
STRATEGIC FORESIGHT AND ITS IMPACT ON SOME PERSPECTIVES OF THE BALANCED SCORECARD FOR THE OPINIONS OF A SAMPLE OF WORKERS IN THE DIYALA MUNICIPALITIES DIRECTORATE

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Abstract

The research aims to identify what is the relationship between strategic foresight in some balanced scorecard perspectives and what is the effect of the independent variable in these perspectives on the dependent variable through the dimensions associated with each variable, represented by the dimensions of strategic foresight (environmental surveyability, strategic choice, integration capability, and future vision) and the perspectives The main and updated balanced scorecard (customer perspective, internal operations, learning and growth perspective, and social and environmental perspective). The Diyala Municipalities Directorate was represented as the research community The sample included all workers in this directorate at their various administrative levels and titles, numbering (137). The questionnaire was used as a tool for collecting information. The researcher used the descriptive analytical method and used the program (SPSS - AMOS) to analyze the data and confirm the validity of the hypotheses. The most important results of the research are the presence of a correlation relationship and a positive moral effect between variables. Search.

Introduction

The various environmental changes that the world witnessed in various aspects of life at the beginning of the last decade of the last century, It clearly contributed to its impact on all administrative practices and the nature of organizational relations, and in conjunction with the rapid technical and technological developments, and the emergence of problems that exceeded the borders of the countries within which organizations of all types operate , strategic foresight emerged as an effective scientific method to help organizations achieve their long-term goals and enhance their market position. Preserving its entity by reading the future and increasing the ability of its departments to sense available opportunities and keep pace with the environmental changes surrounding them. From this standpoint, the organizations sensed the importance of strategic foresight and set out to keep pace with the requirements of this type of strategy. Through what we have discussed, the researcher's direction was to conduct this research to investigate the impact of strategic foresight through

its various dimensions, including (environmental scanning, strategic choice, integration capabilities , and future vision) .

The first section: research methodology

First: the research problem Most business organizations in the era of modern management and the eras that preceded it have taken new and advanced trends to reach leadership in their various businesses and at all levels. Given the rapid and changing developments in the business environment, it has become necessary for these organizations to follow or develop new and advanced methods to lead their various operations in a way that makes them capable. To move forward and keep pace with these changes and at all levels required of it to maintain its competitive position and sustainability in its practical life cycle and confront the risks that stand in its way in the present and future through scientific thinking that enables it to extrapolate environmental events and expectations through the use of its cognitive expertise and its ability to interpret and attract the information that enables it. To achieve its goals, one of these methods is to work to enhance its capabilities in strategic forecasting of its various operations. From the above, we can formulate the research problem with the main question: What is the role of strategic forecasting in enhancing the perspectives of the balanced scorecard for workers in the Diyala Municipalities Directorate?

Second : Research objectives

The main goal of this research is to find out what is the relationship of correlation and influence To anticipate the strategic aspects of the balanced scorecard in the organization where the research is being conducted, therefore some sub-objectives were formulated as follows:

1. Highlighting intellectual aspects To anticipate the strategy , its dimensions and its relationship to the personal characteristics of the employees of the Diyala Municipalities Directorate.
2. Determining the level of interest of workers in the Diyala Municipalities Directorate in strategic forecasting.
3. Determine the relationship between the dimensions and perspectives of the research variables , represented by the dimensions of the independent variable (strategic foresight) and the dimensions of the dependent variable (balanced scorecard perspectives)
4. Identify the intellectual aspects of the balanced scorecard perspectives and identify the most important dimensions that achieve the research objectives within the organization where the research is being conducted.

Third : importance Search is possible that constribte this search in clarification Bezel level Foresight Strategic For sample Researched And society the study The represented By number from Employees Directorate Municipalities Diyala And its institutions Municipal What are the levels Link And the effect The resultant from him in to support Balanced scorecard perspectives And achieve Objectives the public And private With it.

