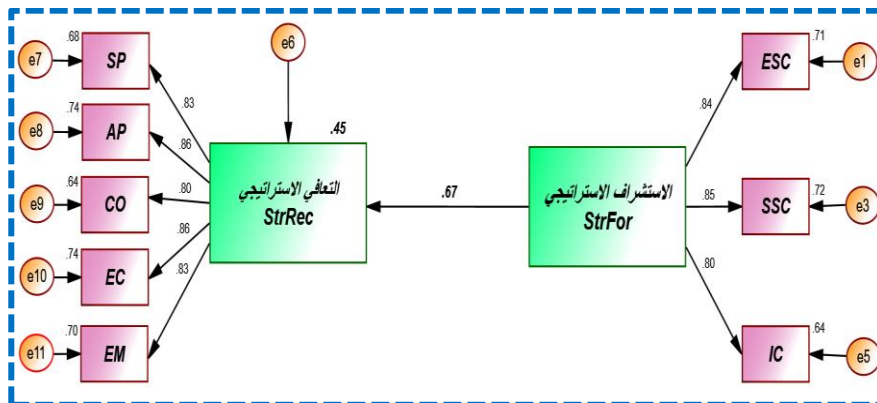
"Source: Researcher preparation based on the results of Microsoft Excel (SPSS).

6-2. choosing the main research hypothesis: There is a significant impact of strategic foresight with its dimensions in strategic recovery and its dimensions (speed, apology, compensation, explanation and clarification, empowerment).

Figure (2) shows the existence of a significant effect of the strategic foresight variable in the strategic recovery, as it is clear that the value of the standard parameter estimate (standard impact factor) has reached (0.67), and this means that the strategic foresight variable affects the strategic recovery variable by (67%) at the level of Rafidain Bank, the research sample, and this means that the strategic recovery variable will increase by (67). % In the event of increased interest in strategic foresight one unit We also note that the value of the impact factor is a significant value, because the value of the critical ratio (C.R.) apparent and amounting to (14.702) is a significant value at the level of moral (P-Value) as shown in Figure (2) that the value of the interpretation coefficient (R2) has reached (0.45 This means that the changes that occur in the strategic recovery variable are due to (45%) of them due to the change of strategic foresight and the remaining percentage of (55%) is due to other variables that are not included in the research model and this result indicates a significant impact of strategic foresight in the strategic recovery at the level of Rafidain Bank research sample and this indicates that the interest of the management of Rafidain Bank research sample The dimensions of strategic foresight in terms of initiating environmental survey procedures for external conditions and seeking to adapt to them by investing the capabilities of strategic selection and integration capabilities among the bank's departments, divisions and branches, how to share information, transfer skills and exploit the strengths of banking activity at the level of deposits and investment, and this would enhance the capabilities of the bank and its branches in facing crises and speed in reaching strategic recovery, and based on the foregoing, the main hypothesis can be accepted.

Figure (2): The Impact of Strategic Foresight on Strategic Recovery

"المصدر: مخرجات برنامج (Amos V.25)



Based on this, the hypotheses of the sub-effect emanating from the main hypothesis can be tested as follows:

6-2-1. Testing the first sub-hypothesis: (There is a significant effect of the dimensions of strategic foresight combined in the first dimension (speed) of strategic recovery), the results showed that the explanatory ability (value of the coefficient of  $R^2$ ) for the model of the impact of the dimensions of strategic foresight combined in the dimension of speed has reached (0.31) and this means that the changes that occur in the dimension of speed are due to (31%) of which is due to the change in the dimensions of strategic foresight and the remaining percentage of (69%) is due to other variables not included in the research model as it is clear that there is a positive impact of the dimensions of strategic foresight in the dimension of speed as we note that the value of the standard impact factor has reached (0.30, 0.16, 0.21) for the dimensions (environmental survey capabilities, strategic selection capabilities, and integration capabilities) respectively at the level of the Rafidain Bank research sample and through Table (45) it is clear that the values of the critical ratio (C.R. ) has recorded significant percentages at all dimensions, as its values reached (4.389, 2.349, 3.419) at significant ratios amounted to (0.000, 0.019, 0.000) respectively, which are morally acceptable ratios being less than (0.05).

Based on the above, the first sub-hypothesis emanating from the third main hypothesis can be accepted.

