



INTERNATIONAL JOURNAL OF RESEARCH IN SOCIAL SCIENCES & HUMANITIES

An International Open-Access Peer Reviewed Refereed Journal

Impact Factor: 6.064

E-ISSN: 2249 – 4642

P-ISSN: 2454 - 4671

THE IMPACT OF STRATEGIC FORESIGHT ON ORGANIZATIONAL SUSTAINABILITY

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DOI: <http://doi.org/10.37648/ijrssh.v12i04.057>

Paper Received:

28 October 2022

Paper Accepted:

21 December 2022

Paper Received After Correction:

28 December 2022

Paper Published:

30 December 2022



How to cite the article: Hameed A.H., Hadeel K.S., (2022) The Impact of Strategic Foresight on Organizational Sustainability, *International Journal of Research in Social Sciences & Humanities*, Oct-Dec 2022 Vol. 12, Issue 4; 1084-1115 DOI: <http://doi.org/10.37648/ijrssh.v12i04.057>

ABSTRACT

The current research aims to diagnose the impact of strategic foresight in achieving organizational sustainability at Al-Wasit Refineries Company - Al-Dora Refinery, as well as knowing the level of interest and adoption of the research variables in the researched company, and the recentness of the variables dealt with, which received wide attention as one of the topics affecting the future of organizations in general and based on the sensitivity of the sector in which the research is conducted and the researched society, and in order to explain the relationships between the variables, the main hypothesis of the research was formulated, which indicated the lack of moral impact of strategic foresight in organizational sustainability, and in order to test it, the researcher resorted to choosing the analytical descriptive approach to complete the research through the use of the questionnaire as a main tool in it, which was distributed in the company, the research community, while the sample was a purposive stratified sample comprehensively confined by (352) individuals represented by the positions (general manager, assistant general manager, directors of agencies, directors of departments, officials of divisions) and from which the data of the questionnaire were collected that it included (59) paragraphs through them, after the researcher distributed the questionnaire to all members of the sample, while the valid ones were for analysis. And the retriever (312), in addition to using observation and field observation as auxiliary methods, to analyze these answers according to a number of statistical methods (percentages, arithmetic mean, confirmatory factor analysis, standard deviation, coefficient of difference, simple linear regression, multiple linear regression, coefficient Determination (R²), path analysis, relative importance, Spearman correlation factor) using (SPSS v.23) and (AMOS v.23) and (Excel 2013) programs.

Keywords: *strategic foresight; organizational sustainability*

INTRODUCTION

In the midst of the intensity of competition between organizations, it has become important for the organization to accurately define the elements of its sustainability. In addition to initiating paradigmatic transformation steps to choose a method of managing the organization that moves away from the usual stereotypes in the world of competition and creating new growth opportunities to achieve returns for the organization's customers, which expands the scope of its influence to the wider community, especially if the sector in which it operates is important and represents a need for the vast majority of

society. This is in light of the growing interest in what is called the triple bottom line, which includes the integration of social and environmental responsibilities with economic goals within the framework of organizational sustainability to create value and competitive advantage. This is what appears in the role of strategic foresight in the organization through a number of capabilities that can be done at the level of environmental scanning and what the environment includes in terms of opportunities, threats and elements related to the work of the organization or it could be in the future, in addition to developing the capabilities of selecting the effective strategic alternative in the light of the

analysis processes and the formulation of scenarios, to be the capabilities of the supportive integration that correlate and complement the cognitive capabilities and the organizational capabilities in light of the processes of coordination, motivation, and interest in formal and informal relations. This will provide a clear vision based on information, analyzes and scenarios that will enable the decision-maker to move smoothly and confidently towards what they aspire to achieve organizational sustainability.

THE FIRST AXIS: RESEARCH METHODOLOGY:

First: The Research Problem:

In light of all the research efforts that the researcher carried out through investigation and interviews with the leaders of the Central Refineries Company - Dora Refinery, which represented a field for this research to reach an accurate diagnosis of the problem after proceeding from the exact understanding of each variable of the research variables, it was found that the researched variables represent new concepts that have not been Addressed in detail in the corridors of the company. This constituted a barrier to adopting them adequately, as the researcher noticed a narrowness in the extent to which the company monitors

issues, trends and new technologies that may be related to its work in the future within the environmental survey operations that it undertakes and the company's slowness in developing plans for its activities seeking to achieve its organizational strategy to determine the appropriate strategic option, which led to poor coordination, in some cases, of the activities carried out well by the departments and people of the company. In order to reach effective strategic foresight, which was reflected in the limited role played by the company in order to bring about indirect positive economic effects in its work and its environment, as well as not reaching the desired level in matching its products and services with the approved standards to reduce environmental pollution, as well as the need to control. The company's business is in accordance with more correct and decent practices, which indicates the need to enhance the level of its organizational sustainability.

Based on the foregoing, the researcher frames the research problem by answering the main question represented by: (Has the Midland Refineries Company - Dora Refinery adopted strategic foresight in a way that enables it to achieve organizational sustainability?) What appears in the title of the research, on

which the researcher builds the following sub-questions:

- 1- What are the most important visions, intellectual arguments, and philosophical and conceptual foundations contained in the contributions of researchers about the research variables (strategic foresight, and organizational sustainability)?
- 2- What is the level of understanding, interest and adoption of the research variables (strategic foresight, and organizational sustainability) and their dimensions from the Midwest Refineries Company - Al-Dora Refinery? And its suitability for the oil production sector in Iraq?
- 3- Does strategic foresight affect the organizational sustainability of the Midland Refineries Company - Dora Refinery?
- 4- What is the level of influence of the dimensions of strategic foresight combined on organizational sustainability and which of these dimensions has the most influence?

Second: The Importance of Research:

The importance of the theoretical research can be summarized as follows:

- 1- The current research sheds light on an important topic that represents a modernist goal in the philosophy of the

work of organizations by moving from trying to stay in the labor market and providing services to adopting effective strategies and organizational practices that enhance the level of readiness and proactivity of organizations to meet their immediate requirements and their future status through a study. The subject of organizational sustainability with its economic, social and environmental dimensions and its relationship to the organization's environment.

- 2- Studying the intellectual controversies and trying to bridge the knowledge gaps resulting from the nature of the concepts of strategic foresight and organizational sustainability on the one hand, as well as the gaps resulting from the nature of the direct relationship between them.