Fifth: Study hypotheses

Main hypothesis : (H01) No significant correlation was found Statistically significant between strategic forecasting in terms of its dimensions And balanced scorecard perspectives at the macro and micro levels in the researched organization From this hypothesis , several sub-hypotheses emerge , which we mention as follows :

1. (H01.1) There is no correlation Significant statistical significance between the dimension of environmental scanning and the balanced scorecard perspectives at the macro and micro levels in the investigated organization .
2. (H01.2) There is no statistically significant correlation between the strategic option and... Balanced scorecard perspectives at the macro and micro levels in the researched organization .
3. (H01.3) There is no correlation Statistically significant between the integration capabilities Balanced scorecard perspectives at the macro and micro levels in the researched organization .

Sixth: Limitations of the study: The limitations of the research include the following

- 1- Time limits: The research limits extended in time for the period from 10/1/2023 to .2024/9/5
- 2- Spatial boundaries: The field aspect of the study was applied in the Diyala Municipalities Directorate in Diyala Governorate.

The second topic: the theoretical aspect

The first axis: strategic foresight

First: The concept of strategic foresight

Strategic foresight acquires systematic and programmed visions, and the skill and cognitive mentality that decision makers possess in working to define and consolidate visions and provide the means required to complete them, and that the strategy and its essence is represented by the ability to achieve the required goals, and that the strategic foresight must have freedom in the field of future foresight and that the difference in The space of that freedom, which is affected by boring routine, must be resorted to the process of anticipation and seizing opportunities to employ capabilities and ingenuity in interpretation (Al-Janabi, 2021: 75) It is also defined as the process in which the individual is able to fully understand the forces that can clarify the future in the long term and which must be taken into consideration when plans and policies are formulated and decisions are made. Foresight includes a set of indicators of the development of ideas and trends, qualitative and quantitative means, and monitoring. Developments that achieve the greatest benefit and are related to analyzing results and policies. Coates.1985;5)

Second: The importance of strategic foresight It is summarized by the following points:

It is a method of studying the future in order to lead planning processes, where future research and studies are considered the informational basis on which the planning process is based,

through which administrative leaders are provided with various forms of future alternatives to achieve the best choice (Mahmoud, 2010: 67).

The future is characterized by speed in its scientific and technological transformations and continues in a state of accelerated and comprehensive change in all directions (economic, political, technological, social). An organization that does not keep pace with the changes will lose the ability to face the future and benefit from its developments (Zaki, 2003: 34).

Through foresight, planning authorities can move from entrenching themselves in the framework of the past and present to foresight and setting future visions that can be achieved or that they would like to have more accurately, and prepare for the requirements of these future visions and face their challenges so as not to be surprised by the risks that may make them unable to compete and keep pace with the developments of the times. (Al-Suwaidani, 2009:3)

Third: Dimensions of strategic foresight

The importance of the dimensions and their definition in the studies that preceded this research In different environments and locations in terms of its application, the researcher chose to: Three dimensions represent the closest and greatest possibility of achieving desired results and in a way that is appropriate to the environment of the organization where the research is being conducted (Directorate of Municipalities of Diyala Governorate), which has gained importance in recent studies on strategic foresight, in addition to the results of ,the last three studies by researchers for the year 2023, which are (environmental scanning future vision , The strategic option) which we explain successively below

Environmental scanning Environmental scanning is defined as the strategic diagnosis of strengths and opportunities and taking advantage of them, avoiding and correcting weaknesses, and staying away from threats or adapting to them. If the organization wants to continue working, it must view and know its external surroundings and its internal resources so that it can use strengths, invest in opportunities, confront threats, and avoid risks (Al-Mousawi, 2021: 5) .