6-2-2. Testing the second sub-hypothesis: (There is a significant effect of the dimensions of strategic foresight combined in the second dimension (apology) of strategic recovery), the results showed that the interpretability (value of the coefficient of  $R^2$ ) for the model of the impact of the dimensions of strategic foresight combined in the apology dimension has reached (0.39) and this means that the changes that occur in the dimension of the apology returns (39 % of which to change the dimensions of strategic foresight and the remaining percentage of (61%) is due to other variables not included in the research model as it is clear that there is a positive impact of the dimensions of strategic foresight in the dimension of apology as we note that the value of the standard impact factor has reached (0.40, 0.23, 0.09) for the dimensions (environmental survey capabilities, strategic selection capabilities, and integration capabilities) respectively at the level of Rafidain Bank research sample as it is clear that the values of the critical ratio (C.R. ) has recorded significant ratios at the dimensions (environmental survey capabilities, strategic selection capabilities), as its values reached (6.240, 3.604) at the moral ratios amounted to (0.000, 0.000) respectively, which are morally acceptable ratios for being less than (0.05), as for the impact of the dimension (integration capabilities) in the apology dimension, it recorded a non-significant effect at the level of (0.111),

which is morally unacceptable for being higher than (0.05), and this is contrary to the expectations of the research. "

Based on the above, the second sub-hypothesis emanating from the third main hypothesis can be accepted.

6-2-3. Testing the third sub-hypothesis: (There is a significant effect of the dimensions of strategic foresight combined in the third dimension (compensation) of strategic recovery), that the explanatory ability (value of the coefficient of  $R^2$ ) for the model of the impact of the dimensions of strategic foresight combined in the compensation dimension has reached (0.27) and this means that the changes that occur in the compensation dimension are due to (27%) of which are due to the change in the dimensions of strategic foresight and the remaining percentage of ( 73%) is due to other variables not included in the research model as it is clear that there is a positive impact of the dimensions of strategic foresight in the compensation dimension, as we note that the value of the standard impact factor has reached (0.23, 0.30, 0.07) for the dimensions (environmental survey capabilities, strategic selection capabilities, and integration capabilities) respectively at the level of Rafidain Bank research sample as it is clear that the values of the critical ratio (C.R. ) has recorded significant percentages at the dimensions (environmental survey capabilities, strategic selection capabilities), as their values reached (3.272, 4.328) at significant ratios amounted to (0.001, 0.000) respectively, which are morally acceptable ratios for being less than (0.05). As for the effect of the dimension (integration capabilities) in the compensation dimension, it recorded a significant effect at the level of (0.257), which is morally unacceptable because it is higher than (0.05), and this is contrary to the expectations of the research. "

Based on the above, the third sub-hypothesis emanating from the third main hypothesis can be accepted.

6-2-4. Testing the fourth sub-hypothesis: (There is a significant effect of the dimensions of strategic foresight combined in the fourth dimension (explanation and clarification) of strategic recovery, the results showed that the explanatorability (value of the coefficient ( $R^2$ ) of the model of the impact of the dimensions of strategic foresight combined in the dimension of explanation and clarification has reached (0.36) and this means that the changes that occur in the dimension of explanation and clarification return (36 %) of which to change the dimensions of strategic foresight and the remaining percentage of (64%) is due to other variables not included in the research model as it is clear that there is a positive impact of the dimensions of strategic foresight in the dimension of explanation and clarification as we note that the value of the standard impact factor has reached (0.28, 0.23, 0.22) for the dimensions (environmental survey capabilities, strategic selection capabilities, and integration capabilities) respectively at the level of the Rafidain Bank

research sample and through Table (48) it is clear that the values of the critical ratio (C.R. ) has recorded significant percentages at all dimensions, as its values reached (4.308, 3.444, 3.699) at significant ratios amounted to (0.000, 0.000, 0.000) respectively, which are morally acceptable ratios for being less than (0.05).

