The impact of organizational wisdom on Strategic foresight

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Abstract
The current paper's aim is to determine the influence magnitude of the organizational wisdom in achieving strategic foresight for the Daura Refinery plant of the Iraqi Midland Refineries Company (MRC) through the research hypothesis that suggests a lack of impact of organizational wisdom on strategic foresight. The hypothesis was tested using the analytical descriptive method coupled with a questionnaire as the main tool. The 59-article questionnaire was distributed to leaders of the company that comprised the study community; an entirely enclosed group of a non-probability purposive sampling that included (352) individuals, a list that was then narrowed down to (312) as being analytically valid. The study resulted in a number of conclusions on top of which was the existence of influence of significance that the organizational wisdom showed on strategic foresight.
Key Word: organizational wisdom, Strategic foresight, practice.

Introduction

Organizational adaptation has become the most prominent feature that an organization could employ as a decisive tool in their continuation and survival. One of its forms is to be harmoniously in line with the changes occurring in sciences and human knowledge as well as the way this knowledge is implemented to fully make use of the human resources available (Taher et al., 2020:1070). This is of vital importance considering the current challenges that have become notable for both their complexity and the rapidity of changes brought about by the ongoing fast technological advancements; a fact that leaders of organizations should take into account in managing their organizations so that to cope with the competition and achieve the sought-after organizational and competitive success which is part of achieving the organizations' goals and the satisfactory of its clients and customers. All that requires a number of practices that the organization's management has to adopt through the implementation

of a series of dynamic procedures involving accurate diagnoses as well as the fruitful employment of knowledge, helpful in restructuring those organizations through the use of the data and information available at the individual levels, while collecting and integrating that information and making it part of the organizational structure so it becomes part of the adopted literatures that are to be used in strategic procedures as well as in other organizational and social processes. That in turn would eventually be the umbrella that supports the data used for developing and enhancing the methods, mechanisms and course of actions that decision makers resort to through a number of practices that enable them to achieve the goals of the organization in the presence of enough knowledge concerning each one's specialty and the roles assigned to performing the workers tasks, not to mention their responsibility in taking the proactive preventive procedures in the light of the ongoing scientific, technological and political changes to which organizations are obligated to cope with via a number of strategic actions that support their ability to confront such challenges while increasing the organization's ability and efficacy for a better performance and a boost in its activities (Hassan & Salman, 2022;1).

Thus, considering the key role that organizational wisdom play as a modern variable potent in the organization science with roots deeply supported by researchers and philosophers, the researchers of the current study chose to apply it to the Iraqi business environment due to the integration of ideas and deeds that it provides in preserving positivities as well as the role it plays in making decisions and taking actions for the common good of both the organization and its customers, not to mention its role in supporting the communications with the external environment which in turn supports the organization's level of strategic foresight by boosting its potentials and putting to practice activities related to its environment-scanning capabilities, analyzing the variables the environment offers to reach strategic options that decision makers could include in multiple scenarios aimed at mobilizing intellectual, human and material resources available for the organization in order to achieve the desired integration and a high level of strategic foresight..

Background:

Interrelation of knowledge existing between organizational variables on one hand and those related to strategic variables on the other, represents a key factor in the integration of knowledge sought out by organizations in the pursuit of their goals and in meeting the needs of their clients and customers. However, that very key factor represents a challenge in the light of the intellectual expansions of the organizational research circles and the designation of relevant

specialties from within internal branches of those organizations to work on those concepts of knowledge, which in turn prompts the leaders of the organizations to implement such modern concepts in their activities so as to compete with rival organizations both locally and internationally. With that put in action, the organization would have to deal with hypotheses that induce balance from within organizational activities which in turn would bring wisdom to those organizations through a series of practices of logical, intuitive, and prudent, ethical and esthetic nature. Practices that would confer invaluable organizational value that would either contribute to achieving permanent organizational advancements (Pourdjam,2015) or drift the organization away from its objective, for being permanent, in case they fail to provide proper answers to questions like: what decision makers lack, other than experience, in confronting challenges within their environment? What goes far beyond knowledge to make those practices logical, sound and supported by intuition, ethics and successful relationships among the organization's internal clients? For despite the growing importance of organizational wisdom, it is still practiced implicitly and has not been dealt with directly and explicitly within the organizational literatures so far, which makes it a problem to specifically define organizational wisdom in terms of its dimensions, components and direct benefits of putting it to practice according to (Akgün,2020:229).

Now for those organizations to enjoy a powerful competitive feature, they have to develop their strategic characteristics in a way that would provide them with the ability to find a clear vision regarding the possibility of future events (paliokaite et al., 2014), as well as the ability to come up with scenarios based on subjective analyses of the data collected through the best strategic option available in light of their capabilities of integration. Thus, the strategic foresight would function as a dependent variable within the model of the current study.

