

# GREEN CREATIVITY IN LIGHT THE INTEGRATIVE RELATIONSHIP BETWEEN STRATEGIC FORESIGHT CAPABILITIES AND STRATEGIC FLEXIBILITY *AN EXPLORATORY STUDY FOR THE STATE COMPANY FOR FOOD PRODUCTS*

**Asmaa Habib, Asst Prof. Dr Sanaa Abdulraheem**

*University of Baghdad / College of Administration and Economics*

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## **ABSTRACT**

*The current research variables have received increasing attention in the recent period because they are one of the important issues affecting the future of organizations, as a result of the speed of environmental variables that have greatly affected organizations and for the purpose of explaining the relationships and links between research variables, as this research presents a test "the type and direction of the relationship between strategic foresight capabilities As an independent variable and green creativity "as a respondent variable. A set of questions has arisen about the basic research problem, including what is the nature and level of interest in the research variables (strategic foresight capabilities and urban creativity) in the research sample company, a set of goals has been formulated, including testing and determining the relationship of strategic foresight capabilities to creativity The presence in the researched company, and for this purpose a number of hypotheses were formulated, the most important of which was finding a correlation and impact relationship (strategic foresight capabilities and dimensions with urban creativity) and to achieve hypothesis tests field research was used and applied to a sample of department heads and people in the General Company for Food Products, The number of individuals in the sample was (116) individuals, and data was collected through questionnaire and the use of clothes She has seen field and personal interviews with a number of department heads. A number of statistical methods were used to process the data, including: the mean, the percentage, the standard deviation, for the purpose of describing the sample, and the simple linear correlation coefficient (Pearson) to test the validity of the hypotheses correlation and simple and multiple linear regression to test the validity of the effect, and the data was analyzed via A set of statistical programs are (SPSS, Amos, PPR 2.16.3) and the use of linear programming to determine the production size of the research sample company. As for the most prominent conclusions, it was represented: that all of the relationships of strategic exploration with, and civil creativity were good and significant. The research concluded with*

*a set of recommendations, one of the most important of which was: The company must devote its efforts in the areas of strategic foresight capabilities and employ them to achieve and achieve green creativity through special programs prepared for this purpose.*

*Key words: strategic foresight capabilities, green creativity*

## INTRODUCTION

The recent events have produced a number of changes and developments in the field of business organizations, which necessitates the necessity of taking measures and decisions to face the risks and challenges of the future, and if the strategic management is the set of administrative decisions and practices that determine the long-term performance of the organization, whether in the governmental or private sector - and that is from During the formulation, implementation and evaluation of the strategy, determining the future direction of any organization and defining the goals that it seeks to achieve depends to a large degree on the identification, characterization and knowledge of future conditions through strategic foresight capabilities. And that the integration between the capabilities of strategic foresight through its methods and capabilities and the extent of ownership of the appropriate strategic organization will lead the organization to achieve leadership in green creativity, but what does green creativity mean? Most of the researchers' contributions agree that the green innovation leadership is considered the legitimate path to high levels of organizational performance, and that understanding green innovation as a valid and effective practice with real and tangible benefits occurs across the type of company and management levels. Green innovation is considered as a growth strategy, as companies strive to exploit market opportunities through innovative and proactive behavior. The causes of the intellectual debate within the administrative field about research variables can be identified. So we have a hypothetical model in which we try to show the most important variables affecting companies and therefore the idea of research revolves around how to achieve green creativity through between strategic foresight, but the importance of research has embodied the consolidation of organizational culture among the research sample, the importance of strategic foresight

and its effective role in achieving Green creativity. As for the basic objectives of the research, determining the type and direction of the correlation between the research variables (the capabilities of strategic foresight with green creativity, the researcher came out with a set of recommendations, the most important of which is a correlation and influence relationship of significant significance between the capabilities of strategic foresight and green creativity. The research adopted the descriptive analytical approach. This approach deals with describing what exists and explains it and determining the conditions and relationships that exist between the facts. Determine the results and identify the most prominent indicators.