6-2-5. Testing the fifth sub-hypothesis: (There is a significant effect of the dimensions of strategic foresight combined in the fifth dimension (empowerment) of strategic recovery), that the explanatory ability (value of the coefficient of R<sup>2</sup>) for the model of the impact of the dimensions of strategic foresight combined in the dimension of empowerment has reached (0.32) and this means that the changes that occur in the empowerment dimension are due to (32%) of which are due to the change in the dimensions of strategic foresight and the remaining percentage of ( 68%) is due to other variables not included in the research model, as it is clear that there is a positive impact of the dimensions of strategic foresight in the empowerment dimension, as we note that the value of the standard impact factor has reached (0.35, 0.19, 0.12) for the dimensions (environmental survey capabilities, strategic selection capabilities, and integration capabilities) respectively at the sample level, as it is clear that the values of the critical ratio (C.R. ) has recorded significant percentages at all dimensions, as its values reached (5.253, 2.861, 2.039) at significant ratios amounted to (0.000, 0.004, 0.041) respectively, which are morally acceptable ratios being less than (0.05).

Based on the above, the fifth sub-hypothesis emanating from the main hypothesis can be accepted. "

## **7. Conclusions:**

Through a review of the literature that dealt with the research variables as well as the statistical description and the values of the impact coefficients between the dimensions of strategic foresight and strategic recovery, it was found that the senior management of Rafidain Bank is working to conduct the environmental survey process on a regular basis in order to sense the future by adopting scenarios that contribute to a rapid response to changes and future events, as well as determining the strategic choice through which a rapid recovery plan can be adopted for the problems facing The bank resulting from the defect in the provision of the service This can be achieved by developing the skills and capabilities of employees and enabling them to find quick solutions to problems, and this inference is clear through the significance of the model, which is consistent with the proposals of (Modgil et al, 2022), who stressed that methodological improvements, full capabilities and speed of response contribute to facing crises and reducing failures. (Environmental Survey Capabilities, Strategic Selection Capabilities) In

promoting and adopting a policy of apologizing for failure or poor provision of banking services and encouraging employees to apologize for unsatisfactory behaviors, in addition, the dimension (integration capabilities) has recorded a significant impact resulting from the inability of the bank's management to employ the positive capabilities of this dimension, which leads to winning customers and retaining them, as for the impact of the dimension (integration capabilities), it has recorded a significant impact on the compensation dimension resulting from the inability of the bank's management to employ the positive variables This dimension in finding appropriate solutions to the problems resulting from poor banking services provided by providing the necessary compensation that can contribute to reducing or reducing the cases of failures in the service provided, as it was found that there is a positive impact of the dimensions of strategic foresight in the dimension of (explanation and clarification) and this inference indicates that the senior management of Rafidain Bank is working to employ the positive variables of these dimensions, through which it is possible to provide explanation and clarification of the reasons that led to the failure in the service provided.

### **Bibliography**

1. Alabadi, S. A., & Alsomaidae, M. M. (2020). The impact of Strategic Consensus in Strategic behaviour and Strategic Options-A Survey of Entrepreneurs in ICT Companies in Iraq, *Journal of Xi'an University of Architecture & Technology*.
2. Abd Razak, D. S., Mills, G., & Roberts, A. (2018). How do infrastructure owners build capabilities to reduce operational failure?. In *Proceeding of the 34th Annual ARCOM Conference, ARCOM 2018 (Vol. 34, pp. 756-765)*. ARCOM.
3. Abdi, Z., Lega, F., Ebeid, N., & Ravaghi, H. (2022). Role of hospital leadership in combating the COVID-19 pandemic. *Health services management research*, 35(1), 2-6.
4. Ahmed, A. H., & Al-Kubaisi, S. A. D. A. (2021). The effect of creating knowledge according to the model (Nonaka & Takeuchi, 1995) on organizational ambidexterity: A study on a sample of Iraqi private banks. *Journal of Economics and Administrative Sciences*, 27(127), 1-19.
5. Ahmed, M. S., & Awad, S. A. D. (2022). The impact of visual Management on the Strategic Acceleration; embedding knowledge as a Moderating Variable. *International Journal of Early Childhood Special Education*, 14(3).
6. Al-Hamdani, Y. O. A., & Kadhim, F. J. (2021). The impact of renewal and modernization as an entry point for strategic change in organizational performance, field research in the oil company (SCOP). *Journal of Economics and Administrative Sciences*, 27(126), 304-326.
7. Alhawbani, G. S., Ali, N. A., & Hammouda, A. N. M. (2021). The Effect of Service Recovery Strategies on Satisfaction with the Recovery: The Mediating Role of Distributive Justice. *European Journal of Business and Management Research*, 6(3)9-16.

