

The role of strategic insight building of the organization's personality: an analytical study of a sample of department directors and people's officials in the General Directorate for Education in Baghdad's Karkh Third Governorate

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Abstract

This study clarifies the theoretical ideas and practical experiences of the two research variables that include relatively novelty in their concepts, especially the variable related to building the personality of the organization, or what is known today in the world of modern organizations as the organization's DNA, and the important role played by strategic foresight, which represents a proactive state and capacity. Organizational organizations to confront the changing and accelerating world and the complex environment, and to shed light on the theoretical frameworks of these two variables and their deficiency or ambiguity in this regard, through the application and testing of this research in its main and sub-dimensions on a sample of department directors and people officials in the researched organization, as they represent the higher and middle leadership of that organization, using the main data collection tool represented by the questionnaire on a sample of (72) individuals, depending on the system (spss 23) and a number of statistical methods (arithmetic mean, standard deviation, variance, values of Spearman correlation coefficient analysis Regression, influence and others), and the study found that there is a correlation and an effect between the independent variable (strategic insight) and its sub-dimensions with the dependent variable (organization personality) and Ab Its sub-component except for the two dimensions of information and vision. As for the most prominent results that were reached, the research sample's awareness and interest in the research variables, weakness of the information available to them, their ability to appropriate planning, leadership potential, decision-making ability and planning skill, Even in light of the limited information available to them.

Keywords

Strategic foresight, personality of the organization.

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First: Research Methodology

The problem of the study.

Organizations today live in the light of organizational, informational, administrative and competitive openness, as well as the frantic race to obtain human and material resources to sustain the work of organizations and bring them to high global or local levels, at the same time the environment (internal and external) in which they operate has become With them, organizations carry a lot of ambiguity, acceleration and complexity, so it has become imperative for organizations, with their various specializations and orientations, to be prepared for any change, emergency or risks, and in any way, by seizing the available opportunities and avoiding potential threats, and such an organizational logic is not It is achieved unless there is an organizational policy or map according to which it is going to be an effective, successful and able to achieve organizational goals, and to have a clear-cut organizational personality with unique characteristics that distinguishes it from other organizations, and in order for this personality to last, appropriate plans must be developed and In order to make it capable of facing challenges in order to be able to continue both now and in the future, from this point of view the researchers saw that strategic insight is one of the important elements that constitute a fundamental turning point for building and shaping the personality of the organization. Presented The main question arises: (What is the impact of strategic insight in building the personality of organizations to achieve what it has planned for now and in the future? From this main question, the following sub-questions emerge:

- 1 -How successful are the organizations in drawing up a strategic foresight mechanism to build their organizational personality?
- 2 -What are the most important dimensions of the research variables prevailing in the researched organizations? Are there differences in the response of the research sample on these dimensions?
- 3 -What are the obstacles that stand before organizations in achieving strategic foresight in a way that helps build their personality?
- 4 -To what extent do the middle management and employees of the researched organization contribute to building the organization's personality through strategic insight?

The importance of research

Presenting a conceptual framework about both variables and their dimensions, as they are relatively recent concepts and have not been satisfied with research and analysis, this study is one of the first studies that brought together the two vital and important variables at the level of work of organizations (as far as the researchers know), providing a practical contribution To know the success of the organizational insight in building the personality of the organization and making it able to face competition in a changing and dynamic environment.

Aims of the study

The study aims to verify the extent to which there is a relationship between the components (dimensions) of strategic insight (decision-making rights, organizational structure and information) and the dimensions of building the organization's personality (planning, vision and leadership) from the point of view of the middle departments in the researched organization, and identifying the level of Perception of the researched sample to exclude insight and its concept and the extent of their ability and contribution to building the personality of the organization, the ability of organizations to anticipate their future, explain the impact between the dimensions of both variables, identify differences in the responses of the research sample, and provide useful recommendations and objective proposals. It will be reached in the practical aspect.