The practical significance of the research includes the following:

- 1- The importance of the research emerges from the type of sector in which it was conducted, as the oil sector is considered the backbone of the Iraqi economy for its contribution of approximately 96% of the revenues recorded in the general budget, and accordingly this sector plays a pivotal role in moving the rest of the other sectors

and the sustainability of the ministries and state institutions Iraq by providing it with financial requirements on the one hand and providing energy services to citizens on the other hand.

- 2- Employing the impact of strategic foresight to enhance the organizational sustainability of the researched company by devoting its concepts and mechanisms of practice in a scientific manner.
- 3- Improving the image of the Middle Refineries Company - Al-Dora Refinery among its customers, in addition to better strengthening the economic, environmental and social aspects, and the optimal investment of its resources and effective management by adopting organizational sustainability and moving the company's business philosophy from mere survival to sustainability in its modern concept.
- 4- Enhancing environmental surveys and providing strategic options, in a way that constitutes a repository of scientifically interpreted information in the Midwest Refineries Company - Dora Refinery that enhances

preparedness, readiness, discovery of opportunities, as well as anticipation of future challenges, which facilitates the development of appropriate measures through the adoption of strategic foresight.

Third: Research Objectives:

The research objectives are summed up in a number of points, namely:

- 1- Addressing the intellectual contents and philosophical starting points of the research variables (strategic foresight, and organizational sustainability) and examining its conceptual structure and characteristics that distinguish it, with a review and discussion of the points of view and the models they contain in a theoretical aspect that keeps pace with modern aspirations for research efforts in the administrative field.
- 2- Raising the level of awareness of the employees of the Central Refineries Company - Al-Dora Refinery with modern scientific concepts of the research variables (strategic foresight, and organizational sustainability) and their positive effects in order to create a supportive crowd for them in the organizational circles within

the company to be a work philosophy that stems from them.

- 3- Determining the level of impact of strategic foresight and its dimensions in achieving the organizational sustainability of the Midland Refineries Company - Dora Refinery.
- 4- Providing a number of solutions and information to the Central Refineries Company - Al-Dora Refinery to improve the company's reality and work to maintain the continuity of its work and achieve its economic, environmental and social goals and create a state of readiness and proactivity through the use of strategic foresight aimed at finding a vision about possible future events that may occur to overcome the difficulties that hinder the company from achieving its objectives and gaining a competitive advantage.

Fourth: Research Hypotheses:

The main research hypothesis is summarized as follows: strategic foresight and its dimensions do not have a significant impact on organizational sustainability, and the following sub-hypotheses branch out from it:

Sub-hypothesis (1): Environmental scanning capabilities do not have a significant effect on organizational sustainability.

Sub-hypothesis (2): Strategic choice capabilities do not have a significant impact on organizational sustainability.

Sub-hypothesis (3): Integration capabilities do not have a significant impact on organizational sustainability.

Sub-hypothesis (4): The dimensions of strategic foresight together do not have a significant impact on organizational sustainability.

Fifth: Hypothetical Scheme:

The hypothetical scheme of the research, which resulted from a review of the previous literature dealing with the research variables and designed according to the problem investigated by the researcher in the Middle Refineries Company - Al-Dora Refinery, seeks to present a summary view of the research model, which consists of the following, as shown in Figure (1):

- 1- **The independent variable (Strategic Foresight):** which includes dimensions (environmental survey capabilities, strategic choice capabilities, and integration

capabilities) based on a study (Paliokaite et al., 2014).

2- **The adopted variable (Organizational Sustainability):** It includes the dimensions of (economic

sustainability, social sustainability, environmental sustainability) based on the model (Elkington, 1994) developed from (CELLA-DE-OLIVEIRA, 2013).

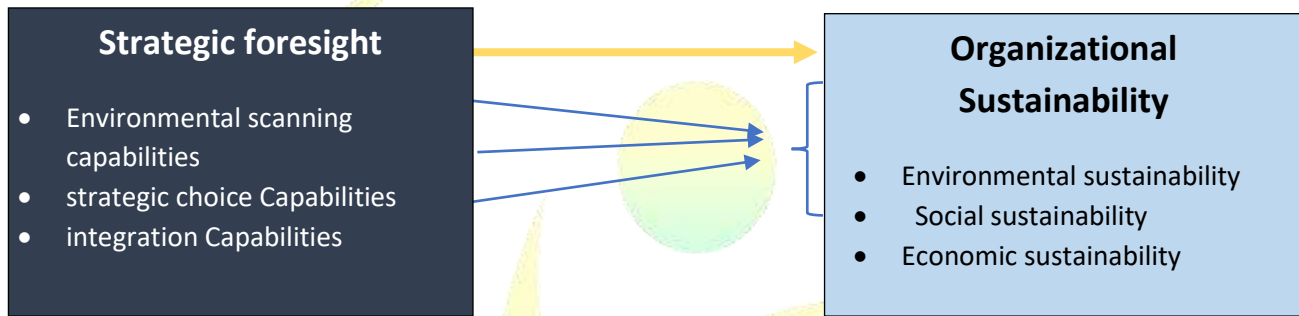


Figure (1) The hypothetical scheme of the research

Sixth : Research Community and Sample

Al-Wasat Refineries Company - Al-Dora Refinery was the field of application of this research, which was chosen by the researcher and represented by its leaders who hold positions (general manager, assistant general manager, agency manager, department manager, division official) as a community for research.