## LITERATURE REVIEW

### *Strategic Foresight Capabilities*

#### **1-The concept of strategic prospecting capabilities**

The sense that foresight has meaning and importance as a strategic type activity linked to the highest form of organizational thinking. He noted (Rohrbeck et al, 2008: 3). Until adding a strategic word to the foresight is to indicate that the research focuses on the company level. As for the strategic perspective, foresight is a systematic participatory process aimed at creating medium and long-term visions and identifying opportunities and risks in the social, cultural, political, environmental, economic, technological and competitive areas that aim to support decision-makers in starting innovative processes, identifying new business models, and creating future scenarios for that. The main role of foresight is to stimulate and support the development of strategies and policies (Wyrwicka & Erdeli, 2018: 341). (Vechiatto & Roveda, 2009) pronounced the view, assuming that strategy formulation is strongly intertwined with analyzes of potential changes in the business environment in order to enable identification

of entrepreneurial opportunities, thus making strategic outlook necessary (Haddawee, 2018: 4688)

## **2- The importance of strategic foresight capabilities**

Strategic foresight is practiced for several reasons. The value that forwarding brings to organizations is discussed. For example, it was realized that strategic foresight enhances the ability to 1) perceive change 2) interpret and respond to change 3) influence other actors and 4) contribute to organizational learning (Pouru , 2016: 13). It helps leaders to predict available opportunities and risks that companies may face, and the forward-looking process helps the planning process and provide images of alternative futures, which entails choosing the best alternatives. The future is fast with comprehensive changes and the organization must be prepared for these changes in order to be able to confront the future and benefit from its accomplishments. On a macro level, strategic foresight provides a number of ways to anticipate and deal with a civilizational challenge that is closely related to the concept of sustainable development that can help organizations understand the larger picture concerns, such as purpose, cultural development and economic sustainability. Careful use of a set of future methods can provide good insights into the future business environment. As a result, the organization can anticipate change, reduce reaction time to these changes and develop a range of possible responses. Strategic foresight can be developed to the extent that it opens up what has been called Hamel. Competitive space in the future. " This means that organizations can transcend market demand, determine the direction they want to take, and then devise the means to do so. Strategic planning for the organization can provide new ways to solve old problems and new sources of wealth creation (Engelbrecht,2012:118).

### **3- Diminishing strategic foresight capabilities.**

#### **A Environmental monitoring**

In the field of environmental monitoring, a first observational study was conducted by Aguilar defining Aguilar as environmental monitoring to obtain information about events and relationships in

the company's external environment, which would assist senior management in the task of charting the company's future course of action (Zhang, et.al. , 2010: 720). While (Wheelen & Hunger, 2008: 73) explained that before the organization formulates the strategy it should monitor the environment to know the potential opportunities and threats in its external environment and monitor the strengths and weaknesses in its internal environment. Environmental monitoring is the monitoring, evaluation and collection of information from the external and internal environments of key individuals in the organization, and the organization uses this tool to avoid strategic surprises and ensure the long-term sustainability of the organization. Research has found that there is a positive relationship between monitoring the environment and profits. It is thus a process for gathering, analyzing, and distributing information for tactical or strategic purposes (Awiti, et.al, 2017: 130).

#### **B-Strategic choice**

The strategic choice is used to determine alternative business paths that are likely to be available to the company over the timetable given its available resources, capacity, administrative strength, and sources of comparative or competitive advantage and the time horizon in which it operates and to determine its position on risks (Morden, 2007: 19). It is a concept in terms of independent and effective mutual decisions. The strategy is largely confined to the interactions of the actors exposed to the decisions. Focusing on the independent decisions means that the strategy consists of a series of separate options (Downey & Rohlinger, 2008: 4). It includes business strategy which includes cost leadership, product differences and strategic partnership, which includes vertical integration, strategic alliances, mergers and acquisitions, and diversification. (Barney, Hesterly 2012: 26).