Accordingly, there is the need for an inclusive and integrated business method that enables managers to take fruitful decisions with the aid of the role of the strategic wisdom in transforming philosophical theories and the sublime meaning of this concept into a practical reality applicable through the impact of its adopted dimensions on enhancing the level of strategic foresight, which in turn, would result in a clear vision systematically arranged around scenarios that are based on accurate data and information driven from the work environment in the presence of integrated sources and capabilities that the organization has so that for it to achieve its ultimate performance and a high competitive value.

The Problem of the Research:

In their endeavor to reach an accurate diagnosis of the researcher problem, a number of detailed examinations were carried out by the researchers on the collected data along with observations backed by interviews done with both the managerial and technical leaderships of the Daura Refinery plant of the Midland Refineries Company (MRC) after understanding the variables of the research that were viewed as being modern and have not yet been sufficiently dealt by the company since the majority of the practices of the study sample up to that time were limited to a number of conventions and norms practiced with no accurate scientific knowledge, which in part prevented them from fully adopting the modern variables. That was obvious to the researchers who also noticed that the process of filtering data and opinions to make them fit the framework of the organization was not enough. The same was true in regards to the interpretation of such data so taht to identify the most relevant points. So there was not enough stuff upon which practices could be established while relying on logic. that was coupled with a decrease in the respect of the individuals' feelings in relation to the decision-making process which signaled a need to enhance the intuition in the presence of a lack of enough education and circulation of the aforementioned company's ethical literature.

All that would logically result in a less vivid ideology which was supposed to be built on ethics and be reflected by leaders of the researched company as a result of their pursuit of official norms and laws and the need to clearly get their opinions across while maintaining a deeper knowledge of the organization's activities as well as their administrative positions. All that exhibited the need for an enhanced organizational wisdom to be avaiable for the aforementioned company in the form of scientific and precise models and mechanisms, such a need that also revlealed the weakness the company suffered in its role regarding the strategic foresight activities aimed at creating a clear vision that would serve as a guide in the light of its competition with other organizations and the developed technology currently in use. That would be of high importance since the company did not have enough information about the latest technological updates in oil industry, in addition to the outdatedness of the mechanisms it uses in laying out its plans regarding for instance its environmental scanns and secondary activities that are supposed to boost the achievement of its goals and strategic visions, which in turn was limiting its strategic options, not to mention the weakness of coordination among its departments, sections and boards. All that was reflected in a degraded level of integration between sources and capabilities which in turn weakened the role of its strategic foresight and constricted the ability to reach a clear vision about the future.

Accordingly, the researchers address the problem of the research by answering the main question of (has the Daura Refinery plant of the Midland Refinery Company (MRC) adopted organizational wisdom practices in a way that would enable it to achieve strategic foresight?) which is also shown in the study's title according to which the following sub-questions have been presented by the researchers:

1- What are the most prominent study opinions and intellectual controversies regarding (organizational wisdom and organizational sustainability)?

2- Does the organizational wisdom represent a philosophical theory or it is a set of practices that could be adopted and applied within organizations in order to help in achieving their goals?

3- To what extent (organizational wisdom and strategic foresight) have been adopted along with their dimensions by the Daura Refinery plant of the Midland Refinery Company (MRC) and to extent they are significant for the said company?

4- To what extent the organizational wisdom is having an impact on the strategic foresight at the aforementioned company?

5- Which one of the dimensions of the strategic wisdom is considered the most influential when all other dimensions (of the organizational wisdom) influence the strategic foresight?

The Importance of the Study:

The study importance could be summarized as follows:

1- The current study is considered an inception towards employing the philosophical theorization of the organizational wisdom variable which is described in organizational and administrative fields as being a "beyond-knowledge" concept in the light of the acceleration in modern administrative researches on one hand and the organizational and environmental researches on the other, so that to take it from the individual level to the organizational collective one, especially that the current study is considered the first of its kind that deals theoretically and practically with the organizational wisdom across all Iraqi and Arab studies whatsoever.

2- It is a contribution to direct the attention on a modern subject that helps in developing the workflow of the organizations and the philosophies those organizations are based upon in a way that supports their alertness as well as their ability to anticipate through the creation of a clear vision concerning the variables of the future that the strategic foresight provide.

3- Studying the conceptual nature of both organizational wisdom and strategic foresight in addition to outlining the correlation exsisting between them so as to reach a model philosophically and logically integrated.

The Practical Importance of the Study:

1- The importance of the study is reflected by the nature of the community within which it was conducted. The Daura Refinery plant of the Midland Refinery Company (MRC) presented a study field for the research with the company's leaderships functioning as a sorted sample in terms of the specialties, academic levels and technical experiences involved as seen in the results gained. It also provided the an extract of the experiences of the sample which helped in establishing and adopting the variables of the study so that they become part of the routine practices.

2- Employing the influence of the variable of organizational wisdom to achieve the strategic foresight in the researched company by shedding the light on its concepts as well as the mechanisms of application in a practical approach.

3- A contribution to identify the necessary keys needed to achieve the competitive advantage and logically combing the relevant variables in relation to the decision- making process at the Daura Refinery plant of the Midland Refinery Company (MRC), in addition to making use of the knowledge available for the study sample to achieve the goals of the company, which in turn aids in polishing its identity and enriching its culture, not to mention its role in supporting the ethical practices of the company through the adoption of the organizational wisdom practices so as to identify and then adopt the best.