As for the research sample, the researcher chose the leaders of Al-Wasat Refineries Company - Al-Dora Refinery, which is related to decision-making and has an active role in the company's operations to invest its capabilities and experiences in

reaching accuracy and true representation of society and achieving the necessary requirements for research and its purpose based on the comprehensive inventory method, while the sample was intentional. The levels included (general manager, assistant general manager, staff director, department manager, division official) within the company's headquarters in Baghdad - Al-Dora refinery, which indicates the selection of all members of the company's leadership community. As the researcher distributed the questionnaires to the community represented by the organizational structure of the Central Refineries Company - Al-Dora Refinery in Appendix (4), which

numbered (352) respondents after obtaining the original approvals to conduct the research as indicated in Appendix (5), while the retrieved ones and valid for analysis were (312) Respondents represented the sample of this research

THE SECOND AXIS: THE THEORETICAL ASPECT

- Strategic Foresight

First: The Emergence of Strategic Foresight:

Signs of interest in studies and research on the future, which became known as (insight) began at the beginning of the twentieth century, as the first serious studies on future scenarios began to develop in the United States in the twenties of the last century. But the recession of 1929 and then the beginning of World War II weakened this first attempt to determine future scenarios, and with the end of the war, Japan began to search for methodologies that allowed it to revitalize its industry and rediscover the future, to become the first country to successfully launch its application in planning its manufacturing industry. Japan's successful insight into an essential tool for public policy planning (Aldulaimi et al., 2019:3)

(Von der Gracht et al. 2010:384) presented four distinct historical phases. They are the

distinctive stages of organizational development for strategic foresight, as each of these stages represents a prevailing logic or model, and they are:

- 1- **Expert-based foresight (the 1970s):** It is assumed that the future can be predicted through experience. Therefore, organizations that use expert-based foresight will outsource most of their proactive activities to experts, in order to provide relevant forward-looking knowledge.
- 2- **Model-Based Foresight:** At this stage, the perspective turns towards a quantitative approach to future research, with the basic assumption that the future can be calculated by means of computer models based on large amounts of data.
- 3- **Trend-based (context-based) foresight:** This organizational stage has been identified as an approach to survey and anticipate developments and trends in the environment. This model also provides a high ability to communicate to extract insight.
- 4- **Open Insight:** Daheim & Uerz presented the concept of institutional insight, which is based on an open and interactive perspective and focuses on the

communication process rather than methodology. Almost everything is interconnected and separated areas of life, such as technology, economy, politics and culture.

Second: The Concept of Strategic Foresight:

The French concept 'la prospective' meaning 'no future' was used as a starting point, and 'the future is foresight when we add the adjective strategic in English, i.e. 'strategic foresight'. And the reason for looking at the French approach to foresight is the focus on human decision-making, the work results for future cases, and the participation of the decision-maker in the entire foresight process. From this perspective, strategic foresight has a clear link to strategic management. And It should be understood as the processes that assist decision-makers in charting a course of future action, and the term strategic foresight implies a dual-purpose task of (monitoring, perceiving and capturing the factors that are likely to stimulate future changes, and dealing with these changes by identifying organizational responses). appropriate), as these two processes should only be dealt with through an integrative lens (Iden et al., 2016:1). And this is what made it a broad concept with the breadth of its effects and views on it over time, as (Slaughter, 1997) considers strategic

foresight as a merger of future and strategic management methods, and analyzes the future after counting aspects of the truth, and this means that there is not one future, but rather more than one. possible future, and that the question can have more than one answer (Said & Hellara, 2013:101-102)

As for the research on the nature of the concept of strategic foresight within the administrative literature, it tended to say that there is more than one opinion. There is a separation between the perceptions of strategic foresight, as strategic foresight is seen either as a process, or as an organizational capacity (Amniattalab & Ansari, 2016: 1650040-3) While there are those who define strategic foresight as a systematic pattern of thinking and a series of activities, which are based on an assessment of characteristics, capabilities, patterns of behavior, status, and the ability to maneuver in the social milieu (Gaspar, 2015:406)

In addition to the foregoing, the concept of strategic foresight has been dealt with in studying and predicting the changes in the organization's environment, but the thing that should be noted is that the role of strategic foresight is not limited to being able to predict the future only, but rather represents a human characteristic that

allows balancing the pros and cons, and evaluating different courses of action. And investing the potential future at each level with enough reality and meaning not to be used in decision-making (Major et al., 2001:92). A group of individuals as a

source of strategic insight (Sarpong et al., 2013:34). Based on these concepts and perspectives through which the researchers dealt with strategic foresight, there were many definitions of it to represent their points of view, as shown in the table (1)

Table (1) the researchers' viewpoints in the concept of strategic foresight

No.	Research	the definition
1-	(Slaughter ,1995: 1)	Opening up to the future with all members of the organization, exchanging views on future options, and then selecting the best option.
2-	(Schultz,2006:5)	The process of discovering and analyzing information early, eliciting forward-looking knowledge and developing future options
3-	PORTALEONI,2011:) (72	A learning process, which takes place within a broad vision, and paves the way for the future through the mechanism of exploring it across multiple devices
4-	Rohrbeck &) (Schwarz,2013:1593	The ability to see developments before they become trends, to recognize patterns before they emerge, and to understand the features of social currents that are likely to have an impact
5-	(Nemeth,2016:3)	The ways in which organizations come to identify and anticipate potential events that may affect the environment in which they operate so that they can mitigate risks and exploit opportunities.
6-	Dominiece-Diasa et) (al.,2018:40	Ability to create and maintain a future vision, sense opportunities and improvements, and help decision makers shape the future course of action for the organization
7-	(Aldulaimi et al.,2019:3)	A strategic tool that gives a clear picture of the true nature of something in the future.
8-	(M. A & O.U. ,2020:8)	A process that enhances the organization's ability to understand emerging risks and opportunities, drivers, resources, and evolution, and represents the causality that is associated with alternative decisions, which constitute space for the possible, plausible, or preferred future, so that the organization can make better-informed and prepared decisions on issues related to its comprehensive strategic plans. and means of achieving its long-term goals

Third: Dimensions of Strategic Foresight

Many proposals have been put forward in the field of strategic foresight, but what (Paliokaite et al., 2014) presented is an important model through its three dimensions that were able to put in the hands of organizations capabilities that help them overcome the internal and external environmental complexity and put the available capabilities towards the most efficient and effective option In addition to the possibility of its application in all types of organizations due to its dimensions of flexibility and expansion, which include the following:

- 1- **Environmental scanning capabilities:** Environmental scanning is defined as obtaining information about events and relationships in the external environment of the organization, if this will help senior management in the task of drawing the future path of the organization's work, and over time the role and importance of environmental scanning in organizations has been strengthened and it has been gradually extended and envisioned. It is an integrated information management system, so I refer to

the environmental survey as an administrative process that uses information from the environment to assist in decision-making and prepare it from its first stages through the process of obtaining information, analyzing it and investing it. (Xue Zhanget al., 2010: 720) The environmental scanning capabilities will also allow identifying the current events in the organization's environment and the trends that permeate them, as well as the technological and market opportunities through four variables that permeate the structure of the environmental scanning (time horizon, depth, linked sources Strong, sources with weak links) (Hassanabadi, 2019:63)