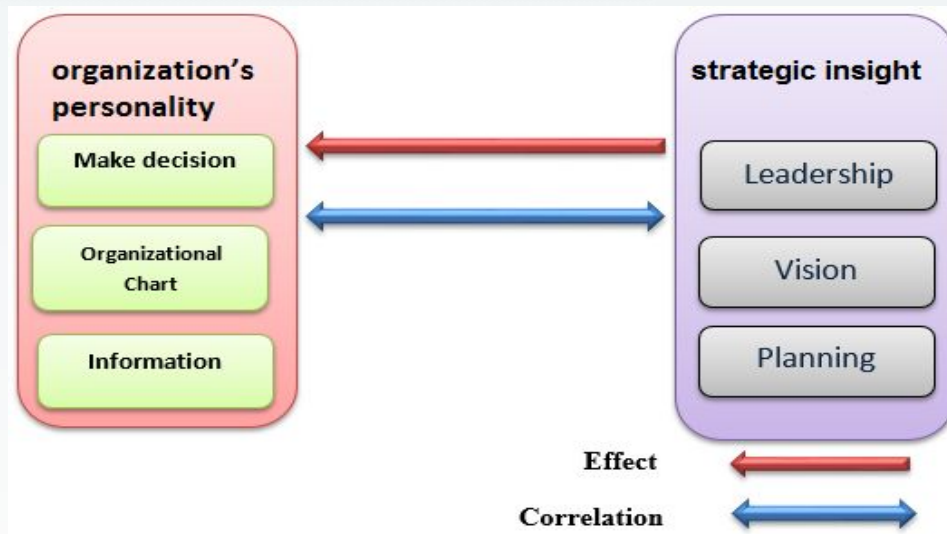
Research hypotheses

Based on the research problem, the following hypotheses were formulated:

A- The first hypothesis: - There is a significant and significant correlation relationship between strategic insight and building the personality of the organization with its dimensions.

B- The second hypothesis: There is a significant influence relationship between strategic insight and building the personality of the organization with its dimensions.

The hypothetical scheme



Research limits

A- Spatial boundaries: A sample of department directors and divisional officials, male and female, was represented in the General Directorate of Education in Baghdad's second Karkh governorate, which numbered (72), and with various academic qualifications, job titles, years of service, department and division director, and as shown in the table No. 1).

B- Temporal limits: It was represented by the period in which the study was conducted, as well as the period for distributing the questionnaire to the research sample and the retrieval period, which ranged from 12/20/2019 to 2/1/2020.

Table (1)

Characteristics of the research sample

Percentage	the number	Category distribution	Variables	s
66.7%	48	Male	Gender	1
33.3%	24	female		
100%	72		Total	
8.3%	6	Junior high	Qualification	2
8.8%	6	Diploma or less		
79.2%	57	Bachelor		
0%	0	Higher Diploma		
4.2%	3	M.A.		
0%	0	PhD		
100%	72		Total Age group	3
0%	0	30 years or less		
38.9%	28	31 - 40		
27.8%	20	41-50		
33.3%	24	More than 50 years old		
100%	72		Total Career Title	4
100%	72	Division Officer		
100%	72			
29.2%	21	Less than 5 years		
61.1%	44	5 - 10	Total	
8.3%	6	11 - 15	Total	
1.4%	1	More than 15 years		
100%	72	Category distribution	Years in the position	

Search terms

The research included two variables:

1 -The independent variable (strategic insight): It refers to the ability of the organization to face the future and respond in an organized and vital manner to the circumstances surrounding the organizations and their dimensions:

A- Leadership: Having the clear and active personal and organizational leadership capacity and potential to lead the organization towards achieving foresight and moving towards the future.

B vision: creating a better future that includes values and ideals.

C- Planning: Ensuring that plans, personnel, skills, and processes support the organizational vision. Grimm

2 -Building the personality of the organization: a theory that includes elements that together describe the identity of the organization and help express the organizational activities. And its dimensions:

A- Decision-making rights: A decision means choosing an alternative from among different alternatives

B- Organizational structure: - The formal system of tasks, work relations, and authority that controls the performance methods of individuals and groups within organizations to achieve organizational goals.

C - Information: - Data of a form, content and meaning suitable for a specific use.

And the dependent variable (building the personality of the organization) and refers to a theory that includes elements that together describe the identity of the organization and help express the organizational activities

Measuring the validity and reliability of the questionnaire.

Internal stability: This method depends on the consistency of the respondent's answers from one paragraph to another, as all the questionnaires were used in the research sample of (72) questionnaires, and the Alpha-Cronbach coefficient was calculated for the two research variables and their dimensions, as the test result showed that the result of the stability factor (Alpha - Cronbach) for the research questionnaire has reached (0.851), which is an excellent percentage with a high degree of reliance on the results of the questionnaire in this research and subsequent future research, being greater than (0.60).

