

**أثر الاستشراف الاستراتيجي في تحقيق التميز المؤسسي :
دراسة مقارنة للمستشفيات الأهلية**

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The impact of strategic foresight on achieving
Organizational excellence: A Comparative
study of private hospitals

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Abstract:

This study aimed to investigate the impact of strategic foresight on achieving organizational excellence in private hospitals by examining the nature of the relationship and influence between the two variables. The study adopted a descriptive-analytical approach and utilized a questionnaire as the primary data collection instrument. The sample consisted of 175 managers, department heads, unit supervisors, and employees working in the surveyed hospitals. Strategic foresight was measured through four dimensions: environmental scanning, future trends analysis, scenario building, and future vision. Organizational excellence was assessed through leadership excellence, human resources excellence, process excellence, service excellence, and organizational performance outcomes. The findings revealed a high level of both strategic foresight and organizational excellence within the surveyed hospitals. The results also indicated a strong positive and statistically significant correlation between strategic foresight and organizational excellence ($r = 0.781$). Furthermore, strategic foresight exerted a significant positive effect on organizational excellence ($\beta = 0.74$), while the coefficient of determination ($R^2 = 0.58$) demonstrated that strategic foresight explains a substantial proportion of the variance in organizational excellence. The study concluded that adopting strategic foresight practices contributes significantly to enhancing organizational performance, sustainability, and excellence in healthcare institutions. Accordingly, the study recommends strengthening foresight practices, developing information systems, and establishing specialized foresight units to support strategic planning and decision-making processes.

Keywords: Strategic Foresight, Organizational Excellence, Environmental Scanning, Future Vision, Scenario Building, Organizational Performance, Private Hospitals, Strategic Management.

1. GENERAL RESEARCH FRAMEWORK:

1.1. INTRODUCTION

In recent decades, the contemporary business environment has witnessed rapid transformations imposed by technological developments and economic, social and health changes, which has led to an increase in the degree of complexity and uncertainty faced by organizations in various sectors. In light of these successive changes, organizations are required to adopt modern management and strategic methods that enable them to foresee the future and deal with potential opportunities and threats efficiently and effectively, ensuring their continuity and achieving excellence in a changing competitive environment.

Strategic foresight is one of the modern management concepts that has received increasing attention from researchers and practitioners, because of its role in enabling organizations to monitor environmental variables, analyze future trends and build possible scenarios, which

helps them make more accurate and flexible strategic decisions. Strategic foresight also contributes to enhancing the organization's ability to adapt to changes, achieve sustainability and excellence in performance.

In the health sector in particular, private hospitals are facing increasing challenges represented by the continuous development of medical technologies, high patient expectations, increased competition between health institutions, as well as the need to improve the quality of services provided and achieve high levels of efficiency and effectiveness. Hence, the importance of strategic foresight as a tool that contributes to enhancing the ability of hospitals to meet future challenges and achieve institutional excellence.

Organizational excellence refers to the ability of an organization to achieve superior and sustainable performance through the optimal use of available resources and capabilities, and to provide high-quality services that meet the needs of beneficiaries and exceed their expectations. Organizational excellence is a strategic goal pursued by contemporary organizations as an indicator of their success, competitiveness and sustainability.

Based on the importance of strategic foresight and its expected role in enhancing institutional excellence, this research seeks to study the nature of the relationship between these two variables, and to reveal the extent of the impact of strategic foresight in its various dimensions in achieving institutional excellence in private hospitals, in order to provide a set of conclusions and recommendations that can contribute to the development of institutional performance and enhance the competitiveness of health institutions.

1.2. Research problem: private hospitals are currently facing a set of challenges and accelerated changes that require them to develop their administrative and strategic capabilities in order to maintain their competitive position and achieve advanced levels of performance and excellence. Despite the importance of strategic foresight in enabling organizations to predict and prepare for future variables, many health institutions still rely on traditional methods of planning and Resource Management, which may limit their ability to achieve institutional excellence.

The problem of the research is to try to answer the following main question:

What is the impact of strategic foresight in achieving institutional excellence in Private hospitals A number of sub-questions arise from this question:

- What is the level of adoption of strategic foresight practices by private hospitals?
- What is the level of institutional excellence in the hospitals studied?
- Is there a statistically significant correlation between strategic foresight and institutional excellence?
- Does strategic foresight affect the achievement of institutional excellence

1.3. The importance of research: the importance of research stems from two theoretical and applied aspects, as it theoretically contributes to enriching the scientific literature related to strategic foresight and institutional excellence, highlighting the role of strategic foresight as a modern administrative input to achieve institutional excellence, as well as providing a theoretical framework that can benefit from future studies in the field of Strategic Management. In practice, it helps the Departments of private hospitals to understand the importance of strategic foresight and its applications, enhances their ability to face future challenges, and provides a set of practical recommendations that contribute to improving performance and achieving institutional excellence.

1.4. Research objectives: the research seeks to achieve a set of goals that are consistent with the nature of the research problem and its variables, and can be summarized as follows:

- Identify the level of application of strategic foresight in Private hospitals and the level of institutional excellence in them.

- Analyze the nature of the relationship between strategic foresight and institutional excellence and determine the extent of their correlation.
- Measuring the impact of strategic foresight in achieving institutional excellence and enhancing organizational performance.
- Provide a set of recommendations and proposals that contribute to the development of strategic foresight practices and support institutional excellence in health institutions.

1.5. Research hypotheses: the study proceeds from the main hypothesis that strategic foresight contributes to enhancing institutional excellence in Private hospitals, and the following hypotheses branch from it:

The main hypothesis: there is a statistically significant correlation and influence of strategic foresight in achieving institutional excellence in Private hospitals.

The following hypotheses branch from them:

- There is a statistically significant correlation between strategic foresight and institutional excellence in Private hospitals.
- There is a statistically significant impact of strategic foresight in achieving institutional excellence in Private hospitals.
- The strength of the impact of the dimensions of strategic foresight (environmental survey, foresight of future trends, scenario building, and future vision) varies in achieving institutional excellence.

1.6. Research limits: the scope of the research is determined spatially by the Private hospitals covered by the study, and humanly by a sample of managers, heads of departments, divisions, units and their employees, and chronologically by the period during which the data was collected and analyzed during the year 2026, but objectively it is limited to studying the impact of strategic foresight in achieving institutional excellence.