8. Al-Kaabi, Alaa Karim Saddam, and Al-Kubaisi, Salah Al-Din Awad Karim. (2021). Formulating a strategy for the Maysan Oil Company for the years 2020-2024. *Journal of Economics and Administrative Sciences*, 27(126), 1-27.
9. Almusawi, A. D., & Alubadi, S. A. (2021). The role of entrepreneurial mindset skills in strategic niche management: An applied study in the Training and Development Department Presidency of ministers. *Review of International Geographical Education Online*, 11(8).
10. Alubadi, S. A., & Taher, A. A. (2021). Measuring the Implementation and Adoption Gap of Strategic Foresight in Organisations: A Case Study at Al-Mustansiriya University. *International Journal of Innovation, Creativity and Change*, 15(4), 54-72.
11. Amniattalab, A., & Ansari, R. (2016). The effect of strategic foresight on competitive advantage with the mediating role of organisational ambidexterity. *International Journal of Innovation Management*, 20(03), 1650040.
12. Asse, R. R., & Mhaibes, A. H. A. (2022). The effect of transformation leadership on core competency. *World Bulletin of Social Sciences*, 10, 34-47.
13. Barinua, V., & Nwimua, B. P. (2022). Organizational Dynamic Capabilities and Corporate Resilience of Selected Parastatals in Rivers State. *BW Academic Journal*, 17-17.
14. BENAROUS, D., AL-ENEZI, H. A. M. O. O. D., HIMA, N., & LOUAIL, B. (2021). The Necessity Of Activating The Foresight To Improve The Image Of The Institution Through The Duffy Approach To Knowledge Management: A Field Study For A Sample Of Banks In Algeria. *Journal of Contemporary Issues in Business and Government Vol*, 27(2).
15. Beshr, B., Muhammad, S. K., Alaghbari, M. A., & Albo-Aainain, M. I. (2023). The mediating role of empowering workers in the relationship between the entrepreneurial orientation and operational performance of Bahraini family businesses. *resmilitaris*, 13(1), 1331-1341.
16. Cansel, B. A. S., & Karaca, S. HEALTH (2021). TOUR I ZM I BUSINESS ENTERPRISES I H I ZMET COMPENSATION I STRATEGY I S N A POSITIVE A GIZDAN AĞIZA I LETTHE BUSINESSM AND AGAIN PURCHASEN I YET I WHAT EFFECT IS I. *Journal of Current Marketing Approaches and Research*, 2(2), 110-122.
17. Chibale, K. D. (2022). Strategic choices of public universities in a competitive liberalized higher education: a case of the university of Zambia ,(Doctoral dissertation, The University of Zambia).
18. Danook, A. A., & Al. obaidy, O. F. H. (2022). Evaluating the dimensions of strategic intent according to the Hamel and Prahalad model/a case study in Oil Projects SCOP Company. *Nankai Business Review International*.
19. Darmawati, W. (2019). Dynamic Capabilities Ud Get Along Well Responding to the Realization of Kerosene to Liquefied Petroleum Gas Conversion Policy. *Agora*, 7(1).
20. Dawood, F. S. (2021). The Impact of Pioneering Decision Making on Proficient Performance: An Applied Research in the Petroleum Products Distribution Company/Course. *Journal of Economics and Administrative Sciences*, 27(126), 107-126.