According to the results that have emerged about verifying the validity and reliability of the questionnaire for its independent and dependent variable (with their sub-dimensions), the research results can be relied upon, trusted and relied upon in future research studies.

Statistical methods and means:

The two researchers relied on a number of statistical means and methods (such as the arithmetic mean, standard deviation, variance, values of Spearman's correlation coefficient, regression and influence analysis(Khan, Wang et al. 2021)), and the main research tool (the questionnaire) that was distributed to the research sample, which numbered (72), was the director of a department and division.

Second: Previous studies and theoretical framework

Previous studies

The researchers did not find, to the best of their knowledge, previous studies that dealt with the two variables in question, but there are many researches and studies that dealt with one of the two variables, and the researchers will review a number of these studies.

A personality of the organization

1-The Role of Organizational DNA in Improving Organizational Performance: A Study on the

Industrial Companies in Egypt

This study sheds light on the role of the organization's personality in improving organizational performance. The study developed a number of hypotheses, and a descriptive approach was used to collect data. The study was applied to three groups of workers in industrial companies, out of 372 questionnaires that were distributed, and the most important findings include: The four sources of building the personality of the organization (organizational structure, decision-making rights, incentives, and information) have a significant direct impact on performance, and industrial organizations can improve the operational policy by influencing the personality of the organization, and developing the organizational structure and rights. Decision-making, incentives and information, the study presented a set of recommendations, including the need to pay more attention to the dimensions of the organization's personality as a main source for organizations to enhance the competitive advantage that is of utmost importance in achieving the goals of the organization.

2-The organization's personality and enterprise leadership (a case study of mobile phone dealers in Algeria)

The study aimed to determine the relationship between the organizational personality components and the leadership dimensions represented by the creative capabilities and proactive measures and to adopt the risk for a sample of the three telecom operators in Algeria on a random sample consisting of (200) workers in three states based on the questionnaire, the structural equations model and the system (Amos) and one of the most important conclusions was the influence of the organizational personality components of the researched institutions on the dimensions of leadership. As for the most important recommendations, they were to spread the concept of the organization's personality and its components among the workers and highlight its importance in determining the identity of the organization for its continuity and sustainability.

Strategic insight

1-Assessing the maturity level of foresight in Polish companies a regional perspective

This study sheds light on the extent of organizations' ability, through strategic insight, to face the rapid change and real uncertainty in the business environment, as well as the need to process and interpret information received from organizations' sources. The main objective of this study is to assess the maturity of the researched organizations and their dependence on the process of strategic foresight in analyzing its work and achieving its goals, uncovering the future on a large scale and reducing ambiguity and environmental uncertainty in a way that enhances the organizational competencies of the researched organizations. The study relied on the environmental scanning aspect by focusing on dimensions such as leadership, building a collective vision, And planning, and the survey research conducted among (134) production and service companies allowed that the researched organizations are characterized by low levels of maturity in foresight, and therefore it is necessary to focus on this concept by relying on research, studies and literature that allow such concepts to increase the maturity and organizational awareness of it.

2-Foresight practices and the influence on financial performance

Insight is an ambiguous concept with many definitions, as well as a lack of studies that dealt with it. Purpose: The purpose of the research is to verify the extent of the impact of strategic foresight practices on the financial performance of the researched organization and how to measure it. A theoretical framework was created in order to collect knowledge about this area, These theories were used as a basis for in-depth interviews with the research sample to make the insight measurable. The research model was applied in order to evaluate the foresight practices followed by the organization and compare it with financial performance by conducting an archival analysis of the annual reports of the researched organization. From the results of the study, the insight practices were limited within organizations. The study, however, has been used by all organizations to some extent. Foresight practices are highly contextual, and it is difficult to establish a clear relationship between how foresight practices affect financial performance and needs further research.

Third: The theoretical framework

It includes an explanation of what the two variables are and their theoretical dimensions, depending on the resources available to researchers in the form of books, studies, research and magazines that dealt with both variables through research and analysis.