4- Mobilizing the capabilities directed towards environmental monitoring activities that provide the aforementioned company with a solid database which would help in reaching the desired alertness as well as in discovering future variables within the relevant environment through the adoption of the strategic foresight.

OBJECTIVES OF THE STUDY:

The objectives of the current research could be summarized as follows:

1- Dealing with the conceptual contents as well as the philosophical approaches of the research variables (the organizational wisdom and the strategic foresight) and then examining their conceptual structures and characteristics in addition to reviewing and discussing the relevant opinions and the associated models in a theoretical approach that

goes in line with the modern efforts exerted within the administrative field.

2- Raising the awareness of the workers of al-Daura Refinery plant about the modern scientific concepts related to the variables of the study (i.e. the organizational wisdom and the strategic foresight) along with their positive impacts, so that to elicit an overall supportive attitude within the company, hence those variables become part of the working philosophy.

3- Identifying the level of impact the organizational wisdom along with its dimensions have on raising the level of strategic foresight within the Daura Refinery plant of the Midland Refineries Company (MRC).

4- Providing the mentioned company with a number of solutions and information in order to enhance its performance and help it maintain its pace as well as achieving the sought-after goals so as to create a state of alertness along with the ability to anticipate, which could be achieved through the adoption of practices of organizational wisdom that aim to make use of the knowledge available for individuals and get it across all over by making it accessible on a larger organizational scale where wisdom could be noticed when making decisions through the support of the strategic foresight which in part seeks to provide visions about the events likely to take place in the future so as to overcome the obstacles that get in the way of achieving the company's objectives or gaining its desired competitive advantage.

LITERATURE REVIEW

- The Theoretical Aspect – The Organizational Wisdom

First: The Organizational Wisdom as a Concept:

The word "wisdom" in origin could be traced back to the Greek philosophical word "Sophrosyne" which used to mean care and intelligence. It could also be traced back to the Romans who used the word "Temperantia" as well as to the early church where it was called "moderation". However, the concept was label "Emotional Excessive Restriction (hyperactivity restriction)" in modern times (Korac-Kakabadse et al., 2001d). On their part, (Akgun & Kircovali, 2015) provided a number of hypotheses through which they supported the conceptual structure of the organizational wisdom which they regarded as a fixed competence that is included and interrelated with the social practices and activities that take place across the entire organization. Accordingly to the referred to researchers, organizational wisdom is continuously created and changed as being practiced depending on the intercorrelations taken place within the organization and which are comprised of collaboratively organized

activities or conversations. This overview or perspective helps solve the problem of how could the organizational wisdom be interrelated between the individual level and that covering the organization since it is an individual trait that could be infused collectively across the organization, hence its potential as the driving force behind the organizational greatness (Cortez & Johnston, 2018:1).

Moreover, the concept of competence indicates that practices of the organizational wisdom are in fact ways to employ advance and appropriate knowledge that are sensitive by nature, considering it as being a reservoir accumulated within the organization. It involves choosing the appropriate timings through which knowledge is passed over the passage of time, so directors and managers view it as an operational advantage that features a knowledge driven by intuition that cannot be fully expressed while maintaining its validity for not being connected to certain outsider conditions, which in turn gives it possibility of preserving its value in facing external changes. finally, it features the concept of inclusion which means that organizational wisdom does not be devalued when employees leave the organization since it is infused and included in the knowledge and skills of the main staff and is also included in the physical and administrative systems as well as in the value systems of the organization and its culture, (Akgun et al., 2017: 4) As their knowledge will be is a" fabric of experiences, skills, information, and implicit and explicit cognitive abilities accumulated by the workers in the organization, that is, it is everything that surrounds the human being of data and information (intelligence, capabilities, trends, wisdom), whether in the past or the present. Mature decision-making " (Issa & Fendi,2021:146)

thus we see that organizational wisdom is more of a dynamic concept rather than being static one that is comprised of a number of variables and dimensions that change through dynamic relationships therefore we view it as an inclusive concept.

Nevertheless, there is no unified definition of the organizational wisdom that has been universally agreed upon universally, which makes studying it systematically a tedious task. therefore, it is hard for the organizations to appoint managers and employees with high levels of organizational wisdom, not to mention the difficulty of determining its value in measurable unites (Pourdjam A. et al., 2015:239). Table (1) below shows the many research contributions made in an attempt to give organizational wisdom a definitive definition.