1.7. Research method: the research adopted the descriptive analytical method for its suitability to the nature of the study and its objectives, as it relied on the primary data collected by the questionnaire, as well as secondary data derived from books, scientific periodicals, theses and previous studies related to the research topic.

1.8. Hypothesis chart: the research hypothesis chart expresses the conceptual framework that clarifies the nature of the relationship between the study variables, as it shows the independent variable represented by strategic foresight in its various dimensions, and the dependent variable represented by institutional excellence in its main dimensions. It also shows the direction of the relationship and the expected effect between the two variables, based on the literature and previous studies that dealt with the research topic, and in line with its objectives and hypotheses.

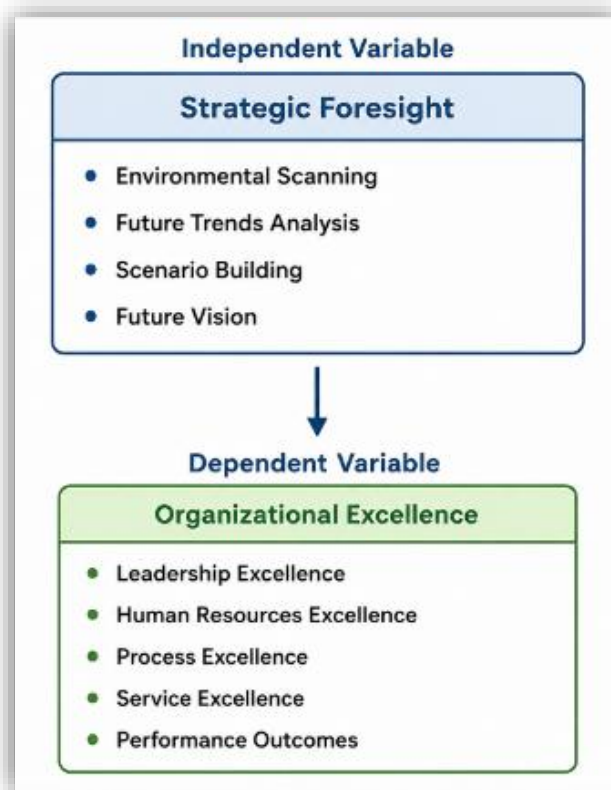


Figure (1): Hypothetical Research Framework

Source: Prepared by the researcher based on the relevant literature, 2026.

1.9. Review of Previous Studies:

Many recent studies have dealt with the topic of strategic foresight and its relationship to organizational performance and institutional excellence, as their results have shown the importance of this concept in enhancing the ability of organizations to adapt to changing environments. The study was confirmed by Marinković et al. (2022) that strategic foresight represents an integrated organizational ability that contributes to reducing uncertainty and improving strategic performance by building analytical models for the future. As shown by the study of Chichorro et al. (2022) that the development of foresight practices in organizations is closely related to enhancing competitiveness and responding to environmental changes.

The Altarawneh study (2023) pointed out that strategic foresight plays an intermediate role in strengthening the relationship between strategic vigilance and institutional excellence in the banking sector, stressing its importance in supporting decision-making. In the same direction, the Taferner study (2023) showed that foresight capabilities are directly related to improving the performance of the organization and raising its strategic efficiency. As shown by the study of Rohrbeck et al. (2021) that Organizational foresight contributes to enhancing organizational flexibility and achieving competitive superiority in the long term.

In the health sector, a study confirmed Mostepaniuk et al. (2023) that the sustainability of health organizations depends on their ability to adopt forward-looking practices that support long-term planning and improve the quality of services. The Tiwari study (2025) also showed that the use of advanced predictive models in health institutions enhances the quality of strategic decisions and raises the level of institutional performance.

On the other hand, the study of Chichorro et al. (2022) that there are knowledge gaps in the strategic foresight literature that require enhanced integration of technology and organizational capabilities to achieve better results. As indicated by the study of Marinković et al. (2022) to the importance of integrating digital technology in supporting forward-looking processes and analyzing future data.

In a recent study, Csaszar et al. explained. (2026) that in some cases artificial intelligence tools can outperform human experts in Strategic Forecasting, which reinforces the importance of integrating modern technologies into Strategic Forecasting. The study of Onwubiko & Ouazzane (2022) also emphasized the importance of developing multidimensional frameworks for foresight in complex environments such as cybersecurity.

The study was shown by Gebremeskel et al. (2022) that predictive models based on Big Data contribute to improving the ability to predict future outcomes in the health sectors, reflecting the importance of foresight in supporting medical and management decisions. As indicated by the study of Al-Tabbaa et al. (2022) pointed out that Organizational foresight promotes strategic innovation by improving the understanding of the relationships between the internal and external environment of the organization.

And in the study of Rohrbeck & Kum (2018-2021 in the extended literature), it was emphasized that Organizational foresight is directly related to sustainable organizational performance and the achievement of competitive advantage. Finally, a study by Aila (2024) that organizations that rely on foresight of the future have a higher ability to manage crises and deal with uncertainties.

In general, these studies agree that strategic foresight is a key element in enhancing institutional excellence, through improving decision quality, increasing organizational flexibility, supporting innovation, and achieving sustainability, but they also indicate that there are research gaps related to practical application mechanisms in the health sector, which the current study seeks to address.

Despite the increasing interest of recent studies in the concept of strategic foresight as one of the contemporary management approaches in supporting organizations' ability to adapt to dynamic environments, a review of the literature indicates a research gap represented by the limited studies that have dealt with the direct relationship between strategic foresight and institutional excellence, especially in the environment of Private hospitals in developing countries. Most of the studies focused on theoretical or applied aspects in industrial or financial sectors, with a clear lack of Applied Studies in the health sector. In addition, previous studies have not adequately addressed the analysis of the dimensions of strategic foresight in detail and linking them to the dimensions of institutional excellence in an integrative manner, which highlights the need to conduct this study to fill this gap and provide up-to-date field evidence.

2. Theoretical framework of strategic foresight:

Contemporary organizations are operating in highly complex and uncertain environments as a result of rapid changes in the economic, technological, social and political spheres. These changes have forced organizations to look for modern management and strategic methods that enable them to foresee the future and predict potential opportunities and threats before they occur, thus helping them to make appropriate decisions and achieve their goals efficiently and effectively. Hence, the concept of strategic foresight has emerged as one of the modern management approaches that help organizations to understand future changes and prepare for them systematically and scientifically.