Future vision : It is the outlook or image that the organization forms for the future, and according to what it stated, the organization undertakes the processes of preparing and developing business policies and determining its strategic objectives that it works to implement, which is concerned with achieving its future aspirations and ambitions after making the necessary changes that are compatible with the changes that occur in the external environment with Taking into account the treatment and adaptation of what the internal environment includes to achieve answers to the following questions (Where is the organization now? Where will we go? What is the purpose of the organization's activity? What do we want to achieve? And at what time? (Jelonek.et.al., 2022: 197))

Strategic choice : The strategic choice is one of the important stages of strategic management that ends with determining the organization's strategic paths. These paths are determined through the organization's role in aligning its strengths and weaknesses with the opportunities and threats in its external environment, which today is characterized by complexity and dynamism. The opinions of the writers have varied. In presenting a specific concept of the strategic choice, they agreed on its value in that it represents the heart of strategic formulation. Rather, Macmillan and Tampoe go further than that, as they see that if

strategic choices can no longer be made, then there is no value in thinking about strategic management as a whole. (Abdul Hussein) (2005: 26)

The second axis: Balanced Scorecard

First, the concept of the balanced scorecard can be... identification this Sample on that it group From the standards Integrated Finance And other Finance , and he Prepare from Parts Complementary to craft And implementation Strategies the organization with the focus on receipt This is amazing Strategies For employees , In addition to presentation nutrition The return that maybe Use it in investigation Goals (Shatti , 2007: 38) and she considered as a tool measurement Developed from before Kaplan and Norton In 1992 , then that Their research Continuous I helped them in Belief Ban the scale Financial Traditional The represented With the return on Investment did not Manage from Giving Image The obvious one on performance Organizations that Working in environment variable And growing where Turn Managers to Standards Operations Flexible In addition to Metrics Traditional .

(Mahmoud (2016: 50)\

Second: Dimensions of strategic performance (balanced scorecard perspectives)

They represent the main dimensions on which the balanced scorecard is based and which represent the basis for the translation (Kaplan;Norton) in 1992

The customer perspective (customers): In this perspective, the focus is on the organization's customers, as it seeks to pay attention to their satisfaction and increase their benefit, since the measures that are used to measure the customer aspect as one of the aspects of balanced performance must answer the following two questions (Who are the organization's targeted customers? And what is the value that The organization seeks to provide it to them, and it must be noted that it is necessary to focus on the strategy that the organization follows in order to meet the needs and desires of customers, while clearly defining the targeted customers for everyone in the organization. (Aboul Gheit, 2012: 80)

Perspective Learning And growth " how You acquire Ability on events Change on level The individual And the facility? " Represent this the side Structure Infrastructure that on Enterprise Prepare it To create growth And practical development long The term , And he focuses this the side on Metrics Interior And external that Appear Possibilities potential To develop the environment Infrastructure For the facility And capabilities Humanity In which , with the environment External In a way general , And focus Indicators Main in this the side on the culture Institutional For the facility , And Relationship between Development Internal For the facility And level Her performance External , And effectiveness what He spends on the study And development And investment in Training , methodology to encourage creativity between staff And also rate Products Innovative By analogy By number Total For products Enterprise, any practical Rotate Knowledge And investing in it . (Al-Shatti (2007: 43)

Perspective Social And environmental that Development Continuous For organizations Business in Countries Advanced And in a way Accelerated , Contributed in the job on catch up And keep up this Development For organizations in the countries Developing where that Most This is amazing Organizations may be I started virtually using Card the performance Balanced As a tool Administrative Sophisticated And modern , And he worked Many from

Researchers on to improve This is amazing the tool And develop it in Organizations The worker in conditions Environmental Different To be She can formation Visions And strategies Relevance with Her works , And from Natural that Be addition any Binoculars Innovative For a card the performance Balanced from Her rights Natural , with confirmation on Balance in what between Endoscopes the basic And binoculars Innovative where I worked Many from Organizations Business on development Its strategies To suit the environment surrounding With it (Alijan (2021: 80).

The second section: field procedures for research.

It is possible to discuss the field procedures for research by agencies:

First: Research methodology:

Through the procedures required by the research to achieve the objectives required of it, the descriptive analytical approach will be used, through which descriptive and analytical methods were used for the purpose of collecting and analyzing data and transforming it into statistical results that show the relationship between the research variables on all dimensions and levels.