Table (1) the researchers' viewpoints in the concept of organizational wisdom

No.	Research	the definition
1-	(Thierauf,1999:9 Ortkarpuz) According to (&Alagoz,2017:534	A vital organizational resource learned practically every day in a career and accumulated through experience. So that "organizational wisdom" consists of forming wisdom at the level of the organization and placing it at the top of the pyramid of knowledge.
2-	Baltes &) (Staudinger,2000:124	The expertise inherent in understanding behavior and the meaning of organizational life
3-	According (Ardelt,2004) Zaidman &) to Goldstein- (Gidoni,2011:633	Integrative dynamics resulting from the synthesis of cognitive (knowledge and understanding), reflective (perspective and introspection) and emotional (empathy and empathy) dimensions within an organization
4-	(Karakoçak,2007:24) Ortkarpuz) According to (&Alagoz,2017:534	A skill that develops through experience, intuition, and deep thinking to perceive and evaluate reality
5-	(Baltes et al.,2012:227)	An expert knowledge system that deals with the behavior and understanding of organizational life with exceptional insight, judgment and advice that includes complex and uncertain issues related to the individual's condition within the organization
6-	Cortez &) (Johnston,2018:7	Exceptional contextual understanding activated wisely and through risk management systems, interactions and decision making
7-	(Akgün,2020:228)	How the organization's personnel use their knowledge correctly through their practical actions, judgments, and ethical decisions.

SECOND: Dimensions of Organizational Wisdom

The topic of organizational wisdom has witnessed lengthy debates among researchers with easch trying to propose their viewpoints and they way they adapt the variable of organizational wisdom to their views and visions. That in part has led to the creation of dimensions specific to each case of study, especially that the topic has passed through the debate of individualism versus collectivism and the way it influence the organization as a whole, leaving the subject of finding a model that would be based on a modern theoretical foundation and supported by a reliable field test a need required which demands the support of knowledge. That was then depicted by the model presented by (Akgun et at., 2017) which expanded in its dimensions from the margins of individualism to collectivism, with a set of dimensions covering the overall practices taking place within the organization.

1- Logical Practices: they refer to communal judgment, evaluation and keen observations of arguments, relevant data and reasons so as to prove facts and logical explanations regarding the business, environment, issues and activities related to the organization (Akgun et al., 2017:2).

On their part, (McKenna et al., 2009: 178-179) suggest a number of points that support the logical practices of individuals as follows:

• The rely on reasoning and keen observation.

• Presenting detailed remarks helpful in establishing facts and explaining logical conclusions.

• Assessing the relevance and value of truth in logical suggestions when applying reason to the decision-making process through the use of a clear understanding of the categories that theoretically describe essence, process, and quality, to prove by logical argument the true conclusions.

2- Intuitive Practices: Essentially, intuition could be expressed as a "leap of faith" that is activated under certain conditions. Instead of following laborious scientific principles, intuition brings creativity and questioning to light which takes the individual to a place where facts alone cannot do and where it could be employed in the five distinct ways of (sensing the problem; executing well-learned behaviors; amassing scattered data; verifying the reality; creating solutions, and going beyond analysis). The greater the uncertainty the more magnificent the role of intuition is (Bierly et at., 2000:607-608). this is true since intuitive practices are usually linked to sensitivity to relevant environmental, organizational, and interactive signals as well as the sensitivity to collective empathy in terms of how individuals feel, hence, the involvement of sensation rather than reasoning and is often accompanied by emotions (Akgun et al., 2017: 5-6).

3- Ethical (Moral) Practices: The theory of wisdom is concerned with the role of ethics and virtue, since the core of the practical wisdom potential revolves around moral judgments (Kok, 2009: 53-54). Actually, a moral practice could be seen as a deed urged by ethics and conducted collectively which stimulates, directs, and corrects ethical behaviors while maintaining the integrity of individuals in the organization. Thus, practices that are based on moral urges are referred to as the ethics-based self organization and is considered a moral mandatory hinged upon Aristotelian virtue (Akgun et al. 2017: 5-6).

4- Prudent Practices: A prudent practice shows the practical quality or the added value of wisdom and is the right reason to work because prudence or practical vision ensures the correctness of the means that the individuals adopt to achieve the desired ends. Actually, prudence is the right behavior in a given situation, and is an ideal practice when it comes to deal with organizational challenges. From an operational perspective, it involves experience, knowledge and principles resulting from specific situations and actions, (Akgun & Kircovali, 2015: 196) It, moreover involves "the duties of care and prevention: technologically,

scientifically and politically", which in turn require a comprehensive approach in the integration of economic, environmental, social and ethical values (Intezari, 2015: 621).

5- Esthetic Practices: (Rooney & McKenna 2008: 711) view the role of esthetics involved in prudent practices within the organization from a perspective different from that of (Schmitt and Simonson, 1997) who views aesthetics as resources that add direct value to the organization. However, neither of them embraces (Dickinson and Svensen's 2000) company assumption that post-marketing standards such as beauty would be essential for the organization to succeed. In fact their understanding of beauty is based on that of Aristotle's understanding of aesthetics as a communicative work of an existing social practice that is masterly constructed, and relies on psychological and social processes that essentially incorporate sensory and emotional dynamics, noting that wise people should be able to express their wisdom from an organizational standpoint, so a wise manager would be able to interact with other employees while working, continuously sensing signals and meanings from these interactions" (Suarez, 2014:34-37)

- Strategic Foresight:

First: The emergence and concept of strategic foresight

The beginning of the twentieth century marked the first attempts of studies dealing with future and the meaning it implies as the meaning of (insight) and its dimensions came to light in predicting the future and analyzing it. It was in the United States where the early studies seriously tackling the future scenarios started to show up during the twenties of the last century. However, those attempts were dampened with the beginning of the infamous recession of 1929 and the World War II that followed it

(Al-Anzi and Al-Saeedi, 2014: 2).