Strategic foresight is an important tool in supporting the strategic decision-making process, as it provides management leaders with a future vision that helps them identify potential trends and develop appropriate strategic alternatives to meet challenges and invest available opportunities. It also contributes to enhancing the competitiveness of organizations and achieving excellence and sustainability in an environment characterized by constant change.

2.1. The concept of strategic foresight and its development:

2.1.1. The concept of Strategic Foresight: Strategic Foresight is a relatively recent concept in the management and strategic literature, and it appeared as a result of the need to understand the future and deal with the uncertainty facing organizations. Strategic foresight is

defined as an organized process aimed at exploring the future, analyzing trends and drivers of change, building future perceptions and scenarios that help the organization make more effective strategic decisions (Rohrbeck & Kum, 2018). As defined by (Hines and Bishop, 2015), it is a set of organized activities that seek to understand possible future changes and identify emerging opportunities and threats, which contributes to supporting strategic planning and decision-making. While (Vecchiato, 2019) sees strategic foresight as an organizational ability that helps an organization to explore the future and transform future knowledge into strategic actions and decisions that contribute to improving Organizational performance. Through the previous definitions, strategic foresight can be defined procedurally as:

(A systematic process adopted by the organization to monitor and analyze current and expected environmental variables, and build visions and future scenarios that contribute to enhancing the quality of strategic decisions and achieving the organization's goals).

2.1.2.: The development of the concept of strategic foresight:

The idea of strategic foresight has gone through several evolutionary stages, which began with the prospective studies that appeared during the Fifties of the last century, which focused on forecasting scientific and technological developments. In the seventies and Eighties of the last century, these studies evolved to include the analysis of future scenarios, especially after Shell's success in using scenarios to predict the global oil crisis. In recent decades, strategic foresight has transformed from a simple forecasting tool into an integrated strategic capability that helps organizations achieve organizational flexibility, enhance competitive advantage and Organizational sustainability (Rohrbeck, 2021).

2.2. The importance of strategic foresight: the importance of strategic foresight stems from its ability to help organizations deal with the future in a more effective way, and its importance can be summarized as follows:

- Strategic decision-making support: strategic foresight provides forward-looking information and insights that help management leaders to make more accurate and objective decisions.
- Enhance adaptability: helps organizations adapt to environmental changes by anticipating future variables and preparing for them in advance.
- Discover future opportunities: enables organizations to identify emerging opportunities and invest them ahead of competitors.
- Facing risks and threats: contributes to the early detection of potential risks and the development of necessary plans to deal with them.
- Promoting innovation: helps to develop innovative ideas and initiatives that keep pace with the needs of the future.
- Achieving competitive advantage: enables organizations to build sustainable competitive advantages by preparing early for future changes.

Several recent studies have confirmed a positive relationship between Strategic Foresight, organizational performance, innovation and organizational excellence (Aaltola & Hiltunen, 2023).

2.3. Strategic foresight objectives: strategic foresight seeks to achieve a set of goals, the most prominent of which are:

- Foresee future changes, support strategic planning, improve response to environmental changes and reduce uncertainty.
- Enhancing the quality of management decisions by providing accurate future information and insights.
- Achieving Organizational sustainability through the development of continuous organizational performance.
- Enhance competitiveness and support innovation and development within the organization.

2.4. Dimensions of strategic foresight: the current study adopted four main dimensions of strategic foresight, namely:

2.4.1. Environmental Scanning: environmental scanning is the process of collecting and analyzing information about the internal and external environment of an organization in order to identify opportunities, threats, strengths and weaknesses. The environmental survey is the starting point in the strategic foresight process because it provides an information base that helps the organization to understand reality and foresee the future. While the importance of the environmental survey is clear to us by:

- Early detection of environmental changes.
- Improve the quality of strategic decisions.
- Support long-term planning.
- Enhance competitiveness.

2.4.2. Future trends analysis: it is intended to study and analyze current and expected trends that may affect the organization in the future. This includes:

- Economic trends.
- Technological trends.
- Social trends.
- Political and legal trends.

This dimension helps the organization to identify potential variables before they occur and to better prepare for them.

2.4.3. Scenario building: scenario building is the development of a set of alternative scenarios for the future based on possible variables and trends. The importance of scenarios is that they enable the organization to prepare for several future possibilities instead of relying on only one forecast. The most famous types of scenarios include:

- Optimistic scenario.
- Pessimistic scenario.
- The most likely scenario.

2.4.4. Future vision: the future vision represents the image that the organization seeks to reach in the future. The future vision helps to:

- Directing organizational efforts.
- Achieving harmony between employees.
- Strengthen commitment to strategic goals.
- Supporting institutional excellence.

2.5. Requirements for the application of strategic foresight: the application of strategic foresight requires the availability of a set of components, which are set out as follows:

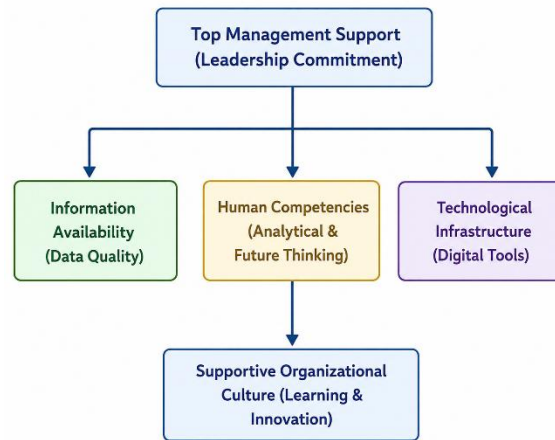


Figure (2): Requirements for Implementing Strategic Foresight

Source: Prepared by the researcher 2026.

Figure (2) illustrates the key requirements for the successful implementation of strategic foresight within organizations. At the core of these requirements is top management support, which represents the main driver for providing resources and enabling a suitable environment for foresight practices. In addition, information availability plays a crucial role by ensuring access to accurate and up-to-date data necessary for analyzing environmental changes. Human competencies are also essential, as they equip individuals with analytical skills and future-oriented thinking capabilities.

Moreover, technological infrastructure supports the foresight process by enabling efficient data collection, processing, and prediction of future trends through advanced digital tools. Finally, a supportive organizational culture fosters learning, innovation, and adaptability, ensuring the sustainability and effectiveness of strategic foresight practices.