- 2- **Capabilities of strategic choice:** Strategic choice is referred to as evaluating alternative strategies and choosing the best alternative among them, while it is expressed by others as the authority in decision-making, as almost half of the decisions taken by managers are failures, because failure often stems from the actions of the maker. decision, not from bad luck or circumstantial constraints. In

these cases, managers make one or more major errors: (1) their desire for quick action leads to impulsive judgment, (2) they apply failure-prone decision-making practices such as embracing customer pretension Influencers, (3) make poor use of resources by investigating only one or two options. These three fatal mistakes make executives limit their search for feasible alternatives and look for a quick consensus (Wheelen & Hunger, 2012:257). The use of strategic selection will also provide the ability to identify alternative courses of action that are likely to be available to the organization over the timetable given the materials. The available capabilities, administrative strength, and resources of the organization to achieve competitive advantage and determine its position on the threats surrounding it (Nama and Abd al-Rahim, 2021: 235)

- 3- **Integration capabilities:** The ability to integrate is defined as the efficiency of the organization in collecting available resources within business partnerships strategically, integrating them and

disseminating them in order to achieve administrative visions, as integration is conceived as a "process to achieve unity of effort", while the main function of the integrative capacity is assistance In achieving positive interaction between different resources by transforming them into comprehensive sets of value-creating organizational skills that align with the external environment. (Jiang, 2015: 1186-1187), the organization's ability to integrate involves the rooting of dynamic performance in product development, internally and externally to the organization within basic relationships that frame the ability to integrate and dynamic performance, which are established by organizational literature, as internal integration is referred to as the ability to coordinate intensively. between the various specialized sub-units within the organization, and explicitly aims to implement a specific project concept, while external integration affects the performance of development projects in environments (Iansiti & Clark, 1994: 568-577).

- **Organizational Sustainability**

First : The Concept of Organizational Sustainability:

Although there has been an evolution in defining organizational sustainability over the past 50 years, the misunderstanding of business environmental sustainability remains as a revival of the green movement in the 1960s, while organizational sustainability is not limited to "traditional" environmental factors such as emissions control, green energy use. And the preservation of scarce resources (Leven-Marcon, 2013:22), as sustainability represents a "paradigm shift away from the traditional way of operating an organization" in the world of business competition (Ndong, 2019:22). While organizations play critical roles in promoting societal sustainability, the concept of organizational sustainability itself is still searching for a satisfactory definition. Common synonyms for organizational sustainability used in the interdisciplinary sustainability literature include organizational viability and success, organizational longevity and continuity and in some cases, growth

furthermore. Many researchers focus on organizational survival as an alternative to sustainability. It can be argued that the focus on survival in many studies of organizational sustainability is a result of the dominance of the survival approach in several key areas. (Moldavanova & Goerdel, 2018:58)

Given the comprehensiveness of the meaning covered by organizational sustainability, defining its meaning has become a process that includes all types of customers in many contexts, including values, cultures, diversity, positions, interests, elements of strength and needs (Wals & Schwarzin, 2012:13). In addition to the comprehensiveness of the term sustainability and its versatility in more than an area that has become difficult to define due to the frequent use of the word "sustainability" in a variety of perspectives and with a number of different purposes in mind, (Amantova-Salmane, 2017:81), as table (2) includes some of these visions

Table (2) the researchers' viewpoints in the concept of Organizational Sustainability

No.	Research	the definition
1-	(Hart & Milstein ,2003) According to (Florea et al.,2013:393)	The ability of the organization to contribute to “sustainable development that simultaneously delivers economic, social and environmental benefits (triple bottom line)
2-	(Baum,2006) According to (Alnidawi & Omran, 2016:112)	The process of continuity and survival in a long-term business environment with the achievement of high performance indicators that confirm and support continuity and survival
3-	(Dow Jones, 20) According to (Turan & Needy, 2013:3)	A business approach that creates long-term shareholder value by embracing the opportunities and managing risks derived from developments in the three dimensions of sustainability - economic, environmental and social.
4-	(AZua,2012)According to (Alnidawi & Omran,2016:112)	It is a set of administrative operations conducted by organizations to achieve economic and social competition continuously



5-	(Singh et al.,2016:4617)	The overall proactive strategic position of organizations towards the integration of economic, environmental and organizational social objectives and practices at their strategic, tactical and operational levels.
6-	(Islam et al.,2018:11)	A business strategy that drives the organization's long-term growth and profitability by obligating the inclusion of environmental and social issues in the business model and includes a future path that enables, to generate maximum value increase for the organization, consumers and employees by embracing opportunities and managing risks derived from environmental and social developments

Second: Dimensions of Organizational Sustainability:

As part of the study of the organizational sustainability literature and the models it dealt with, the researcher adopted the model developed from (Elkington, 1994) known as TBL, which highlights three main pillars included in the system of understanding and achieving sustainability: the economic pillar, the environmental pillar and the social pillar.

1- **Economic sustainability:** The economic dimension within the TBL model refers to "the organizational position to create value and achieve a balance between costs and revenues in the production and distribution of goods and services," as the economic dimension is related to the dimensions of the economic and financial performance of the organization. (Braccini & Margherita, 2018: 2-3 Economic

sustainability is the fuel that drives the organizational engine, and without it, it will be impossible to pay employee dues or purchase equipment or supplies necessary for the organization to carry out its tasks (Coblentz, 2002:3).