So it wasn't until the fifties of the last century that the strategic foresight as a concept started to more solidly emerge when the French philosopher Gaston Berger used the term 'la prospective' that was related to human value, indicating the relationship between concepts and future strategies that he categorized into two stages: (1) Predictive stage that included a study of the capabilities of the organization and what it possesses, and (2) The anticipatory stage that dealth with the reason for evaluating and developing strategic options so that to prepare for any possible changes.

The following step was the endeavors exerted by scientists in the sixties of the last century studying strategic foresight programs that aim to identify possible future technologies that might contribute to

achieving the organizations' sough-after goal of prosperity (Alubadi & Taher, 2021:61)

Foresight is also referred to as opening up to the future by all means available, developing views for future options to then pick up from among the multiplicity of solutions and what the strategic foresight can lead to in regards to the future (Major et al., 2001: 92). It likewise highlights the significance of alternatives that might show up during the process of making strategic decisions, which involves planning for everything including the organization process, people, money, material resources, and the like, closely relating all that stuff to the factor of time (Serb & Cicioc,2015:95), hence is the apparent complexity of the strategic foresight concept and the lack of putting a meticulous definition so far (Dominiece-Diasa & Volkova,2019:7).

Mindful of the overall growing understanding within organizations and the role of strategic foresight that they are witnessing, the term strategic foresight starts referring to several meanings, among which are the administrative behavior or procedures whether done secretively (like thinking) or in public (opening up to offers or proposals) that in part can help create a competitive advantage as strategic foresight (Ahuja et al., 2005: 792). Thus, following the concepts and perspectives through which researchers dealt with strategic foresight, its definitions varied in representing their views, which is shown in Table (2):

Table (2) the researchers' viewpoints in the concept of strategic foresight

No.	Research	the definition
1-	(Slaughter ,1995: 1)	Opening up to the future with all members of the organization, exchanging views on future options, and then selecting the best option.
2-	(Shahkooh et al.,: 2009)	Evaluate the scientific and technological developments that have a strong impact on competition in the industrial fields, wealth gathering and the way of life according to a systematic method
3-	Gavetti &) (Menon,2016:207	The ability of the strategic leader to determine a superior course of action, especially one that differs markedly from the status quo, and to anticipate its consequences.
4-	(Adgbile et al.,2017: 7)	Determine the context of work, explore and invest in past and future opportunities and possibilities, and reduce the fluctuations of the present.
5-	(Fahmi et al.,2019:3)	The organization's ability to correctly judge and predict what will happen in the future and to plan its actions based on this knowledge
6-	(Al-Jubouri, 2019: 121)	Behaviors and processes that support knowledge exchange, especially tacit knowledge, in order to provide an environment for organizational action

7-	(Schweitzer et al.,2019:50)	The practice that allows organizations to establish the foundations of competition and excellence in the future, as well as helping the organization's employees and managers to identify trends and signals, monitor and interpret them to choose the appropriate alternative about the implications for the organization.
8-	(M. A & O.U. ,2020:8)	A process that enhances the organization's ability to understand emerging risks and opportunities, drivers, resources, and evolution, and represents the causality that is associated with alternative decisions, which constitute space for the possible, plausible, or preferred future, so that the organization can make better-informed and prepared decisions on issues related to its comprehensive strategic plans. and means of achieving its long-term goals

SECOND: Dimensions of Strategic Foresight

In his model for strategic foresight, (Paliokaite et al., 2014) presented three dimensions intended to help organizations succeed in their dealings with environmental uncertainty and mobilizing capabilities available for the most efficient strategic alternative. These dimensions are as follows:

1- Environment Scanning Capabilities: Also known as the systematic test of the organization's internal and external environments, that is aimed at identifying the main parties, technologies, and the status of the active competitors and organizing the process that may lead to change (Paliokaite et al., 2014:164). And Defined as a broad search for information about an organization's external environment to assist senior management in its task of determining its future course of action.(Sajjad & Mhaibes,2021:238) They also help in exposing the ongoing events taking part within the environment of the organization along with the inclinations involved, along with the available options in markets and technologies by means of four variables that this process incorporates which are (time scheme, depth, resources with powerful ties and resources with weak ties) (Hassanabadi, 2019:63). Another role that the environment scanning capabilities play is the detection of early signals of changes likely to take place in the environment of the organization, its business competitions and the technological intelligence arena of other organizations (Jihad and Hamid, 2020:220).