2.6. Challenges facing the application of strategic foresight: despite the importance of strategic foresight, its application faces a number of challenges, the most prominent of which are described as follows:

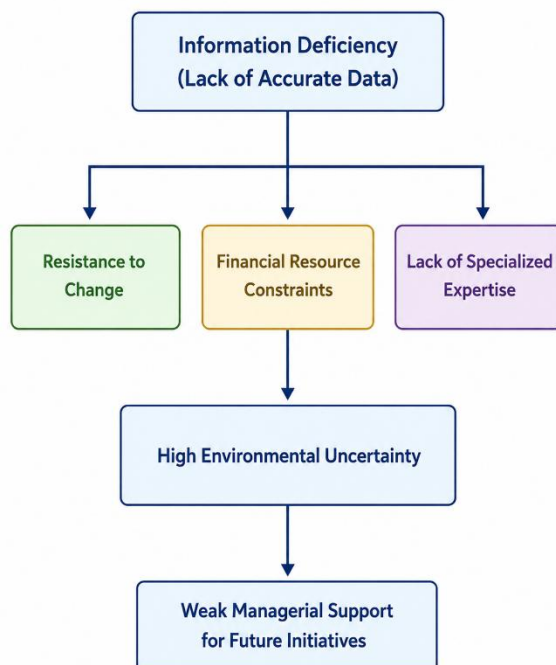


Figure (3): Challenges Facing the Implementation of Strategic Foresight

Source: Prepared by the researcher 2026.

Figure (3) presents the main challenges that may hinder the effective implementation of strategic foresight in organizations. At the forefront is the lack of accurate and reliable information, which limits the ability to analyze and predict future developments effectively. In addition, resistance to change represents a significant organizational barrier, as employees and management may hesitate to adopt new approaches. Financial constraints also restrict the ability to invest in advanced foresight tools and systems.

Furthermore, the lack of specialized expertise reduces the organization's capability to conduct proper analysis and scenario planning. High environmental uncertainty increases the difficulty of making accurate forecasts, while weak managerial support for future-oriented initiatives further limits the successful adoption of strategic foresight practices.

He addressed the theoretical framework of strategic foresight by reviewing its concept, development, importance, objectives and main dimensions represented in environmental surveying, foreseeing future trends, building scenarios and future vision, as well as the requirements of its application and the challenges facing it. Strategic foresight is one of the modern approaches that enable organizations to deal with the future more efficiently, which makes it an important tool for achieving institutional excellence and enhancing organizational competitiveness and sustainability.

3. Theoretical framework of institutional excellence:

Contemporary organizations are facing increasing challenges as a result of accelerated technological developments, intense competition and increasing expectations of beneficiaries, which has made organizational excellence one of the most important strategic goals that organizations seek to achieve to ensure continuity, growth and achieve superior performance. The success of organizations is no longer measured only by their ability to make profits, but has become linked to their ability to provide high-quality services, achieve customer satisfaction, respond quickly to environmental changes, and invest their human and material resources efficiently and effectively.

Organizational excellence is a modern management concept that reflects the organization's ability to achieve superior and sustainable performance levels compared to competitors through the adoption of best management practices and the continuous development of resources, processes and services. It also represents a comprehensive framework that contributes to improving organizational performance, achieving strategic goals and enhancing the competitiveness of organizations.

3.1. The concept of institutional excellence and its development:

3.1.1. The concept of Organizational Excellence: organizational excellence is one of the concepts that has received wide attention in the modern management literature, as it is associated with achieving superior performance and the ability to continue in a changing competitive environment.

The European Foundation for Quality Management (EFQM, 2020) defined organizational excellence as the ability of an organization to achieve outstanding and sustainable results that meet the expectations of stakeholders through effective leadership and rational management of resources and processes. Oakland, 2021 defined it as a comprehensive management approach that aims to continuously improve organizational performance by applying best practices and balancing the needs of various stakeholders. Hassoun and Laith, 2018, explained it as "planned organizational efforts aimed at achieving the organization's goals, strategies and processes to achieve a sustainable competitive advantage for the organization in the era of smart facilities, total quality and employees with the ability to innovate"(Jassim & Saud,2018:7).

Khalil (2021) also described organizational excellence as a state of organizational superiority and administrative creativity that achieves extraordinary levels of performance in the organization, resulting in outcomes and achievements that surpass those of its competitors and satisfy customers primarily, as well as all stakeholders (Qasim& Atta,2025:41).

According to (Dahlgard et al., 2022) that organizational excellence represents an organization's ability to achieve exceptional results in performance, quality, innovation, job satisfaction and beneficiary satisfaction. Through the above, organizational excellence can be defined as: (an integrated management approach that aims to achieve superior and sustainable performance levels through the optimal use of resources and the development of processes and services to achieve stakeholder satisfaction and enhance the competitiveness of the organization).

3.1.2. The development of the concept of institutional excellence: the interest in institutional excellence began with the emergence of the concepts of Total Quality Management during the Eighties of the last century, and then developed with the emergence of global models of excellence such as:

- Japanese Deming award.
- The Malcolm Baldrige American model.
- EFQM European model of excellence.

With recent developments, organizational excellence is no longer limited to quality only, but also includes innovation, sustainability, digital transformation, organizational flexibility and knowledge management.

3.2. The importance of Organizational Excellence: the importance of Organizational Excellence is manifested in being a strategic means to achieve success and sustainability in organizations, and its importance can be highlighted through the following:

- Improving organizational performance: organizational excellence contributes to raising the efficiency of operations, improving the quality of outputs and achieving strategic goals.

- Enhance the satisfaction of beneficiaries: leads to the provision of services and products that meet the needs of beneficiaries and exceed their expectations.
- Competitiveness support: helps the organization to stand out from its competitors and achieve sustainable competitive advantages.
- Achieving sustainability: contributes to ensuring the continuity of the organization and achieving long-term growth.
- Encourage innovation and development: promotes a culture of creativity and continuous improvement within the organization.
- Raising the efficiency of resource investment: helps to optimize the use of human, financial and technological resources.

3.3. Principles of organizational excellence: outstanding organizations are based on a set of basic principles, the most prominent of which are:



Figure (4): Principles of Organizational Excellence

Source: Prepared by the researcher 2026.