2- **Environmental sustainability:** Environmental sustainability is defined as "the results of the organization's management of its environmental aspects or the overall behavior of the organization towards the natural environment (i.e. the level of total resource consumption and emissions)" (Lee & Ha-Brokshire, 2017:3). The environmental dimension of TBL focuses on compatibility between Direction of use and replenishment of resources in nature. With reference to organizations, this dimension is manifested in the attitude of consuming natural resources that can be reproduced

from nature, as well as producing emissions that can be naturally absorbed by the existing ecosystem. This dimension can be achieved through recycling and resource renewal, redesigning processes and products to reduce resource use, replacing non-renewable resources with renewable resources, and adopting circular economy models (Braccini & Margherita, 2018: 2-3). Through environmental sustainability, the organization will contribute to preventing the impacts it has on the natural system, made up of living and non-living things, by eliminating unnecessary costs and high emissions, along with reducing practices that may affect future generations' access to vital natural resources, (Cella-De-Oliveira, 2013:965)

- 3- **Social sustainability:** It represents “the processes that generate social health related to the well-being of the members of the organization.” To ensure this well-being, organizations face a major challenge, which is “adjusting the balance between personal and societal ‘needs’”, an approach that seems to have become more

difficult due to high-level organizational and administrative practices. Low ethical, although the social dimension of sustainability emphasizes the importance of investments in socially responsible practices that can help the organization gain competitive advantages (Florea et al., 2013: 394-395) as social sustainability covers the areas of internal human resources, and customers externalities, and the overall social performance (i.e. the external economic effects of the business initiative and the contribution to improving the environment at the community, regional or national level) (Lopes et al., 2016: 3) and in line with the adoptions of social sustainability that will reflect the ethical aspect of organizational sustainability, ethical communities will provide tools to think about problematic issues within a complex environment, which gives it a vital role in the successful and effective decision-making process. It also exercises an important role for Organizational sustainability that seeks to integrate sometimes contradictory ethical and practical goals, and therefore the goal of

sustainability ethics is to guide individuals in their efforts to address real problems and build more socially sustainable institutions, practices and societies (Amantova-Salmane, 2017:82)

THE THIRD AXIS: THE PRACTICAL SIDE:

In which the main research hypothesis and its sub-hypotheses will be tested

Research hypothesis testing

Which states: (Strategic foresight and its dimensions do not have a significant impact on organizational sustainability) using simple linear regression, as it is clear from Table (3) the following:

- 1- The value of (F) extracted between strategic foresight in organizational sustainability was recorded (465.693), as it is (greater) than the tabular (F) of (3.94) at the level of significance (0.05), and this result provides sufficient support to accept the alternative hypothesis, which states that (Strategic foresight and its dimensions have a significant impact on organizational sustainability), and this indicates that there is a significant effect of strategic foresight on organizational

sustainability. % of the variables that occur in organizational sustainability. The extracted value of (t) for the marginal inclination coefficient of the strategic foresight variable (21.580) was also recorded. It is greater than the tabular (t) value of (1.984) at the level of significance (0.05). This indicates that the marginal inclination coefficient of the strategic foresight variable is significant, as it is evident through the value of the marginal inclination coefficient (β) of (0.805) that the strategic foresight increases by one unit. One will lead to an increase in organizational sustainability by (80%). This indicates that the researched company, the more it seeks to achieve strategic foresight, the more it contributes to a positive impact on achieving organizational sustainability, i.e., the process of preparing for the future and preparing for it and trying to study most of the environmental changes and preparing for them through studying them and trying to understand them whenever this contributes to activating the strategic foresight of the company,

which will contribute positively to achieving organizational sustainability. The Diwaniyah refinery expansion project, which

the company intends to start, is one of the strategic projects, which will in turn be reflected in achieving organizational sustainability.

Table (3) Impact analysis between strategic foresight in organizational sustainability

dependent variable	Decision	Sig	Effect Value	(t)	(F)	(R ²) Adj	(R ²)	(R)	the independent variable		
organizational sustainability	Accept the alternative hypothesis	0.000	1.222	21.580	465.693	0.599	0.600	0.775	0.693)α(strategic foresight
			Big						0.805	(β)	
Tabular (F) value = 3.94 /// Tabular (t) value = 1.984 /// Sample size = 312											

2- The extracted (F) value between the dimensions of strategic foresight in organizational sustainability achieved (211.866, 328.601, 407.602), respectively. It is greater than the tabular (F) value of (3.94) at the level of significance (0.05). Accordingly, the decision regarding the sub-hypotheses related to the dimensions of strategic foresight in organizational sustainability as shown in Table (4) accepts the alternative hypothesis. This indicates that the researched company, when interested in the process of applying strategic foresight through the capabilities of environmental scanning, reading environmental variables in terms of opportunities and threats, and collecting the necessary information in light of which the capabilities of strategic choice and integration capabilities will be developed, as this will lead to a positive reflection on achieving organizational sustainability.

Table (4) The implicit hypotheses between the dimensions of strategic foresight in organizational sustainability

Hypothesis symbol	Hypothesis	Decision
H21	Environmental scanning capabilities Do not have a	Accept the

	significant impact on organizational sustainability	alternative hypothesis
H22	Strategic choice capabilities Do not have a significant impact on organizational sustainability	Accept the alternative hypothesis
H23	Integration capabilities Do not have a significant impact on organizational sustainability	Accept the alternative hypothesis
The number of accepted null hypotheses		0
The number of accepted alternative hypotheses		3

A- The value of the corrected coefficient of determination (R^2) recorded a value of (0.404, 0.513, 0.567), as shown in Table (5), and this indicates that there is a discrepancy in the interpretation of the dimensions of strategic foresight for the organizational sustainability variable, as it is shown through Figure (2) that the highest explanatory ratio. It was in the dimension (capabilities of integration), as it interpreted (57%) of the variables that occur in the variable of organizational sustainability. organizational sustainability variable.

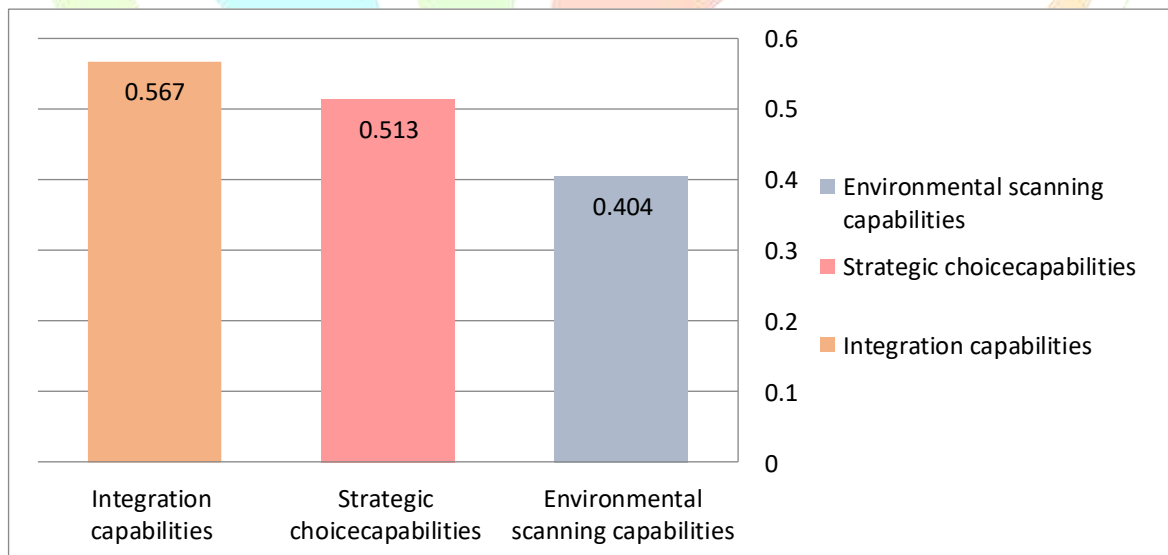


Figure (2) values of the corrected coefficient of determination between the dimensions of strategic foresight in organizational sustainability