2- Strategic Choice Capabilities: strategic choice has been defined as the process through which the officials within an organization make decisions concerning the strategic work path (Child, 1997:45). Furthermore, it provides the ability to identify alternative paths of work that are possibly available for the organization across a given timetable due to the availability of materials, capabilities, managerial force and the special resources of the organization so that to achieve the desired competitive advantage that helps the organization mapping its position in regards to the surrounding threats (Nima and Abdul Rahim, 2021: 235). The strategic choice framework also serves as a tool that decision makers can use to assess available alternatives

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(choices) so that to achieve the goals and apply the main strategies desired in addition to providing what could be considered as the lens that would allow for evaluations of such choices or alternatives since it influences the position of the organization within its work environment (Weil, 2005:331).

3- Integration Capabilities: they refer to the knowledge-based information that is directed towards the future in regards to the activities of the organization, as well as the technological platforms of the future, and the plans of developing new products. The following-up of such ideal visions requires the organization to be committed to the resources and expertise distributed all across the organization so as to make advantage of such knowledge, not to mention the need to develop the knowledge database of the organization to make it able to re-organize the discovery and employment of opportunities as well as the spicific constrictions applied during emergencies. All that would generate the need to identify the leadership as well as to coordinate organizational processes as additional essentials required for integrating resources of the organizational along the path of an ideal future (Paliokaite et al., 2014:165). The integration capabilities could also be viewed as the activities carried out by the organization in order to obtain, utilize and develop new resources. That could include the direct acquisition of new technology or the collaborative alliances that the organization might have with others to obtain such technology that would help it generate new procedures (Nima and Abdul Rahim 2021:235). This is essential since the possibility of the organization developing its products internally and externally by means of dynamic performance requires first of all that it resorts to the process of integration through clear relationships (Lansiti & Clark, 1994: 568).

THE HYPOTHESES OF THE STUDY:

H1: The research's main hypothesis could be summarized as follows: The organizational wisdom and its dimensions has no influence of significance strategic foresight, from which the following sub-hypotheses stem:

H 1-1: The dimension of logical practices has no influence of significance on strategic foresight.

H 1-2: The dimension of intuitive practices has no influence of significance on strategic foresight.

H 1-3: The dimension of moral practices has no influence of significance on strategic foresight.

H 1-4: The dimension of aesthetic practices has no influence of significance on strategic foresight.

H 1-5: The dimension of prudent practices has no influence of significance on strategic foresight.

Research METHODOLOGY:

The hypothetical flowchart that is based on the opinions of the researchers and the scientific experiments they conducted at the Daura Refinery plant of the Midland Refinery Company (MRC) show the variables of the study and the nature of the relationship between them with the intention to present a summary about the model of the research as is indicated in figure (1):

• The Independent Variable (the Organizational Wisdom): which includes the dimensions of (logical practices, intuitive practices, practices based on moral prompts, esthetic practices and prudent practices) with all being based on the of (Akgu¨n et al.,2017) study.

• The Dependent Variable (Strategic Foresight): which includes the dimensions of (capabilities of environmental scanning, capabilities of strategic choice, capabilities of integration) with all being based on (Paliokaite et al., 2014) study.

Figure (1) The hypothetical scheme of the research
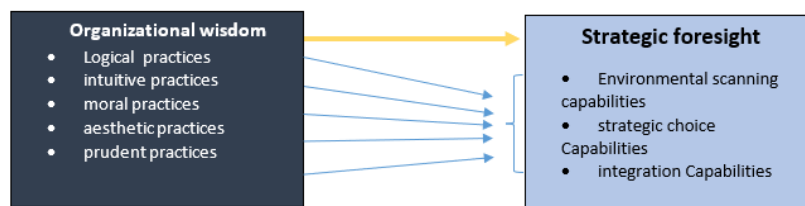
The research sample:

The Daura Refinery plant of the Midland Refineries Company (MRC) represented a search field for the researchers. Its leaderships, represented by a host of managers who occupied the positions of (director general, deputy director general, head of the board, head of a department, head of a section) made up the study community (population), in the time when the leaders of the company represented the study sample who played key roles in taking decision at the level of upper and middle managements depending on the complete census method since the sampling used in the study was a non-probability multi-level purposive one that included (director general, deputy director general, head of the board, head of a department, head of a section) within the headquarters of the company in Baghdad i.e. the Daura Refinery Plant which indicates the inclusion of all individuals of the company's leaders community.

Copies of questionnaire were distributed by the researchers to the entire population of (352) individuals that made the study community represented in the organizational structure of the Daura Refinery Plant of the Midland Refineries Company (MRC) as is shown in appendix (4). The study was conducted after obtaining the relevant official approvals required as is shown in appendix (5), with the number of retrieved questionnaire copies being (312) that made the sampling of this study.

The characeterstics of the sampling is shown in table (3) whose variables were set according to (Nofan & Al-Rubaie,2023:166) .