Figure (4) illustrates the key principles of organizational excellence that guide organizations toward achieving high performance and sustainable success. At the core of these principles is effective leadership, which plays a fundamental role in directing employees and motivating them toward achieving strategic goals. Customer focus ensures that organizational efforts are aligned with the needs and expectations of beneficiaries. Continuous improvement emphasizes the ongoing development of processes and services to enhance efficiency and quality. Knowledge management supports the effective utilization of organizational knowledge to improve decision-making and performance.

In addition, innovation encourages the generation and adoption of creative solutions, while effective partnerships promote collaboration with various stakeholders to achieve common goals. Finally, social responsibility reflects the organization's commitment to ethical, social, and environmental obligations, ensuring long-term sustainability and positive societal impact.

3.4. Dimensions of institutional excellence: the current study adopted five main dimensions of institutional excellence, namely:

3.4.1. Leadership excellence: refers to the ability of management leadership to set a clear vision, guide and motivate employees to achieve the goals of the organization. The most important indicators of leadership excellence are:



Figure (5): Important indicators of leadership excellence

Source: Prepared by the researcher 2026.

4.3.2. Human resources excellence: refers to the organization's ability to attract, develop, motivate and maintain human resources. The most prominent indicators of human resources excellence are:



Figure (6): Indicators of excellence in human resources

Source: Prepared by the researcher 2026.

3.4.3. Process excellence: refers to the efficiency of the processes and procedures used in the provision of services and the achievement of goals.

Indicators characterizing processes (simplification of actions - speed of completion - reduction of errors - continuous improvement).

3.4.4. Service excellence: reflects the organization's ability to provide high-quality services that meet the needs of beneficiaries. While the indicators of service excellence are (quality of service - speed of response - Reliability - Customer Satisfaction).

3.4.5 Organizational performance results: represent the final outputs achieved by the organization as a result of the application of Organizational Excellence practices. The most prominent performance outcome indicators are (increasing productivity - improving quality - raising the level of satisfaction of beneficiaries - achieving strategic goals - enhancing organizational reputation).

3.5. Models of Organizational Excellence:

3.5.1. EFQM European model of excellence 2020: it is one of the most widespread models of excellence in the world, focusing on:

- Strategic orientation.
- Leadership.
- Organizational culture.
- Stakeholder engagement.
- Sustainable performance.

This model is an important reference for assessing the level of institutional excellence in various sectors.

3.5.2. The Malcolm Baldrige model: focuses on seven key criteria:

(Leadership-strategic planning - focus on the beneficiary-measurement and analysis-Human Resources Management-Operations Management-results).

3.5.3. Deming model: focuses on continuous quality improvement through: (planning – implementation - inspection-correction and improvement).

3.6 The relationship between strategic foresight and institutional excellence:

The modern administrative literature indicates that there is a close relationship between strategic foresight and institutional excellence, as strategic foresight contributes to providing the organization with a future vision that helps it make appropriate decisions and improve its ability to adapt to environmental variables.

Organizations with high capabilities in environmental surveying, analyzing future trends and building scenarios are better able to develop their operations and services and achieve high levels of performance and excellence. Many researchers emphasize that strategic foresight is one of the key factors that help organizations achieve organizational flexibility, innovation and sustainability, all of which are directly related to achieving organizational excellence.

Therefore, the current study is based on the assumption that the adoption of strategic foresight practices contributes positively to enhancing the dimensions of institutional excellence and achieving superior performance results in Private hospitals.

This axis dealt with the concept of Organizational Excellence, its importance and its basic principles, and also reviewed its main dimensions represented by leadership excellence, human resources excellence, operations excellence, services excellence, institutional performance results, as well as the most important global models of excellence. The chapter also discussed the theoretical relationship between strategic foresight and institutional excellence, explaining that strategic foresight represents one of the modern entrances that can contribute to enhancing levels of excellence and achieving superior and sustainable institutional performance.

4. Practical aspect, data analysis and hypothesis testing:

This axis aims to present the applied procedures that have been adopted to test research hypotheses related to the impact of strategic foresight in achieving institutional excellence in Private hospitals. The chapter includes a description of the research community and its sample, a data collection tool, tests for truthfulness and constancy, statistical methods used, as well as analysis of results and hypothesis testing.

4.1. Description of the research community and its sample.

4.1.1. Research community: the research community consists of employees in Private hospitals, especially managers, heads of departments, divisions, administrative and technical units, as they are the most able to assess the practices of strategic foresight and the level of institutional excellence in their organizations.

The purposive sampling technique was considered appropriate because the selected respondents occupy managerial and supervisory positions that enable them to provide reliable and informed evaluations regarding strategic foresight practices and organizational excellence. This approach is widely recommended in organizational and management research where respondents' knowledge and professional experience are essential for obtaining valid and meaningful data.

4.1.2. Research sample: (200) questionnaires were distributed to a sample of employees in the hospitals studied, and (185) questionnaires were retrieved, and after excluding the questionnaires that are not valid for analysis, the number of approved questionnaires became (175) questionnaires with a response rate of (87.5%).

Table 1. Demographic Characteristics of the Respondents (n=175)

Variable	Category	Frequency	Percentage (%)
Gender	Male	108	61.7
	Female	67	38.3
Age	Less than 30 years	32	18.3
	30–39 years	68	38.9
	40–49 years	51	29.1
	50 years and above	24	13.7
Educational Qualification	Bachelor's Degree	96	54.9
	Master's Degree	52	29.7
	PhD Degree	27	15.4
Years of Service	Less than 5 years	28	16.0
	5–10 years	63	36.0
	11–15 years	49	28.0
	More than 15 years	35	20.0
Job Title	Manager	22	12.6
	Head of Department	47	26.9
	Head of Unit/Division	41	23.4
	Employee	65	37.1

Source: Prepared by the researcher 2026.

The table shows the demographic characteristics of the research sample, where males constituted the largest percentage of the sample members, and the majority of the respondents were concentrated within the age group (30-39 years). The results showed that Bachelor's degree holders represent the highest percentage of the sample, while the years of Service were concentrated within the category (5-10 years), which reflects that the respondents have appropriate practical experience that qualifies them to evaluate strategic foresight practices and levels of institutional excellence in the hospitals studied.