#### **C-Capacity of integration**

Integration refers to how managers coordinate and integrate knowledge within the organization. This process includes all internal and external activities alike. Examples of external activities (the relationship of the organization with the beneficiary or customer,

technology cooperation, etc.). As for the internal activities, they are represented by (procedures for developing services or products, making strategic decisions) through which managers usually collect their management expertise and job skills to make strategic decisions (Akwel, 2007). : 38). It is the activity carried out by the organization to obtain, absorb and develop new resources such as acquisitions or alliances to acquire technology to generate new procedures. (Wall et, al, 2010: 19) Integration is the privileged situation desired by organizations, and we believe that dynamic performance in developing services and products is inherent in the organization's ability to achieve integration between internal and external knowledge alike.

### *Green creativity*

#### **1- The concept of green creativity**

In this dynamic and competitive marketplace, creativity guarantees the survival of any company, given that the environmental performance of companies today and the following environmental rules is a competitive advantage for companies. Therefore, the compatibility of any type of creativity with environmental considerations is of great importance. For this reason, a new concept such as green creativity has emerged. This means that any kind of creativity must have a stake in enhancing the organization's environmental efficiency, for example, innovation in production processes that save energy and natural resources, improve recycling, or reduce environmental pollution. By increasing environmental concerns by consumers, governments, and various societies around the world, production companies intend to develop eco-friendly programs such as green product development, green branding, and green technology & Hashemzade, 2016: 222). (Ghayourvatan also knows him (Lin et, al, 2013 As a development and implementation of new products and processes that contribute to a sustainable environment by facilitating accomplishments of environmental goals and reducing the environmental footprint throughout the entire manufacturing process and product life cycle, which in turn helps companies effectively enhance productivity, corporate reputation

and develop new markets. Green creativity is either green root creativity or green gradual creativity Green root creativity can be defined as a new and unique technical innovation due to fundamental changes in current green products, processes or services. At the same time green gradual creativity can be defined as minor improvements to enhance green products, processes or services Current or expansion through means of environmental technology (Guo et, al, 2018: 3).

#### **2-The importance of green creativity**

There are many reasons why understanding the importance of green creativity prevents some manufacturers from engaging in green creativity because of the difficulties involved and staying in the established routine. Other companies are already trying to innovate and invest in green creativity, but they may fail to produce and implement new green products or processes to the market because they are unable to overcome these barriers : 26) 2018, Mohamad & (Musa Haslinda & Muruga pointed out, 2016: 134)) The importance of green creativity lies in companies enjoying a more competitive advantage at the local and international levels. And enhance the positive development of employees, as well as enhance the productivity and profitability of small and medium-sized companies to stay in the long term. While Zuhairah & Noor(2015) identified the importance of green creativity in improving the clean environment and saving energy resources, and meeting the needs of society in ways without damaging or exhausting natural resources on the ground. 3- Dimensions of green creativity A-Creating green products By creating green products companies can develop environmentally friendly, high-quality and safe products, and this distinguishes green products from their competitors 'products and enables them to impose higher prices on consumers, which ultimately enhances the margins of profit for their green products. (Chen et al, 2006: 33) Green to be a prelude to new or significantly improved products for environmental concerns (such as raw material efficiency, green design, energy saving, recycling and waste minimization), which are taking place under product life cycle stresses and increasing competition. Through green features, To create green products as a cost-effective way for consumers and

producers alike (Lin et, al, 2013: 196)). It is a multi-faceted process in which three main types of environmental concentration materials, energy and pollution are highlighted based on their main impact on the environment. Measuring the creativity of green products consists of three main elements related to developing new products. First, the company must choose the materials that produce the least amount of pollution, and secondly, The company must use the least amount of material to manufacture the products and the third the company must deliberate accurately on whether the product is easy to recycle or reuse (Alhadid & Abu-Rumman, 2014: 52). B- Creativity in green operations It is defined as modifications in manufacturing processes and systems to produce environmentally friendly products that are closely related to environmental goals such as energy saving, pollution prevention and waste recycling (Lin et, al, 2013: 196) that they are applying innovative ideas that adapt to product and management practices that create negative impacts Less or not affecting the environment. Green process creativity measurements consist of three elements: firstly, the manufacturing process effectively reduces emissions of hazardous materials or waste, secondly, the manufacturing process reduces consumption of water, electricity, coal, and oil, and thirdly, the manufacturing process reduces the use of raw materials (Alhadid & Abu-Rumman, 2014: 52). It requires companies to adjust their industrial processes and systems and includes activities such as reducing emissions or hazardous waste, recycling and