B- The extracted (t) value of the marginal tendency coefficient between the dimensions of the strategic foresight variable in organizational sustainability was 14.556, 18.127, 20.189 respectively. It is greater than the tabular (t) value of (1.984) at the level of significance (0.05). This indicates that the marginal tendency coefficient is significant for the dimensions of the strategic foresight variable, meaning that it has a real impact on the organizational sustainability variable.

C- It is evident through the value of the marginal propensity coefficient (β) for all dimensions of 0.606, 0.695, 0.686 respectively, as it indicates that there is a variation in the influencing power of the dimensions of the strategic foresight variable in affecting the organizational sustainability variable, as it turns out that the highest influencing power was at the dimension (capabilities of strategic choice), as increasing this dimension by one unit will lead to an increase in the organizational sustainability variable by (69%). To increase the organizational sustainability variable by (61%).

Table (5) Analysis of the dimensions of strategic foresight in organizational sustainability

Decision	Sig	Effect Value	(t)	(F)	(R ²) Adj	(R ²)	(R)	Dimension of Strategic Foresight		dependent variable	
Accept the alternative hypothesis	0.000	Accept the alternative hypothesis	14.556	211.866	0.404	0.406	0.637	1.365	(α)	Environmental scanning capabilities	organizational sustainability
		Big						0.606	(β)		
Accept the alternative hypothesis	0.000	1.026	18.127	328.601	0.513	0.515	0.717	1.089	(α)	Strategic choice capabilities	
		Big						0.695	(β)		
Accept	0.000	1.143	20.189	407.602	0.567	0.568	0.754	1.138	(α)	Integration	

the alternative hypothesis		Big						0.686	(β)	capabilities	
Tabular (F) value = 3.94 /// Tabular (t) value = 1.984 /// Sample size = 312											

- Testing the fourth sub-hypothesis: which states (the dimensions of strategic foresight together do not have a significant effect on organizational sustainability)

This hypothesis will be tested using the multiple linear regression model, as shown in Table (6) and Figure (3), as it shows the statistical indicators between the dimensions of strategic foresight in organizational sustainability.

A- The value of (F) extracted from the estimated model was (169.318). It is greater than the tabular (F) value of (2.42) at the level of significance (0.05). Accordingly, we accept the hypothesis, which means the dimensions of strategic foresight together have a significant effect on organizational sustainability, and this indicates that the dimensions of strategic foresight have an effective and fundamental impact on

sustainability regulatory. That is, when the dimensions of strategic foresight come together, this will have a positive reflection and a stronger impact on achieving organizational sustainability. That is, when the researched company works to apply and pay attention to all dimensions of strategic foresight together and in one way, this will lead to a positive reflection on achieving organizational sustainability.

B- The value of the corrected coefficient of determination (R^2) recorded a value of (0.619), and this indicates that the dimensions of strategic foresight are able to explain 62% of the changes that occur in (organizational sustainability), while the remaining percentage (38%) is dependent on other variables. Not included in the search form.



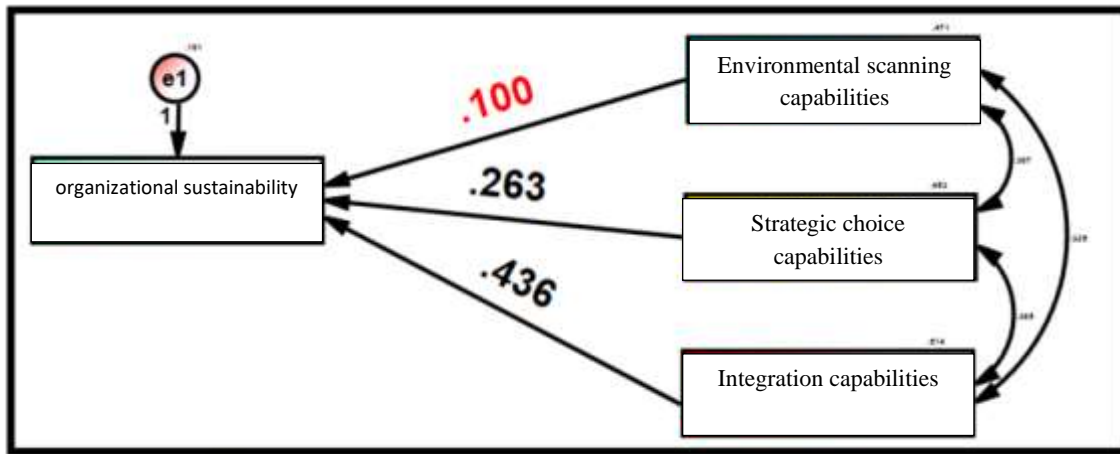


Figure (3) The effect of the dimensions of the strategic foresight variable on organizational sustainability using multiple linear regression