Table (3) Characteristics of the research sample

variables	Categories	number	Ratio
gender	male	241	%77.2
	female	71	%22.8
Age group	Less than 30 year	7	%2.2
	31-35	70	%22.4
	40 – 36	65	%20.8
	45 – 41	51	%16.3
	50 – 46	72	%23.1
	More than 51	47	%15.1
Academic attainment	Secondary school	2	0.6%
	diploma	2	0.6%
	Bachelor's	268	%85.9
	Higher Diploma	10	%3.2
	Master's	24	%7.7
	Ph.D.	6	%1.9
Length of service	Less than 5 years	15	%4.8
	6-10	31	%9.9
	11-15	89	%28.5
	16-20	60	%19.2
	21-25	78	%25.0
	More than 26 year	39	%12.5
Total		312	%100

RESULTS AND DISCUSSION

In this section of the article, we will discuss linear regression analysis to test the research hypothesis. , which is the most widely used and most common regression method for many researchers. Where "linear" denotes a linear relationship between the dependent variable and the regression coefficient, and "simple" denotes that the model contains only one independent variable.

The effect value will be shown by relying on the extracted (F) value, coefficient of determination (R²), corrected coefficient of determination (R²), marginal slope coefficient (β) Some statistical indicators were used according to (Shadhan & Ali,2021: 126-127) .

And The impact will also be measured according to the Table (4) (Al-Sageer,2022:56):

Table (4) the scale of impact

Arithmetic mean value	1 to lees than 2.60	2.60 to less than 3.40	3.40 to 5
degree of approva	Low	Medium	Large

The practical side: Testing The Study Hypotheses:

 Which indicates (organizational wisdom and its dimensions do not have a significant effect on strategic foresight). Using simple linear regression, it is clear from Table (5) the following:

1- The value of (F) extracted between the organizational wisdom and the strategic foresight was (399. 807) which makes it greater than the tabular (F) of (3.94) at the level of significance of (0.05). This result provides enough support to accept the alternative hypothesis that states (Organizational wisdom and its dimensions has an influence of significance on strategic foresight) which indicates that the variable of organizational wisdom has in influence of significance on strategic foresight. The value of corrected coefficient of determination (R²) came at (0.562) which is an indication that the variable of organizational wisdom explains (56%) of the changes occurring to strategic foresight. The extracted (t) value of the coefficient of marginal propensity of the organizational wisdom variable was (19.995) which is greater than the tabular (t) value of (1.984) and that at the level of significance of (0.05) which in turn indicates the steadiness of the significance of the marginal propensity coefficient of the organizational wisdom variable. The value of the coefficient of marginal propensity (β) of (0.969) shows that an increase in the organizational wisdom variable by one unite would lead to an (97%) increase in the strategic foresight. Accordingly, the use of the organizational wisdom by leaders of the company would effectively contribute to achieving strategic foresight for as long as those leaders practice intuition and logic in their dealings with environmental conditions along with the moral aspect that prevent them from exploiting the workers, the outcome would positively lean towards achieving the organizational sustainability.

Table (5) Analysis of the effect between the organizational wisdom variable on strategic foresight

dependent variable	Decision	Sig	Effect Value	(t)	(F)	(R^2) Adj	(R^2)	(R)	the independent variable		
strategic foresight	Accept the alternative hypothesis	0.000	1.132	19.995	399.807	0.562	0.563	0.751	0.024	(α)	organizational wisdom
			Big						0.969	(β)	
Tabular (F) value = 3.94 /// Tabular (t) value = 1.984 /// Sample size = 312											

2- The (F) value extracted from the dimensions of the organizational wisdom variable and strategic foresight were (324.984, 152.494, 346.968, 84.046, 45.972) respectively, were apparently greater that than tabular (F) value of (3.94) at the level of significance of (0.05). Accordingly, the verdict concerning the sub-hypotheses of the organizational wisdom variable is to accept the alternative hypothesis as is shown in table (6). Therefore, for the researched company to recline to those practices based on logic, evidence and moral urge in the light of the availability of enough expertise, that would provide it with more ability to predict the future which in turn would positively influence the achievement of strategic foresight.

Table (6) The implicit hypotheses between the dimensions of the organizational wisdom variable in strategic foresight

Hypothesis symbol	Hypothesis	Decision
H1-1	There is no significant effect of the dimension of logical practices on strategic foresight.	Accept the alternative hypothesis
H1-2	There is no significant effect of the dimension of intuitive practices on strategic foresight.	Accept the alternative hypothesis
H1-3	There is no significant effect of the dimension of moral practices in strategic foresight.	Accept the alternative hypothesis
H1-4	There is no significant effect of the dimension of aesthetic practices on strategic foresight.	Accept the alternative hypothesis
H1-5	There is no significant effect of the dimension of prudent practices in strategic foresight.	Accept the alternative hypothesis
The number of accepted null hypotheses		0
The number of accepted alternative hypotheses		5

A- The corrected value of the marginal propensity coefficient (R^2) came at (0.126, 0.211, 0.527, 0.328, 0.51) which shows an inconsistency in explaining the dimensions of the organizational wisdom variable in relation to the strategic foresight variable. Figure (2) reveals that the highest explanatory percentage was at the (moral practices) dimension as it explained (52%) of the changes occurring to the strategic foresight variable. However, the lowest explanatory percentage came at the (logical practices) as it explained (13%) of the changes occurring to the strategic foresight variable.