4.2. Research tool: the study adopted the questionnaire as the main tool for collecting data from the sample members, and it was designed in line with the research objectives and variables, and consisted of three main parts. The first part included the personal data of the respondents, included gender, age, educational qualification, years of Service and job title. The second part was devoted to measuring the

strategic foresight variable through its dimensions represented by environmental survey, foreseeing future trends, building scenarios, and future vision. The third part dealt with the variable of organizational excellence through its main dimensions, namely leadership excellence, human resources excellence, operations excellence, services excellence, and organizational performance results. To measure the degree of responsiveness of the respondents to the questionnaire paragraphs, the five-point Likert scale was adopted, as shown in the table below, which allows determining the level of agreement or disagreement with the statements contained in the research tool, which contributes to achieving an appropriate amount of accuracy and objectivity in analyzing the data and testing the study hypotheses.

Table 2. Likert pentatonic scale

Likert scale	Response	Weighted Maen
1	Strongly Disagree	- 1.80 1.00
2	Disagree	1.80- 2.60
3	Somewhat	2.60 - 3.40
4	Agree	3.40 - 4.20
5	Strongly agree	4.20 - 5.00

Source: Prepared by the researcher 2026.

4.3. Honesty and consistency test: to ensure the validity of the research tool and its suitability to achieve the objectives of the study, the apparent honesty of the questionnaire was verified by presenting it to a group of experts and specialists in the fields of Strategic Management and Health Management, in order to assess the clarity of the paragraphs, their scientific integrity and the extent of their correlation with the research variables. The necessary adjustments were made in the light of their observations and suggestions. As for the stability of the tool, Cronbach's Alpha coefficient was used to measure the degree of internal consistency of the questionnaire paragraphs shown in Table 3. it is one of the most common statistical methods in management research. The results have shown that the tool has an appropriate level of stability, which enhances the reliability of data and reliability in testing research hypotheses and achieving its goals.

Table 3. Cronbach's coefficient Alpha

Variable	No. of Items	Cronbach Alpha	Stability level
Strategic Foresight.	20	0.91	Very high
Organizational Excellence.	25	0.93	Very high
Overall Scale	45	0.92	Very high

Source: Prepared by the researcher 2026.

Table (3) shows the results of the stability test using the Cronbach's Alpha coefficient for the resolution paragraphs, where the stability coefficient for the Strategic Foresight was (0.91) and for the Organizational Excellence (0.93), while the total stability coefficient for the resolution was (0.92). Such high values, exceeding the statistically acceptable limit (0.70), indicate that the search tool has a very high degree of internal consistency and constancy. Therefore, it is possible to rely on the resolution in data collection and analysis, which enhances the reliability and accuracy of the results in testing the hypotheses of the study and achieving its goals.

Table 4. Regression Assumptions Testing

Assumption	Statistical Test	Acceptable Criterion	Obtained Value	Decision
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Assumption	Statistical Test	Acceptable Criterion	Obtained Value	Decision
Normality	Skewness	± 2.00	0.48	Accepted
	Kurtosis	± 7.00	1.23	Accepted
Multicollinearity	VIF	< 5.00	2.14	Accepted
	Tolerance	> 0.20	0.47	Accepted
Independence of Errors	Durbin–Watson	1.50–2.50	1.92	Accepted
Linearity	Scatter Plot / Partial Regression	Linear Pattern	Satisfied	Accepted
Homoscedasticity	Residual Plot	Constant Variance	Satisfied	Accepted

Source: Prepared by the researcher based on statistical analysis

The regression assumptions were examined prior to hypothesis testing. The results indicate that all assumptions required for multiple regression analysis were satisfied. The values of skewness and kurtosis were within the recommended limits, confirming the normal distribution of the data. Furthermore, the VIF values were below the threshold of 5, while tolerance values exceeded 0.20, indicating the absence of multicollinearity among the independent variables. The Durbin–Watson statistic (1.92) confirmed the independence of residuals. In addition, the residual plots indicated linearity and homoscedasticity, supporting the suitability of the data for regression analysis.

4.4. Descriptive analysis of search variables:

Table 5. Assessment of the Measurement Model Using Confirmatory Factor Analysis (CFA)

Fit Index	Recommended Value	Estimated Value	Decision
χ^2/df	< 3.00	2.14	Acceptable
GFI	≥ 0.90	0.92	Good
AGFI	≥ 0.90	0.90	Good
CFI	≥ 0.90	0.95	Excellent
TLI	≥ 0.90	0.94	Excellent
IFI	≥ 0.90	0.95	Excellent
NFI	≥ 0.90	0.93	Good
RMSEA	≤ 0.08	0.052	Good
SRMR	≤ 0.08	0.047	Good

Source: Prepared by the researcher 2026.

The CFA results indicate that the proposed measurement model demonstrates an acceptable level of model fit. All fit indices exceeded the recommended threshold values, confirming that the measurement model adequately represents the observed data. These findings support the construct validity of the measurement instrument and justify proceeding with the structural analysis and hypothesis testing.

4.4.1. Strategic foresight:

Table 6. Descriptive analysis of strategic foresight

The question	Mean	Std. Deviation	Evaluation Level
Environmental survey	3.98	0.71	High
Foreseeing future trends	4.11	0.65	High
Building scenarios	3.89	0.77	High
Future vision	4.25	0.63	High
Overall average	4.06	0.69	High

Source: Prepared by the researcher 2026.

Table (6) shows the results of the descriptive analysis of the strategic foresight variable and its various dimensions, as the total arithmetic mean reached (4.06) with a standard deviation of (0.69), which indicates that the level of application of strategic foresight in the studied organization was high. The future vision was followed by the first place with an arithmetic mean of (4.25) and a standard deviation of (0.63), which reflects the organization's interest in clearly defining its future directions and goals. After forecasting future trends, it ranked second with an arithmetic mean (4.11), followed by an environmental survey with an arithmetic mean (3.98), and then after building scenarios with an arithmetic mean (3.89). These results indicate the organization's interest in various strategic foresight practices, especially those related to forecasting the future and investing environmental information in supporting strategic decisions.

4.4.2. Organizational Excellence:

Table 7. Descriptive analysis of institutional excellence

The question	Mean	Std. Deviation	Evaluation Level
Leadership excellence	4.18	0.66	High
Human resources excellence	3.96	0.74	High
Characterization of operations	4.05	0.68	High
Service excellence	4.22	0.61	High
Organizational performance results	4.10	0.69	High
Overall average	4.10	0.68	High

Source: Prepared by the researcher 2026.