Second: The study population and sample:

In this study, it is necessary to address the description of the field of study, its community, its sample, and the justifications for its choice by the researcher, as the field is represented by the Diyala Governorate Municipalities Directorate, which consists of a group of administrative divisions that specialize in the various works of this organization and through which it sets operational frameworks and plans for managing a group of municipal institutions that are distributed Over all areas and districts of the governorate, which number (21) directorates, and the administrative divisions that manage the work of this organization are represented by the following (Human Resources Management, Properties, Projects, City Planning, Environment Division, Planning and Follow-up, Financial Affairs, Budgets Division, and Auditing Division) . , the Legal Division, and the Security Permits Division, in addition to the Equipment Division and the Warehouse Division). The nature of the work of this organization and its institutions is to provide a group of municipal services to the community that operate within its borders. The researchers relied in conducting a research on all workers in the research community, who numbered (137) workers in all The functional, scientific and administrative levels that make up the members of this organization.

Third: Choosing research hypotheses

First - the main hypothesis (H_0) : There is no significant, statistically significant correlation between strategic foresight in terms of its dimensions and the balanced scorecard perspectives at the macro and micro levels in the organization under investigation.

The results of the statistical analysis shown in Table (1) showed that there is a statistically significant correlation between strategic foresight and the balanced scorecard perspectives. This is in terms of the value of the correlation coefficient, which appeared equal to (0.784) , and this value is significant based on the probability value (Sig. (2-tailed)) , which appeared equal to (0.000) , which is less than (0.01). That is, the greater the adoption of strategic

foresight in the organization under study , the more this will strengthen the perspectives of the balanced scorecard. In which.

Based on this result, the null hypothesis will be rejected and its alternative will be accepted, which states: “There is a significant correlation between strategic foresight and balanced scorecard perspectives.” In the researched organization.

strategic foresight and balanced values of the correlation coefficient between Table (1)
scorecard perspectives

Link		
		Balanced scorecard perspectives
Strategic foresight	Pearson Correlation	0.784
	Sig. (2-tailed)	0.000
	N	1 37

Source: Table (1) prepared by the researchers based on the outputs of the SPSS V.26 program

Three sub-hypotheses emerged from the main hypothesis, as follows:

1- The first sub-hypothesis of the main hypothesis (H 0 1.1): There is no significant, statistically significant correlation between the environmental scanning capability dimension and the balanced scorecard perspectives at the macro and micro levels in the researched organization.

The results of the statistical analysis shown in Table (2) showed a correlation between the dimension of environmental scanning The balanced scorecard perspectives and its dimensions (customers), (learning and growth), and (environmental and social dimension) are as follows:

It was achieved that there is a significant correlation between the dimensions of (customers), (learning and growth), (the environmental and social dimension), the balanced scorecard perspectives, and the dimension of (environmental scanning) in terms of the correlation coefficient values that appeared equal to (0.588) and (0.517). , (0.519), (0.539) respectively , and these values are significant based on the probability value (Sig. (2-tailed)), which appeared equal to (0.000), (0.000), (0.000) , (0.000) which is less than (0.01) , which means that it is highly significant.

Table (2)

Values of the correlation coefficient between Balanced scorecard perspectives and environmental scanning capability

		customers	Learning and growth	Environmental and social	Balanced scorecard perspectives
Environmental scanning capability	Pearson Correlation	0.539	0.519	0.517	0.588
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	N	137	137	137	137

Source: Table (2) prepared by the researchers based on the outputs of the SPSS V.26 program

The second sub-hypothesis of the main hypothesis ($H_0 1.2$): There is no significant, statistically significant correlation after the strategic choice . And the perspectives of the balanced scorecard at the macro and micro levels in the organization under investigation , and the results of the statistical analysis shown in Table (3) related to showing the correlation between the strategic choice dimension and the perspectives of the balanced scorecard and its dimensions (customers), (learning and growth), and (environmental and social dimension) were demonstrated. In the researched organization . As follows:

It was verified that there is a correlation and a significant relationship between the strategic choice and the balanced scorecard perspectives and its dimensions (customers), (learning and growth), and (environmental and social dimensions) in terms of the correlation coefficient values that appeared equal to (0.691), (0.571), (0.615) , (0.644) respectively , and these values are significant based on the probability value (Sig. (2-tailed)) , which appeared equal to (0.000), (0.000), (0.000) , which is less than (0.01) , and this means that it is significant. To a very high degree.