reuse of waste and emissions, and reducing energy consumption and raw materials (Zhang & Zhu, 2019: 2)). C- Administrative Creativity Administrative creativity was defined as the ability of individuals working to use modern methods of thinking and actual and intellectual capabilities and innovation and find new methods and methods that had not previously been developed and characterized by achieving the public benefit (Omar and Muhammad, 2017: 137) defined as an individual thinking process that combines wonderful knowledge with creative work, and touches Different areas of life and dealing with reality and prosperity for the better, besides that creativity is the result of the reaction of the subjective, objective, distinctive, environmental or behavioral variables led by prominent people (Salama, 2015: 150).

## DATA ANALYSIS

### 1-The research sample

The research used the intentional sample, as department heads and division directors were selected in the General Company for Food Products and some of its operating factories. The total of the research community was (125) as (125) questionnaires were distributed directly by the researcher to the sample. The research sample would be (116) persons, and Table (1) shows the characteristics of the research sample of (116) individuals

**Table (1) response rate**

the status	the number	percentage
Number of distributed questionnaires	125	100%
The number of unrecovered questionnaires	9	7%
The number of retrieved data	116	93%

**-Diagnosis and analysis of current research variables****A- Strategic Foresight Capabilities**

A variable of strategic foresight ability achieved a mathematical mean of (3.547) at a good level and a standard deviation (0.731), which indicates the lack of dispersion of the sample responses and their assertion of a presence of strategic foresight within the researched companies and well. And to arrange the importance of the dimensions of the strategic foresight variable, the difference coefficient was used depending on the arithmetic mean and the standard deviation and Table (2) shows that (after the approaches to strategic foresight) came in the first order in terms of the dimensions of the strategic foresight variable, since most of the sample responses were consistent about this

n	Dimensions of strategic foresight variables	mean	standard deviation	c.v	Arrange the variables
1	Environmental monitoring	3.536	0.662	18.714	1
2	Strategic Selection	3.558	0.801	22.508	2
3	Capacity of integration	3.703	0.808	0.703	3

n	Dimensions of the green creativity variable	mean	standard deviation	c.v	Arrange the variables	Answer level
1	Creating green products	3.649	0.786	21.542	1	1
2	Creating green processes	3.530	0.919	26.035	2	2
3	Administrative creativity	3.597	0.814	22.633	3	3
		3.579	0.666	18.61		

**B- Green creativity**

The green creativity variable achieved an algorithmic mean (3.583) with a good level and a standard deviation (0.839), which indicates the lack of dispersion of the sample responses and their agreement to the existence of a acceptable level of green creativity in the General Company for Food Products and on the dimension level as a whole. And to arrange the importance of the dimensions of the green creativity variable, the difference coefficient was used depending on the mean and standard deviation as shown in Table (3), as it becomes clear that (after the creation of green products) came in the first order in terms of dimensions of the green creativity variable, as most of the sample answers were Agreed about this dimension compared to other dimension

**3-Test hypotheses****Correlation hypotheses**

The first major research hypothesis test, which states (There is a significant correlation between the dimension of strategic foresight capabilities and green creativity)

The correlation coefficient between the dimension of strategic foresight capabilities and green creativity was (0.737\*\*) at the level of significance (0.000) which is less than the level of significance (0.05), and this means acceptance of the hypothesis which states (there is a correlation with significant significance between the distance of prospecting capabilities Strategic and Green Innovation), which indicates a relationship of significant significance and a strong level of strategic foresight capabilities with green creativity. That is, when the company possesses high capabilities in the process of strategic selection and does environmental monitoring correctly, it will reach the capabilities of integration and thus the researched company will be able to reach green creativity.