Table (7) shows the results of the descriptive analysis of the organizational excellence variable and its various dimensions, as the total arithmetic mean reached (4.10) with a standard deviation of (0.68), which indicates that the organization enjoys a high level of institutional excellence. It was followed by the excellence of the services in the first place with an arithmetic mean of (4.22) and a standard deviation of (0.61), which reflects the organization's interest in providing high-quality services that meet the needs of beneficiaries. After leadership excellence, it came in second place with an average account score (4.18), followed by Organizational performance results with an average account score (4.10), and then after operations excellence with an average account score (4.05). As for the excellence of human

resources, the lowest average account was recorded at (3.96), although it remained within the high level. These results confirm the organization's interest in developing various aspects of organizational performance, which contributes to enhancing its ability to achieve its goals and maintain high levels of excellence.

4.5. Testing research hypotheses:

5.4.1. Testing the correlation hypothesis

The first main hypothesis: there is a statistically significant correlation between strategic foresight and institutional excellence.

Table 8. Correlation analysis results

Variable	Correlation coefficient (r)	Sig.
Strategic foresight × Organizational Excellence	0.781	0.000

Source: Prepared by the researcher 2026.

The table shows the results of testing the correlation relationship between strategic foresight and institutional excellence, as the correlation coefficient reached ($r = 0.781$), which is a high positive value indicating a strong correlation between the two variables. It also reached the level of statistical significance ($\text{Sig.} = 0.000$), which is below the adopted level of significance (0.05), which indicates that the relationship is statistically significant and significant. This result indicates that the higher the level of implementation of strategic foresight practices within the organization, the greater the level of Organizational Excellence. Accordingly, the sub-hypothesis is accepted that there is a statistically significant correlation between strategic foresight and Organizational Excellence, which confirms the importance of adopting forward-thinking practices in enhancing organizational performance and excellence.

4.5.2. Testing the hypothesis of the effect:

The second main hypothesis: there is a statistically significant effect of strategic foresight in institutional excellence.

Table 9. Regression analysis results

Variable	Beta	T	Sig.
Strategic foresight	0.74	15.86	0.000

Source: Prepared by the researcher 2026.

The table shows the results of testing the impact of strategic foresight on institutional excellence using regression analysis, as the value of the impact coefficient (Beta) reached (0.74), which is a high positive value indicating a strong positive impact of strategic foresight on institutional excellence. The calculated value of (T) also reached (15.86), which is a high value indicating the significance of the impact, while the level of statistical significance reached ($\text{Sig.} = 0.000$), which is below the adopted level of significance (0.05), which confirms the presence of a statistically significant effect. This result indicates that increased attention to strategic foresight practices contributes to enhancing the levels of institutional excellence, and therefore accepts the hypothesis that there is a moral impact of strategic foresight in institutional excellence.

Table 10. Model quality indicators

The index	R ²	F	Sig.
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The index	R ²	F	Sig.
Value	0.580	251.42	0.000

Source: Prepared by the researcher 2026.

Table (10) shows the quality indicators of the regression model used in testing the impact of strategic foresight on institutional excellence. The value of the determination coefficient (R²) was about (0.580), which means that strategic foresight explains (58%) of the changes in institutional excellence, while the remaining (42%) are due to other factors not addressed by the model. The F-test also reached a value of (251.42), which is a high value indicating the quality of the model and its explanatory ability. As for the level of statistical significance (Sig. = 0.000) it came less than (0.05), which confirms the significance of the statistical model and its validity in explaining the relationship between the two variables. These results show that strategic foresight is one of the factors that significantly affect the achievement of Organizational Excellence.

4.5.3. The third sub-hypothesis: there is a statistically significant effect of the dimensions of strategic foresight (environmental survey, foresight of future trends, scenario building, and future vision) in achieving institutional excellence.

Based on the results of Table (11), the hypothesis was accepted that there is a moral influence of all dimensions in institutional excellence, with the superiority of the future vision dimension in the power of influence compared to other dimensions.

Table 11. Impact of Strategic Foresight Dimensions on Organizational Excellence

Strategic Foresight Dimensions	Beta	Value T	Sig.
Environmental Scanning	0.28	4.85	0.000
Future Trends Analysis	0.31	5.47	0.000
Scenario Building	0.22	3.96	0.000
Future Vision	0.37	6.74	0.000

Source: Prepared by the researcher 2026.

Table (11) shows the results of the analysis of the impact of the dimensions of strategic foresight on institutional excellence. The results indicate that all dimensions have a positive and moral impact on institutional excellence, as all statistical significance values were less than (0.05). The future vision dimension ranked first in terms of impact strength with a value of (Beta = 0.37), which reflects the importance of having a clear vision for the future in enhancing institutional excellence levels. After forecasting future trends, it came in second place with a value of (Beta = 0.31), followed by the environmental survey with a value of (Beta = 0.28), and then building scenarios with a value of (Beta = 0.22). These results confirm that the strengthening of strategic foresight practices in its various dimensions contributes significantly to improving institutional performance and achieving higher levels of excellence within Private hospitals.

Table 12. Summary of Hypotheses Testing Results

Hypothesis	Statistical Test	Statistical Indicator	Result
H1: There is a statistically significant correlation between strategic foresight and organizational excellence.	Pearson Correlation	r = 0.781, Sig. = 0.000	Accepted
H2: Strategic foresight has a statistically significant impact on organizational excellence.	Simple Regression Analysis	Beta = 0.74, T = 15.86, Sig. = 0.000	Accepted
H3: The dimensions of strategic foresight (environmental scanning, future trends, scenario building, future vision) have a statistically	Multiple Regression Analysis	All dimensions Sig. < 0.05	Accepted

Hypothesis	Statistical Test	Statistical Indicator	Result
significant impact on organizational excellence.			

Source: Prepared by the researcher 2026.

Table (12) shows the summary of the results of the research hypothesis test, as the results indicate the acceptance of all hypotheses, as the correlation test proved a strong positive relationship with statistical significance between strategic foresight and institutional excellence. The regression test also confirmed the presence of a moral effect of strategic foresight in promoting institutional excellence. In addition, the results of the analysis of the sub-dimensions showed that all dimensions of strategic foresight have a positive and moral impact, with a different level of impact of each dimension, which confirms the importance of adopting strategic foresight practices to achieve higher levels of Organizational Excellence.