Strategic foresight

A concept of strategic foresight

The term foresight was discussed in the late 1980s to describe human activity related to anticipating the future and planning for it in the long term, as some writers believe that there is a [close relationship between foresight and strategy formulation \(Rohrbeck and Schwarz 2013\)](#) and it has been used for research. On three main indicators, namely (the expanded scientific citation index, the social sciences index of citation, the index of citation in the human sciences ([Gibson, Daim et al. 2018](#)) while others believe that is one of the first researchers who discovered the essence of insight and provided a scientific and systematic explanation for it in His works ([Nagimov, Akhmetshin et al. 2018](#)) and for insight has roots and applications in various fields such as military fields, management sciences, technology, different markets and society in general ([Dufva 2015](#)) so and like other fields of human knowledge There are many definitions that shed light on the topic of strategic insight, and Table (2) sheds light on the most important of these definitions:

Table (2)

Definitions of strategic foresight

The definition	Researcher's name	S
Strategic insight is the process of perceiving, interpreting and responding to change in a way that enables the organization and makes it effective and able to know what is coming quickly and dynamically and enables it to solve the problems it faces and gives it the strength to make the right decisions and focus on changing the methods of decision-making and change Correct managers' mentalities and sound logical development,	(Holladay 2005)	1
Refers to the proactive culture and focus on capacity building at the organizational level, anticipating related future developments and building the capacity to respond to rapid changes in order to ensure the survival of the organization and build knowledge in it by senior management and advisors and draw a map that represents its future direction.	(Dufva 2015)	2
The organizational ability to face the future and respond in an organized and vital manner to the circumstances surrounding the organizations.	(Nagimov, Akhmetshin et al. 2018)	3
Using new principles, methods and tools in a way that enables organizations to achieve goals and objectives, increase competition and contribute to achieving sustainable development of the organization	(Martin 2002)	4
Strategic, organizational, or institutional foresight are terms that refer to describing future research activities in organizations and dealing with the future in the long term	(Rohrbeck and Schwarz 2013)	5
Thinking and organizing differently within contingencies of the current situation realizing the unpredictable future, through - a spatial-temporal process of finding highways - that supports the creative emergence of strategic forecasting across multiple time horizons.	(Sarpong & Batsakis, 2018)	7
Organizational insight is the ability that encompasses any structural or cultural element that enables a company to spot	(Kononiuk and Sacio-Szymańska 2015)	8

continuous change early, interpret the consequences of the company, and formulate effective responses to ensure the long-term term.

A process that defines the activities that decision-makers take in the task of determining the course of the organization's business in the future, in order to ensure and maintain the competitive advantages that need to be fully and fully prepared for the inevitable future.

(Pettersson, Lauritzen et al. 2013) 9

" The ability to see through great confusion, to identify developments before they become tendencies, and to understand the features related to social currents that are likely to shape the direction of the future, a human trait that allows us to evaluate the pros and cons and evaluate different courses of action and form a possible future at every level with sufficient precision and clarity to be used as a aid for decision-making. " And providing administrative human competencies.

(Sarpong and Maclean 2016)(S 10

B- The importance of strategic foresight

The writers and researchers pointed to a set of points that dealt with the importance of strategic insight for modern organizations, including:

1 -Facing the rapid change and real uncertainty that organizations have become facing in a changing and complex environment.

2 -Processing and interpreting the information and data received from the sources surrounding the organization, accessing its sources related to potential future prospects, determining the methods and method used in collecting them, and the characteristics of the employees working on their interpretation (Kononiuk and Sacio-Szymańska 2015, Sarpong, Eyres et al. 2019) and trying to adapt them With the interests and needs of the organization because most of that data and information is general in nature(Gibson, Daim et al. 2018).

3 -Achieving organizational learning, as the organization will need re-clarification skills to find, filter, interpret and use administrative practices related to the expected future of it, and it needs those who organize insight activities within the organizations, and whoever harmonizes its organizational culture towards these activities. (Kononiuk and Sacio-Szymańska 2015) to meet and prepare for social, technical, economic and competitive challenges that are often (Gibson, Daim et al. 2018).

4 -Seizing opportunities and breaching fixed boundaries, speed and accuracy in taking the necessary measures that reflect critical decision-making.

5 -Investigative insight helps in recognizing and recognizing what is happening in different work environments and makes the organization on alert (early warning), broadens its vision and makes it capable of creativity, innovation and focus on practice, and makes the departments of the organization in permanent interaction and cooperation And it reduces improvisation. (Sarpong, Eyres et al. 2019).