Therefore, we reject the null hypothesis and accept the alternative hypothesis, which states that (there is a statistically significant correlation between the strategic option and And the perspectives of the balanced scorecard at the macro and micro levels in the organization under investigation .

Table (3) Value the correlation coefficient between the dimension of the strategic option
And balanced scorecard perspectives

		customers	Learning and growth	Environmental and social	Balanced scorecard perspectives
Strategic choice	Pearson Correlation	0.644	0.615	0.571	0.691
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	N	137	137	137	137

Source: Table (3) prepared by the researcher based on the outputs of the SPSS V.26 program.

The third sub-hypothesis of the main hypothesis ($H_0 1.3$): There is no statistically significant correlation for the dimension Integration capabilities And the perspectives of the balanced scorecard at the macro and micro levels in the researched organization .

The results of the statistical analysis shown in Table (4) related to showing the correlation between the integration capabilities dimension and the balanced scorecard perspectives in the investigated organization . As follows:

It was achieved that there is a significant correlation between the future vision and the balanced scorecard perspectives (customers), (learning and growth), and (environmental and social dimensions) in terms of the correlation coefficient values that appeared equal to (0.691), (0.571), (0.615) , (0.644) Respectively , these values are significant based on the probability value (Sig. (2-tailed)) , which appeared equal to (0.000), (0.000), (0.000) , which is less than (0.0 1) , and this means that it is significant to a very high degree. .

Therefore, we reject the null hypothesis and accept the alternative hypothesis, which states that (there is a statistically significant correlation for the dimension of future vision And

balanced scorecard perspectives at the macro and micro levels in the organization under investigation .

Table (4) Values of the correlation coefficient between the dimensions of integration capabilities Balanced scorecard perspectives

		customers	Learning and growth	Environmental and social	Balanced scorecard perspectives
Future vision	Pearson Correlation	0.644	0.615	0.571	0.691
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	N	137	137	137	137

Source: Table (4) prepared by the researcher based on the outputs of the SPSS V.26 program

Conclusions

1. Strategic foresight has an important and effective role in enhancing the perspectives of the balanced scorecard For organizations in general and for the organization being researched in particular.
2. The dimensions used by researchers to measure strategic foresight varied and varied, and the researcher chose the dimensions included in the research as the closest model that contributes to improving the perspectives of the balanced scorecard. For the organization being researched.
3. The dimensions and perspectives of strategic performance were identified with four main dimensions: (the financial dimension, customers, internal operations, and learning and growth). The (social and environmental dimension) was developed by a group of researchers to fill the imbalance and criticisms directed at the main dimensions, which were their reliance on the financial and internal aspects and their neglect of the aspects. The social and environmental aspects of organizations and their surroundings. In this research, the financial dimension and internal operations were excluded as required by the research community.
4. By describing the relative importance of the dimension of the strategic foresight variable, it became clear that the most important dimensions that respond in the organization to strategic foresight is the dimension of environmental scanning, then the strategic choice, and in last place comes the future vision.
5. One of the results revealed by the practical side of this research is the existence of a significant correlation between strategic foresight and balanced scorecard perspectives.

Recommendations

1. It is necessary and important for the Diyala Municipalities Directorate to learn about the successful forward-looking experiences of various organizations at home and abroad in order to develop and acquire the forward-looking capabilities of its functional cadres at various levels and employ them to serve and achieve the required goals.
2. Striving to use incentives and processes that increase the motivation that makes the cadres of the organization the subject of the research be used to use the skills they possess

and employ them to enhance forward-looking capabilities to achieve outstanding strategic performance.

3. The organization conducting the research should ideally benefit from the scientific expertise it possesses by giving them space to participate in developing strategic plans and the decision-making process.

4. The organization being researched must work to enhance its capabilities in environmental scanning of the internal and external environment within which it operates to determine the requirements for completing its work and keeping pace with future developments.

5. The organization being researched must work to share information between its various functional levels and create a single team spirit to develop a distinct forward-looking picture for the future.

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