- C- Using the (Stepwise) method of testing the significance of the dimensions, and after deleting the non-significant dimensions, it is clear that the model finally depends on two dimensions (the capabilities of strategic choice, the capabilities of integration), as the value of (F) extracted for the new model was (250.481), which is greater than the value of F) tabular and amounting to (2.65), which indicates that the two dimensions (capabilities of strategic choice, capabilities of integration) are the most effective, influential and reflective dimensions on organizational sustainability. The company, despite its interest in all dimensions of strategic foresight, but when it comes to working for all dimensions of strategic foresight together and in one way in influencing organizational sustainability, it is clear that it does not give active and strong attention to the capabilities of environmental scanning compared to the capabilities of strategic choice and capabilities of integration that had the most effective impact on organizational sustainability.
- D- The value of the corrected determination coefficient (R^2) of the new model recorded a value of (0.616), and this indicates that the two dimensions (capabilities of strategic choice, capabilities of integration) are able to explain (62%) of the changes that occur in (organizational sustainability), while the remaining percentage (38%) are related to other variables that are not included in the research model.
- E- It is evident through the value of the marginal propensity coefficient (β) for the intangible dimensions, which are represented by the dimensions (the

capabilities of strategic choice, the capabilities of integration), which amounted to (0.333, 0.449), respectively, indicating that there is a variation in the influencing power of the intangible dimensions in influencing the organizational sustainability variable, as it is evident from Figure (4) shows that the highest influencing power was in the (integration

capabilities) dimension, as increasing this dimension by one unit will lead to an increase in the organizational sustainability variable by (45%). It is also clear that the lowest influencing power was in the (strategic choice capabilities) dimension Increasing this dimension by one unit will lead to an increase in the organizational sustainability variable by (33%).

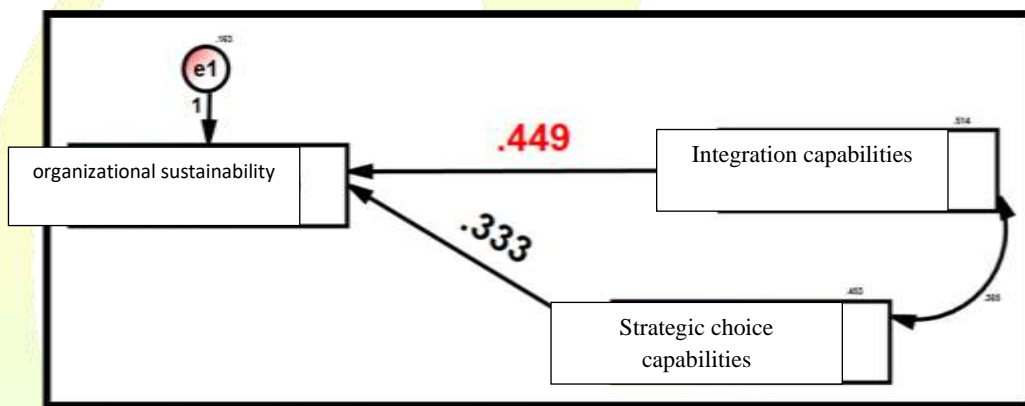


Figure (4) The impact of the dimensions of the strategic foresight variable on organizational sustainability using the (Stepwise) method



Table (6) The effect between the dimensions of strategic foresight on organizational sustainability using multiple linear regression

Multiple Linear Regression Model Using (Stepwise) Method				Multiple linear regression model			Dimension of Strategic Foresight
Dimension entry	Sig.	(t)	(β)	Sig.	(t)	(β)	

order							
---	---	---	---	0.071	1.813	0.100	Environmental scanning capabilities
2	0.000	6.395	.333	0.000	4.043	0.263	Strategic choice capabilities
1	0.000	9.175	.449	0.000	8.838	0.436	Integration capabilities
0.793				0.728			(α)
0.786				0.789			Multiple (R)
0.619				0.623			(R2)
0.616				0.619			Adj(R2)
250.481				169.318			(F)
0.000				0.000			Sig.
2.65				2.42			Tabular F
1.984				1.984			Tabular t

CONCLUSIONS:

1- There is an interest in the scientific aspect, especially patents and contributions related to the core of the company's work, especially at the local level, through the assignment of specialized committees, as well as the follow-up of the studies department in the company for this aspect within the series of procedures that the company adopts to conduct environmental surveys of the surrounding environment variables, on the one hand. Others, the company follows up and cares about the scientific contributions of its employees, and

follows up on their scientific research and master's and doctoral theses that they submit after granting them a full-time study to provide solutions to the problems facing the company, but this aspect suffers from weak procedures and routines in employing these inventions, scientific contributions and recommendations that resulted in them Master's and doctoral dissertations for the benefit of the company, as many of these contributions were not discussed within the company's corridors, and a specialized committee was not assigned in which the owner of the invention or the study is a supervisor

or a member to apply the scientific contribution he made that enhances the success of the company. In general, the environmental survey operations need to expand more for information.

2- The company's adoption of accurate and specific measures to measure its business compared to the planned objectives, but these standards sometimes need to be discussed and studied to test their suitability with developments in environmental variables and their fulfillment of this aspiration of senior management on the one hand, and on the other hand, it was noted that the level of the development made by the company on the plans of activities seeking to achieve its strategy was available, but not at the level required for an important company such as the Middle Refineries Company - Dora Refinery, as the researcher diagnosed a low level of awareness of the company's strategy and its strategic objectives by employees, in addition to that the process of follow-up and overcoming obstacles to achieving them needs to be a greater level of concern, as the company's employees do not have accurate knowledge of the strategic direction of the company, nor the

goals at the strategic and operational level, and the purpose of each goal, in addition to the fact that the company did not put in its agenda a table of priorities for goals in order to enable it to study every obstacle and the effects that may accrue to the entirety of her work except with regard to purely technical aspects.

3- The company gives its employees incentives for their dedication to work, and there are two types of material and moral incentives according to a system dedicated to that, which needs to be reconsidered because it depends on job titles, number of years of service and educational attainment only without sufficient attention to the level of effort, achievement and addition provided by the employee. The company also seeks to find coordination in the activities entrusted to its bodies, divisions and people, but this coordination indicates a kind of decline due to the high officialdom sometimes and the independence of a number of them, which represents an obstacle in developing the capabilities of integration between the material, human, knowledge and technological resources of the company. The company, despite its presence, is at an acceptable level.

4- The company adopts well creating a clear perception and vision of possible future events based on organizational learning processes through the environmental scanning process that the company conducts to diagnose opportunities, threats and possible changes in its environment within the dimension of environmental scanning capabilities, which was at the second level in terms of importance, to then analyze it. And crystallizing a number of strategic alternatives and choosing the best strategic option, which is the most important dimension relative to the rest of the dimensions among them, so that the dimension of integration capabilities seeks to create a state of integration between organizational resources and cognitive capabilities that are less interested among peers, so that the adoption and practice of strategic foresight is at a good general level.