6 -Reshaping the strategic beliefs of managers, more clearly. The real purpose of foresight is not just to predict the changes and challenges that organizations face, but rather to change the basic models that decision makers carry in their heads (Vecchiato and Roveda 2010). Organization and available information Information The evaluation of this information will be used to demonstrate the need for changes to take place (Thom 2010).

In their various studies, researchers have dealt with the dimensions of strategic insight, and there have been some agreements on some of the main dimensions that he referred to (Grim 2009) including:

Leadership

The ability and capability available to the senior management of the organization to implement what it has planned and what it aims to achieve in terms of objectives(Grim 2009) as it refers to helping the organization translate foresight into action Petersson The process that the individual practices to influence others to achieve the goals of the organization (Neilson 2006) which is the relationship between group members influenced by a specific person and pushes them to achieve goals (Sarpong and Maclean 2016)

The vision

Forming and envisioning a future based on high values and ideals, and anticipating the goals, values and aspirations of other competing organizations (Grim 2009) which is a description and drawing of the best image that the organization aspires to in the future and tries through these. The picture is superior to the current stage in which you live in all or some of its parts, 2001: 4 (Holladay 2005) as it represents an ideal and attractive future that has not yet been achieved and described it as a star, the guide for everyone in the organization towards the one way to the future (Daft 2001)

Planning:

Ensure that plans, people, skills, and processes support the organizational vision (Grim 2009) which is a complex process that focuses on the future extent that is difficult to predict and is unclear in a way that makes the organization able to find appropriate solutions to problems and immediate questions and The future, which represents an obstacle to achieving the goals and thus the success of the organization in what it aspires to.(David and Neilson 2006)

Table (3)

Definitions of the organization's personality

The definition	Researcher's name	S
A technique or method used to identify the difficulties facing the organization and inhibit its performance, along with methods for overcoming these difficulties)Nafei 2015(1
A metaphorical term that denotes the basic factors that determine the nature of the organization and help explain its performance))David and Neilson 2006(2
A system that attempts to discover the organization by identifying strengths and weaknesses, along with identifying treatments)Govindarajan and Trimble 2005(3
A metaphor or theory, which includes elements that together describe the identity of the organization and help express the organizational activities.)Neilson 2006(4
OP according to four definitions of structure, decisions, motivations, and regulatory DNA information)Neilson, Pasternack et al. 2004(5
Employ simple rules to build productive relationships and set expectations for employee behavior)Holladay 2005(6
Innovation is based on creating value through creative employees, and the basis for character building is the genetic footprint on the basis of employees who participate in discovering and generating new ideas.)Govindarajan and Trimble 2005(7
Contributions of the organization to distinguish itself from other competing organizations by creating its own business identity.)Bordia, Kronenberg et al. 2005(8
The extent to which employees understand the business environment and their attempt to change this understanding to the value of a difference in the organizational reality from other similar organizations and competition in this reality.)Edward 2009(9

The personality of the organization

A build the personality of the organization

The personality of the organization or its genes is a term that sheds light on the basic characteristics and characteristics that define the essence of the organization, explain its performance style and make it different from other organizations. Writers and researchers have differed opinions about developing an inclusive and prohibitive definition of the personality of the organization, as their definitions varied in multiplicity. Their intellectual and cognitive principles, part of which focused on matters and overlooked other matters, and some of them reflected the interests of their researchers and their perceptions, and we will list here some of these definitions as shown in Table (3)

B- The importance of building the personality of the organization

The development and building of the organization's personality, which most writers and researchers have expressed as "the DNA of organizations," leads to giving organizations easy and distinct ways to identify and address the barriers and challenges that hinder the achievement of the desired results and goals. "It also leads to the expansion of thinking Organizations and facing continuous competition by reconsidering their work pattern, developing the workforce, the organizational structure, the type of leadership, the method of making their decisions, the possibility of re-designing them, and the material and moral motivation methods that help workers to match their goals with the goals of their organization and that through four determinants The head is represented in the organizational structure, information, incentives, authority and the right to make decisions(Nafei 2015) (Nafei, 2015: 117-118) in a manner that drives organizations towards development and facing the challenges and rapid, continuous and different changes, and this allows the organization to where it wants to go, Understanding what must be changed, designing how the change will be achieved, and developing management methods to make it sustainable all the time, also helps to identify strengths and weaknesses in them and how to treat them, and helps to anticipate the behavior of individuals in them, as well as spread knowledge and a For the skills and the inheritance of the acquired experiences and their transfer from one generation to another, and the treatment of functional errors (Gibson, Daim et al. 2018)(Gharmy, 2006: 17)