B- The extracted (t) value of the coefficient of marginal propensity between the variable of organizational wisdom and that of the strategic foresight came at (6.78, 9.168, 18.627, 12.349, 18.027) respectively, which is greater than the tabular (t) value of (1.984) at the level of significance of (0.05), which is an indication of the sustainability of the marginal propensity coefficient for the dimensions of the organizational wisdom variable, hence is the real impact that they have on the variable of strategic foresight.

Figure (2) The values of the corrected coefficient of determination between the dimensions of the organizational wisdom variable in strategic foresight
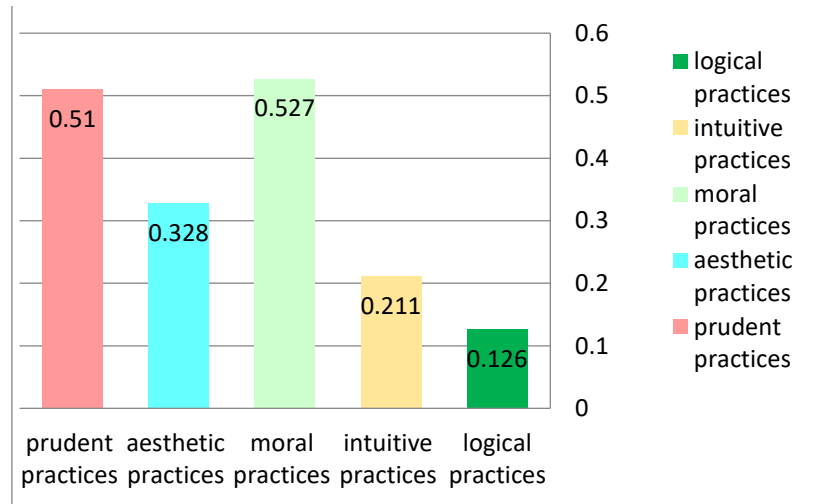
C- Through the value of the coefficient of marginal propensity (β) for all dimensions (0.347, 0.415, 0.681, 0.617, 0.72) respectively as is shown in table (7) indicating an inconsistency in the volume of impact of the dimensions of organizational wisdom variable on the variable of strategic foresight, with the highest influence being registered at the (prudent practices) as increasing that dimension by one unite would lead to a (72%) increase in the strategic foresight variable. The lowest influence or volume of impact was related to the (logical practices) as

increasing that dimension by one unite would lead to increasing the strategic foresight variable by (35%).

Table (7) Analysis of the dimensions of the organizational wisdom variable in strategic foresight

Decision	Sig	Effect Value	(t)	(F)	(R²) Adj	(R²)	(R)	Dimension of Strategic Foresight			dependent variable
Accept the alternative hypothesis	0.000	0.384 / Big	6.780	45.972	0.126	0.129	.359	2.252	(α)	logical practices	strategic foresight
								.347	(β)		
Accept the alternative hypothesis	0.000	0.519 / Big	9.168	84.046	0.211	0.213	.462	2.054	(α)	intuitive practices	
								.415	(β)		
Accept the alternative hypothesis	0.000	1.055 / Big	18.627	346.968	0.527	0.528	.727	1.102	(α)	moral practices	
								.681	(β)		
Accept the alternative hypothesis	0.000	0.699 / Big	12.349	152.494	0.328	0.330	.574	1.275	(α)	aesthetic practices	
								.617	(β)		
Accept the alternative hypothesis	0.000	1.021 / Big	18.027	324.984	0.510	0.512	.715	.918	(α)	prudent practices	
								.720	(β)		
Accept the alternative hypothesis	0.000	1.132 / Big	19.995	399.807	0.562	0.563	0.751	0.024	(α)	organizational wisdom	
								0.969	(β)		
Tabular (F) value = 3.94 /// Tabular (t) value = 1.984 /// Sample size = 312											

Conclusions:

The study revealed a clear influence of significance of organizational wisdom on strategic foresight. therefore adopting and applying the practices of organizational wisdom would positively support its strategic foresight due to the clear and substantial influence of its dimensions namely the logical, intuitive, moral, aesthetic and prudent practices, that once implemented by the aforementioned company, they would contribute to achieving the capabilities of strategic choice, environmental scanning capabilities, and capabilities of integration, hence enhancing its strategic foresight.

Recommendations:

The Daura Refinery plant of the Midland Refineries Company (MRC) should enhance its logical analysis capabilities pertinent to the decisions it make and the opinions it takes so as to support the inferential capability of its leaders, in addition to developing their intuitive aspects along with the ethical ones in the sense of both the idiologies involved and the conducted behaviors within a healthy environment so as to ensure an easy and active communications among its individuals across all levels, taking into account the correct methods that should be applied in performing tasks and businesses so as to overly boost the strategic foresight of the organization.

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