<b>Table (4) the correlation values between the dimensions of strategic foresight capabilities and green creativity</b>				
<b>Dependent variable</b>	<b>Dimensions of strategic foresight capabilities variable</b>	<b>Correlation value and significance level</b>		
<b>Green creativity</b>	<b>Environmental monitoring</b>	<b>Correlation value</b>	<b>0.778**</b>	
	<b>Strategic Selection</b>	<b>Sig</b>	<b>0.000</b>	
		<b>Correlation value</b>	<b>0.737**</b>	
	<b>Capacity of integration</b>	<b>Sig</b>	<b>0.000</b>	
		<b>Correlation value</b>	<b>0.787**</b>	
		<b>Sig</b>	<b>0.000</b>	
	<b>Number of hypotheses accepted</b>	<b>3</b>	<b>Correlation is significant at the 0.01 level (2-tailed).**</b>	
	<b>percentage</b>	<b>100%</b>	<b>Correlation is significant at the 0.05 level (2-tailed).*</b>	

**Impact hypotheses**

The second major hypothesis test which states (There is a significant effect of the dimension of the capabilities of strategic foresight in green creativity)

To test a hypothesis as the analysis will be done according to the simple linear regression model as follows:

$$Y = \alpha + \beta (X)$$

$$Y = 1.397 + 0.613 (X)$$

The value of (F) calculated between the dimension of strategic foresight capabilities in green entrepreneurship (135.771) has been canceled. It is greater than the tabular value (F) of (4.03) at the level of significance (0.05) and accordingly we accept the hypothesis which states (There is a significant significance effect for the dimension of strategic foresight capabilities in green creativity) at the level of significance (5%) that is, with a degree of confidence (95%). This indicates that the capabilities of strategic foresight have an effective and good effect on green creativity. That is, the strategic choice that will be made in the light of the correct environmental monitoring around all environmental variables that may happen will help the company in green creativity.

Through the value of the determination parameter ( $R^2$ ) of (0.544), it becomes clear that after strategic exploration capabilities, 54% of the variables that affect green creativity are explained, while the remaining (46%) percentage is due to other variables not included in the research model. It is evident from the value of the marginal slope coefficient of (0.613) that an increase after the capabilities of strategic outlook by one unit will lead to an increase in green creativity by (61%). The value of the constant ( $\alpha$ ) in equation is (1.397), i.e. when the strategic prediction capabilities dimension is equal to zero, green creativity will not be less than this value.

Dimensions of strategic foresight capabilities variable	Dependent variable	Fixed limit value ( $\alpha$ )	The value of the marginal slope coefficient ( $\beta$ )	( $R^2$ )	Calculate value (F)	Table (F) value	Sig	Significance
Environmental monitoring	Green creativity	0.809	0.784	0.606	175.014	4.03	0.000	moral
Strategic Selection		1.397	0.613	0.544	135.771		0.000	moral
Capacity of integration		0.934	0.746	0.619	185.052		0.000	moral



## CONCLUSIONS

The topic of strategic foresight has not received enough attention from researchers, although the historical roots of foresight go back to the early beginnings of human life, as well as the growing interest of research centers, business organizations, international bodies, and strategic and future studies centers in most of the countries of the world, especially developed ones. It is also evident from the study of the conceptual frameworks of strategic foresight, that there is a big confusion and overlap between strategic foresight and the rest of the concepts concerned with studying the future, such as forecasting, vision, strategic thinking and planning. The company is showing interest towards development in providing distinguished products that are able to compete in the markets, but the observation on the performance of this company does not focus effectively towards providing green products as well as the difficulty of competing in the Iraqi environment due to the lack of legislation that protects the national product.

## RECOMMENDATIONS

The company must devote its efforts in the areas of strategic foresight capabilities and employ them to achieve green creativity through special programs prepared for this purpose, to introduce the topic of strategic foresight within the graduate studies programs of the various scientific departments and tends to define prospects and future developments for the scientific specialty in which it is taught. The novelty of study variables gives researchers the opportunity in the future to diagnose the few studies that preceded them and to expand the study of these variables due to their importance in the management of organizations.

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