C- Dimensions of building the personality of the organization

There are several dimensions agreed upon by most writers and researchers, which can be considered the main determinant or basis that forms the personality of the organization according to (Booz Allen Hamilton; Neilson), which are (information, incentives, organizational structure and decision-making rights) .These elements have been implemented through An action plan for the year (2003) with a survey that included (100) countries and (24) sectors through a set of questions about the components of the organizations, and based on the research plan, its problems and its objectives, the researchers will choose three dimensions, which are as follows:

1-Decision-making rights: a decision means choosing an alternative from among different alternatives, and this is consistent with the nature of many administrative situations, because we find and often that decision-makers find themselves in front of several alternatives and are asked to choose a specific alternative from several alternatives Before them (Daft 2001)(Daft, 2000: 268), the organizational decision-making process can be viewed through this equation (research + analysis + choice = organizational decision) (Hodge, Anthony et al. 1991)(Harold & others, 2008: 281). The right to choose a decision determines the individual who has the powers. Decision-making, what it is and its types, and this in turn provides organizations with details, information and an indication of the positions of responsibility, because whenever the decision-making process is clear, this achieves a reduction in costs, efforts, time and a high standard of performance, and vice versa (Nafei 2015)(Neilson, Pasternack & Mendes, 2004: 7), that decision-making rights mean who decides what, how many people participate in making decisions and where does it end? Decision-making rights are the primary task that must be addressed by organizations that suffer from dysfunction because it represents the cornerstone of effective development, as it leads first to making decisions and their responsibilities as clear as possible and secondly to appointing process owners to the business unit or executives who lead the process of activating organizational processes And who will be responsible for its success and empowerment as it points to the basic mechanism of how decisions are really made(Hamilton and Beyond 2005) (Hamilton,

2005: 2). Basically, the variable that distinguishes them from each other is time: the strategic decision involves time (years). Longer than the operational decision, which affects the outcome of a particular day, the different roles they play within the organization, which are the roles of colleagues, supervisors, reports, culture and leadership are the behaviors of people within the organization what do and what not (Bordia, Kronenberg et al. 2005) (Bordia & others, 2005: 6).

2- The organizational structure: The organizational structure plays an important and distinct role in organizational behavior and strategic management, as it is one of the important means in achieving flexibility and flow of business and coordination between the various activities in organizations to achieve their goals, because it is the formal system of tasks, work and power relations that It controls the performance methods of individuals and groups within organizations to achieve organizational goals (Jones, 2004: 8), what does the organizational structure look like? How are lines and boxes connected in an organization chart? How many layers are in the hierarchy, and how many direct reports are in each layer? (2001: 86) (Daft), it represents the organizational map, including administrative levels, direct reports, professional and professional, transfers and promotions within the organization, the structure is the clearest of the four components of DNA Since it is the launching pad for organizational change programs, the structure should not be the starting point, but the logical consequence of the choices associated with the other three determinants, decision rights, information, and incentives, it is a climax that is not the basis of reorganization efforts (Govindarajan and Trimble 2005) (Govindarajan & Trimble, 2005: 50).

Structure is the sum of the ways in which an organization divides its work into distinct tasks to ensure effective communication, coordination and integration of efforts across departments. (Nafei 2015) (Nafei, 2015: 120) An organizational structure is the sum of the ways in which an organization divides its work into distinct tasks to ensure effective communication, coordination and merging of efforts between departments, (Hodge, Anthony et al. 1991) (Hodge & Anthony 1991: 290), whatever the structure Multiple layers of organization and narrow span of control often lead to increased bureaucracy and stifled decision-making. Warnings should call attention to two treatments first, the elimination and eradication or redistribution of shadow personnel performing tasks that lead to duplication Performance elsewhere in the organization's resources Understanding the key to improving organizational performance, secondly, managing career path and ensuring rotation in different geographic regions, positions and roles is important for developing senior product development managers (Bordia, Kronenberg et al. 2005) (Bordia et al. 2005: 7) -8).