21. Fortunisa, A., Putri, D. M., & Elsyah, R. D. (2023). The Influence of Empowering Leadership Towards Employee Ambidexterity: Study Literature Review. *Journal of the Community Development in Asia (JCDA)*, 6(1), 21-33.
22. Hall, S., Workman, M., Hardy, J., Mazur, C., Anable, J., Powell, M., & Wagner, S. M. (2022). Doing business model innovation for sustainability transitions—Bringing in strategic foresight and human centred design. *Energy Research & Social Science*, 90, 102685.
23. Hamad, Sinan Fadel, (2021), The impact of the quality of human resources practices on e-governance by mediating perceived organizational support, PhD thesis, University of Baghdad, College of Administration and Economics, Department of Public Administration.
24. Hamel, S., Ims, R. A., & Yoccoz, N. G. (2022). Challenges and opportunities when implementing strategic foresight: lessons learned when engaging stakeholders in climate-ecological research. *Climate Research*, 86, 29-35.
25. Hassanabadi, M. (2019). Strategic Thinking, Organizational Foresight, and Strategic Planning in High-tech SMEs in the UK. Bangor University (United Kingdom).
26. Husien, W. A., Alhamdany, S. N., & Kataa, I. A. (2020, November). The Mediating Role of Organizational Ambidexterity in the Relationship between Business Intelligence Systems and the Learning Organization Exploratory study at the Ramadi's Hospitals. In 2020 2nd Annual International Conference on Information and Sciences (AiCIS) (pp. 213-221). IEEE.
27. Hussein, H. W., & Al-Zubaydi, G. D. T. (2021). Employing agile leadership behaviors to enhance investment in human capital. *Journal of Economics and Administrative Sciences*, 27(126), 86-106.
28. Iden, J., Methlie, L. B., & Christensen, G. E. (2017). The nature of strategic foresight research: A systematic literature review. *Technological Forecasting and Social Change*, 116, 87-97.
29. Jawad, A. B., & Al-Kubaisy, S. A. D. (2021). Measuring range the application of Organizational Identification philosophy in the Zain Company for Communications. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(13), 7872-7876.
30. Krösbacher, P. (2022). THE IMPACT OF CEOS' POLITICAL ORIENTATIONS ON STRATEGIC CHOICES AND FIRM OUTCOMES, (Doctoral dissertation, Leopold-Franzens-Universität Innsbruck).
31. Kuosa, T. (2016). The evolution of strategic foresight: navigating public policy making, Routledge is an imprint of the Taylor & Francis Group, an informa business.
32. Mathew, S., Jose, A., Rejikumar, G., & Chacko, D. P. (2020). Examining the relationship between e-service recovery quality and e-service recovery satisfaction moderated by perceived justice in the banking context. *Benchmarking: An International Journal*.
33. Min, K. S., Jung, J. M., & Ryu, K. (2021). Listen to their heart: Why does active listening enhance customer satisfaction after a service failure?. *International Journal of Hospitality Management*, 96, 102956.
34. Modgil, S., Singh, R. K., & Hannibal, C. (2022). Artificial intelligence for supply chain resilience: learning from Covid-19. *The International Journal of Logistics Management*, 33(4), 1246-1268.



35. Mohammed, M. A. (2022). THE ROLE OF DIMENSIONS OF STRATEGIC RECOVERY OF SERVICE IN DEVELOPMENT OF EMPLOYEE LOYALTY (TYPICAL ASIASEL SERVICES). *World Bulletin of Management and Law*, 8, 123-127.
36. Mohammed, N. J., Taherb, A. W., & Hussain, K. A. (2020). The Role of Strategic Improvisation on the Entrepreneurial Orientation; a Field Study in a Sample from the Rafidain Bank. *International Journal of Innovation, Creativity and Change*, 13(9), 583-600.
37. Morgan, D.W & Krejcie, R., (1970), Determining Sample Size for Research Activities, *Educational & Psychological Measurement*, No.30, pp.607-610.
38. Msosa, S. K. (2019). Service failure and service recovery strategies in the context of higher education: a provincial perspective in South Africa, (Doctoral dissertation), Durban University of Technology, South Africa.
39. Mutar, A. M., & Said, A. S. L. (2021). Administrative coordination between the federal ministry and the local government and its impact on municipal performance An applied study in the municipalities of Dhi Qar Governorate. *Journal of Economics and Administrative Sciences*, 7(126), 127-145.
40. Okeiyi, U. C., & Agu, A. G. (2022). Influence of Service Recovery Strategy on Customer Loyalty. *Asian Journal of Economics, Finance and Management*, 33-43.
41. Raheemah, S. H., Al Zahraa, S. C., Gatea, E. A., & Alshabebi, K. W. (2018, November). The Impact of the Coherence of the Working Group in Confronting the Obstacles of the Application of Electronic Administration- An Analytical Study. In 2018 1st Annual International Conference on Information and Sciences (AiCIS) (pp. 296-305). IEEE.
42. Wang, Z., Wang, Y., Liu, Z., Cheng, J., & Chen, X. (2021). Strategic management of product recovery and its environmental impact. *International Journal of Production Research*, 59(20), 6104- 6124.
43. Wiener, M., & Boer, H. (2019). Cultural prerequisites for participating in open foresight. *R&D Management*, 49(5), 703-715.