5- There are good endeavors by the researched company to achieve social acceptance of its operations that it conducts through advertisements and awareness posters for its products, as well as providing the latter with acceptable quality and subsidized prices on the one hand, and on the other hand, the company plays a

contributing role in many social activities that emerge from its role in this field in order to overcome all the obstacles that prevent it from achieving its goals and to obtain the highest effort from its internal customers on the one hand, as well as increasing its area within the labor market, but at the level of indirect economic effects in its environment and work were not at a very good level, which the researcher attributes to the economic abuse of the nature of the company's work with the global economy in terms of oil prices and the prices of raw materials involved in the production process, which requires greater effort, especially at the level of investing in machines and mechanisms for more than one purpose, as well as the nature of the prevailing economic philosophy in Iraq. The company and to the extent that it is able to influence its scope and within its powers.

6- There is an endeavor of the well-researched company to reduce the consumption of the inputs of its production processes to reach the highest level of production through the adoption of effective mechanisms and efficient methods according to studies, research and scientific standards, but despite all that it provided in the

aspect of environmental sustainability and reducing environmental pollution, which limited a lot of it, but that was not at the desired level, especially since its location is located in the heart of the capital Baghdad and on the banks of the Tigris River, as the gas associated with the combustion process is still not well invested, and the percentage of green areas and the green belt of the company needs more increase.

- 7- The rights of the employees of the researched company and the rest of its customers were well taken care of, as the company places this issue among its priorities to establish the relationship between management and employees as well as motivating them to provide the best performance as well as striving for its business to be in accordance with decent practices that do not have negative effects on society and customers.
- 8- It was found that the Middle Refineries Company - Al-Dora Refinery is concerned with a set of practices that involve the implementation of effective strategies and organizational activities to enhance its proactive state and preserve its resources in the present and in the future within the framework

of organizational sustainability and in a good way, by paying high attention to the processes of maintaining quality. The environment and its resources within the dimension of environmental sustainability, so that the dimension of economic sustainability, including the efforts it contains to reduce costs and achieve the positive economic impact of the company, ranked second, so that the dimension of social sustainability is the least concerned by the research community relative to the rest of the dimensions of the organizational sustainability variable.

- 9- The results showed that there is the possibility of influencing organizational sustainability through the activation of strategic foresight, so the more the researched company did and its leaders practiced environmental scanning of future variables and predicted and scheduled them according to strategic alternatives and scenarios with coordination and integration between organizational and knowledge resources in light of the available opportunities. The more this positively enhances the achievement of economic, social and environmental

goals and raises the level of readiness and permanence in work.

RECOMMENDATIONS:

1- The importance of paying attention to environmental surveying in terms of the targeted entities and the type of information required through the following:

A- Increasing the area of environmental survey operations, establishing specialized teams concerned with survey operations according to the specialization related to the company's work.

B- Concluding partnerships and agreements with specialized organizations to train the company's employees to carry out environmental monitoring of environmental variables from a broader perspective, or to provide technical advice in this regard.

C- Establishing a competition that includes a valuable award for patents that enhance the company's work and give it a competitive advantage.

D- Providing the necessary support for research and studies submitted by Iraqi students that would raise the level of the company's performance and applying it to benefit from it.

2- Attention should be paid to the process of crystallizing the company's strategic options through:

A- Attracting international experts in the field of energy production to work on developing the standards adopted by the company with the staff working in it.

B- Spreading the company's strategic direction among employees through announcements and seminars that include an explanation of the company's vision, mission and objectives, and detailing the role of each of the company's departments in achieving them.

C- Developing a follow-up schedule for the progress of the company's strategy to know the level of implementation and deviations from it, if any.

D- Forming a team of specialists and experts to develop plans and activities aimed at achieving the company's strategy, using international academic models.

E- Investing the information obtained from environmental surveys in formulating scenarios that the company may be exposed to, and developing procedures and

- solutions for each of them as a proactive measure.
- 3- Enhancing the integration capabilities of the researched company and expanding interest in it through:
 - A- Developing the company's incentive system based on new mechanisms and methods of evaluating the employee's performance to reward the distinguished over others with high transparency without relying on the principle of incentive for all to the same extent.
 - B- Reconsidering the organizational structure on the one hand, and raising the level of coordination between the bodies, departments, and people on the other hand, at the formal and informal levels, to bypass the administrative routine and achieve a higher level of integration.
 - C- Supporting the organizational learning process and encouraging employees to obtain information that benefits the company's work from the external environment.
 - 4- Work to enhance the company's economic sustainability through a number of important steps that may contribute to this:
 - A- Increasing the area of social acceptance by raising the quality of the product, especially (regular and improved gasoline and white oil) in light of the existing economic support for it, in addition to searching for the requirements of luxury and housing.
 - B- Establishing the Iraqi Oil Bank, which is concerned with managing the funds of the Ministry of Oil and its companies, in coordination with the Central Bank of Iraq, to provide banking and credit facilities to its owners, which enhances the achievement of profits for the benefit of the Ministry and its companies.
 - C- Activating back integration strategies through the establishment of private factories or other methods to provide support for the company's operations in order to reduce production costs.
 - D- Transferring the company's budget from the estimated budget to the programs and performance budget, knowing the level of achievement and

follow-up of the company's strategy and plans, with the lowest costs and the most efficient performance.

5- Raise the level of adoption and practice of environmental sustainability through the following:

A- Raising the level of approved standards for measuring the inputs of the production process and the machines designated for it, and the level of pollution resulting therefrom, even if the current standards meet what is approved by the Ministry of Health and Environment.

B- Investing emissions from production processes and the remaining products thereof, and recycling them to include them in other production processes.

6- The researched company should show greater interest in the level of social sustainability because of its impact on its internal customers, many of whom are specialized staff and experienced

people, as well as its effects on society because of its vital role in daily life through the following:

A-Building a private hospital for the company's staff that provides health care and is equipped with the best modern medical equipment

B-Providing recreational areas within the residential complexes for the company's employees to entertain them and get rid of work pressures.

C- Coordinating with banks to provide soft loans to the company's staff.

D- Increasing the plots of land distributed by the company to its employees.

E- Establishing a social security fund for the company's assets, which is a fund for which a percentage of the company's profits and employees' salaries are allocated.

It provides subsidies to the employee and his family of the first degree in cases of treatment and surgical operations.

Financial support and sponsorship: Nil

Conflict of Interest: None

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