Information:

A lot of processes occur in the organization that require a huge amount of information, and this information cannot be useful unless it is delivered quickly to coordinate its effectiveness (Bordia, Kronenberg et al. 2005) (Bordia & Neely, 2005.11). What are the metrics used to measure performance? How are activities coordinated, and how are knowledge transferred? How are expectations and progress communicated? Who knows what? Who needs to know what? How is information transferred from the people who have it to the people who need it? It is the primary means of transferring and disseminating knowledge within the organization from the owners of information to those who need it, it is the main driver of the activities in the organization and it may be used to measure the performance of the employees as the bad information affects the other components of the DNA, especially the decision-making rights and motives, so without accurate information it is not possible For decision-makers to take decisive steps and seize the opportunities available in the market, the information must include the appropriate temporal and spatial dimension, relevance, comprehensiveness and realism (Nafei, 2015: 119), formal dimension, honesty, clarity, flexibility, accuracy, and timeliness. Decisions require information. Accurate and timely, information can play two essential roles in today's organizations. The first represents an organizational response to work pressures (Turban, McLean et al. 1998) (Turban & others, 1999: 13), and the second enhances key business functions (Vecchiato and Roveda 2010) (Wheelen & Hunger, 200).

Fourth: The practical aspect

A set of statistical tools and methods were used that fit the nature of the research, its variables

and its sub-dimensions, with the aim of accepting or rejecting the hypotheses, addressing the research problem and determining the relationship between its variables and its sub-dimensions, and which of these variables affects or is related to the dimensions and other variables).

Table (4)

The arithmetic mean, standard deviation, and variance

variance	standard deviation	Arithmetic mean	Variables and dimensions	S
0.218	0.466	3.710	Strategic foresight	First
0.335	0.578	3.840	Leadership	•
0.471	0.686	3.798	Vision	•
0.260	0.509	4.027	Planning	•
0.251	0.500	3.888	Building personality of the organization	Secondly
0.336	0.579	3.993	Make decision	•
0.256	0.505	3.930	Organizational Chart	•
0.512	0.715	3.208	the information	•

It is evident from the above table that the independent variable and its dimensions have an arithmetic mean higher than (3) and are available around the mean, and a standard deviation of (0.466) and variance (0.218) with a slight difference in degrees, and the same is true for the dependent variable (the personality of the organization), which indicates the availability of both variables in the research sample, as the research sample realizes, with agreement and homogeneity, most of their views about the variables in general due to the difference in the naturalness, psychological and skillful behaviors and personality of the respondents to the different work requirements and situations that are in conflict with their abilities and capabilities, and this is reflected in their performance, as they show interest in these two variables in general.

Table (5)

The values of Spearman's correlation coefficient of the significance of the relationship between the independent variable strategic insight and its dimensions with the axis of the dependent variable. Building the personality of the organization and its dimensions

the information	Organizational Chart	Make decision	Building personality of the organization	Dep end	Inde pend
0.784 **	0.799 **	0.749 **	0.471 **	Strategic foresight	
0.00	0.00	0.00	0.00		
D moral	D moral	D moral	D moral		
0.285*	0.527**	0.369**	0.815**	Leadership	
0.01	0.00	0.00	0.00		
D moral	D moral	D moral	D moral		
0.065	0.365**	0.284*	0.880**	Vision	
0.587	0.00	0.01	0.00		
Not significant	D moral	D moral	D moral		
0.245*	0.390**	**0.447	0.838**	Planning	
0.03	0.58	0.00	0.00		
D moral	D moral	D moral	D moral		

It appears from the table that the strategic insight variable is a positive and significant correlation relationship, a statistically significant overall and at the level of the dimensions except for the two dimensions of (information) (one of the dimensions of the dependent variable) and (vision) (one of the dimensions of the independent variable), and this means that the sample The respondents do not have sufficient information to enable them to develop appropriate plans to face any emergency circumstances that their organization may face, therefore this matter will affect their leadership of it, and their poor vision will make them face a foggy situation that does not enable them to make sound decisions that push their work to more results. Satisfactory in light of poor information and poor vision, as shown by the results of the link from the above table.

Table (6)

Regression and Impact Analysis of the Variable Strategic Insight and its Dimensions in the Variable Building the personality of the organization and its dimensions

indicatio n	Moral Sig	Values F computed	The value of the marginal slope coefficient b	The value of the marginal slope coefficient a	Determi nation coefficie nt R ²	The independent variable and its dimensions Y	Dependent variable And his dimensions X
D.	0.000	19.931	0.505	2.014	0.222	Strategic foresight	Building personality of the organization
D.	0.000	138.016	0.705	1.183	0.663	Leadership	
D.	0.000	239.730	0.642	1.451	0.774	Vision	
D.	0.000	164.667	0.823	0.574	0.702	Planning	
D.	0.000	89.711	0.931	0.537	0.562	Strategic foresight	
D.	0.001	11.039	0.370	2.573	0.136	Leadership	Organizatio Make decision
D.	0.016	6.139	0.240	3.082	0.081	Vision	
D.	0.000	17.523	0.509	1.943	0.200	Planning	
D.	0.000	123.703	0.886	0.717	0.639	Strategic foresight	
D.	0.000	26.918	0.460	2.163	0.278	Leadership	Organizatio nal Chart
D.	0.002	10.754	0.269	2.909	0.133	Vision	
D.	0.001	12.568	0.387	2.372	0.152	Planning	
D.	0.000	111.646	0.254	1.254	0.615	Strategic foresight	
D.	0.015	6.208	0.353	1.853	0.081	Leadership	the informatio nal Chart
Not d	0.587	0.298	0.068	2.950	0.004	Vision	
D.	0.038	4.451	0.343	1.825	0.060	Planning	

The table showed the existence of a statistically significant effect of the independent variable in total and on the level of dimensions of the dependent variable, except for the dimension (information) (one of the dimensions of the dependent variable). The information) is at the (vision) dimension (one of the dimensions of the independent variable), and this makes the research sample facing a weak information challenge that is unable to build the personality of the organization through its managers and officials, which causes a weakness in their future vision, as is evident from the results of the above table.

A conclusions

From the above, we conclude the following:

1-The existence of high correlation and influence relationships between the two variables of research in general and on the level of dimensions, except for the information and vision dimensions.

2 -The managers of the members of the surveyed sample feel a lack of information necessary to play the role expected of them in shaping the future of their organization.

3 -The weakness of the research sample's ability to develop appropriate visions and prepare for

any emergency circumstances that the organization may face. Consequently, poor expectation and insight into what their organization might be in the future.

4-The research sample has a high capacity for appropriate planning, leadership potential, ability to make decisions and skill in planning, even in light of the limited information available to them.

5-The research sample's interest in the two variables of the research and their good awareness of them as revealed by the results of the practical side.

Recommendations

1 -Providing the maximum amount and type of information possible to the research sample, in order for them to be able to develop plans to advance the reality of their organizations and lead them confidently to achieve the goals set for them.

2-The introduction of the research sample in workshops, training courses, lectures, and scientific and practical forums, in order for them to be able to have correct and sound insights about everything that is going on inside and outside the organizational environment, especially since organizations live under complexity, environmental uncertainty, informational acceleration and The tremendous technological form that makes them able to achieve the competitive advantage of their organizations to advance the reality of their service, as they are service organizations and in direct contact with their clients, and on a daily basis.

3-The introduction of modern means of explanation and the use of advanced methods that will reduce the time, effort and money of the research sample to provide the best service to those dealing with it, such as designing a brochure to clarify the mechanism of work, duties and powers of the research sample, and placing advertisements and posters for this purpose ... etc

4 -Eliminating the research sample from stereotypes and repetition to reduce work routines and make use of consultants and experts in their field of work, and the use of methods of job enrichment and blood renewal in job positions.

5-Continuous clarification of the two research variables that they contain of the vital and realistic roles that they carry between their folds through workshops, forums and introductory lectures, and attention to proactive and training programs that save a lot of time and effort for the research sample.

Proposals

1 -Conducting identical research that includes the two variables of the research and their sub-dimensions, or adding new dimensions or even adding intermediate dimensions between them, and in other organizations that include a wide range of department managers and divisional officials.

2-Conducting comparative studies that include research variables between service organizations and other productive organizations (the public and private sectors)

3- Conducting a study between strategic foresight, environmental uncertainty, and technical and technological acceleration.

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