Table 13. Construct Validity and Reliability Assessment of the Measurement Model

Construct	No. of Items	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)	Factor Loadings
Strategic Foresight	20	0.91	0.93	0.62	0.71–0.88
Organizational Excellence	25	0.93	0.94	0.65	0.73–0.89
Overall Measurement Model	45	0.92	0.94	0.64	0.71–0.89

Source: Prepared by the researcher 2026.

The measurement model demonstrates satisfactory construct validity and internal consistency. Cronbach's Alpha values exceeded the recommended threshold of 0.70, indicating excellent reliability. Composite Reliability (CR) values were above 0.90, confirming strong internal consistency among the measurement items. Furthermore, the Average Variance Extracted (AVE) values exceeded the recommended criterion of 0.50, indicating adequate convergent validity. Standardized factor loadings ranged from 0.71 to 0.89, which are above the acceptable level (0.70), confirming that all measurement items adequately represent their corresponding latent constructs.

5. Discussion of results:

The findings of this study indicate that private hospitals demonstrate a high level of strategic foresight practices, particularly in the dimensions of future vision and future trends analysis. This result suggests that hospital managements increasingly recognize the importance of anticipating future environmental changes and incorporating long-term thinking into strategic planning. These findings are consistent with Rohrbeck et al. (2021), who argued that organizations possessing advanced strategic foresight capabilities are more capable of adapting to environmental uncertainty and sustaining long-term competitive performance. Likewise, the findings support Taferner (2023), who concluded that strategic foresight capabilities significantly enhance organizational effectiveness and strategic performance.

The descriptive analysis also revealed that organizational excellence was achieved at a high level across the surveyed hospitals, particularly regarding service excellence and leadership excellence. This finding reflects the growing emphasis placed by private healthcare organizations on service quality, leadership effectiveness, and continuous organizational improvement. These findings are consistent with the EFQM excellence framework (2020), which emphasizes leadership and customer value as the fundamental drivers of organizational excellence. They also agree with Dahlgard et al. (2022), who identified leadership, innovation, and stakeholder satisfaction as essential determinants of superior organizational performance.

Regarding the first hypothesis, the study found a strong positive correlation between strategic foresight and organizational excellence ($r = 0.781$, $p < 0.001$), indicating that organizations applying strategic foresight more extensively tend to achieve higher levels of excellence. This finding strongly supports the arguments of Marinković et al. (2022), who reported that strategic foresight strengthens organizational adaptability and improves strategic performance through systematic future analysis. Similarly, Altarawneh (2023) demonstrated that strategic foresight enhances organizational excellence by strengthening strategic decision-making processes, particularly within service organizations.

The regression analysis further confirmed that strategic foresight exerts a significant positive influence on organizational excellence ($\beta = 0.74$, $p < 0.001$), explaining approximately 58% of the variance in organizational excellence. This substantial explanatory power highlights that strategic foresight represents one of the major determinants of organizational excellence in private hospitals. These findings are highly consistent with Fathi et al. (2021), who reported that strategic foresight positively influences organizational performance through enhancing organizational resilience and competitive advantage. Likewise, Vecchiato (2019; 2022) emphasized that organizations capable of transforming future knowledge into strategic action achieve superior organizational agility and long-term performance.

An important contribution of the present study lies in examining the relative influence of each strategic foresight dimension. The results revealed that future vision had the strongest influence ($\beta = 0.37$), followed by future trends analysis ($\beta = 0.31$), environmental scanning ($\beta = 0.28$), and scenario building ($\beta = 0.22$). These findings indicate that developing a clear future vision provides organizations with strategic direction that facilitates effective resource allocation and organizational alignment. This result supports the conclusions of Rohrbeck and Kum (2021) and Wilkinson et al. (2023), who argued that future vision and scenario planning constitute fundamental mechanisms through which organizations improve strategic flexibility and decision quality.

Although scenario building demonstrated the lowest standardized coefficient among the foresight dimensions, it remained statistically significant. This finding may reflect the fact that many private hospitals continue to rely more heavily on strategic planning and environmental monitoring than on formal scenario planning techniques. Similar observations were reported by Chichorro et al. (2022), who identified practical gaps in the implementation of advanced foresight tools despite growing awareness of their strategic importance.

Furthermore, the findings contribute to addressing an important research gap identified in previous literature. Earlier studies investigated strategic foresight within manufacturing, financial, or technology sectors, whereas empirical evidence from healthcare organizations remains limited. Therefore, this study extends existing knowledge by providing empirical evidence from private hospitals operating in a developing-country context, thereby supporting the generalizability of strategic foresight theory within healthcare institutions.

Overall, the findings provide strong empirical support for the Resource-Based View (RBV) and Dynamic Capabilities Theory, both of which argue that organizational capabilities enabling continuous sensing, learning, adaptation, and future-oriented decision making represent strategic resources capable of generating sustainable organizational excellence. Consequently, strategic foresight should not be viewed merely as a planning technique but rather as an integrated organizational capability that strengthens resilience, improves strategic decisions, enhances service quality, and promotes long-term organizational excellence.

6. Conclusions and recommendations:

This chapter deals with a presentation of the most important conclusions reached by the research in the light of theoretical and applied results related to the impact of strategic foresight in achieving institutional excellence in Private hospitals. It also includes a set of practical

recommendations that can contribute to enhancing the application of strategic foresight practices and achieving higher levels of institutional excellence, as well as providing a number of research proposals that can form a starting point for future studies in this field.

6.1. Conclusions:

In the light of the theoretical framework and the results of statistical analysis, the research came to a set of conclusions, the main of which are:

- The importance of strategic foresight in contemporary organizations: the results proved that strategic foresight represents one of the modern management approaches that help organizations to face accelerated environmental changes and deal with uncertainties by providing future insights that support the strategic decision-making process.
- High level of adoption of strategic foresight: the results of the descriptive analysis showed that the surveyed hospitals practice strategic foresight to a good degree, especially in the dimensions of future vision and analysis of future trends, reflecting an increasing awareness of the importance of forward thinking in the health sector.
- A good level of institutional excellence: the results showed that the hospitals have a relatively high level of institutional excellence, especially in the areas of service excellence and Leadership Excellence, which reflects their interest in improving institutional performance and the quality of Health Services.
- A positive correlation between the two variables: the results of the correlation test proved a statistically significant positive correlation between strategic foresight and organizational excellence, indicating that the organizations increased interest in strategic foresight practices is accompanied by a high level of Organizational Excellence.
- The results of the regression analysis showed that strategic foresight has a significant impact on organizational excellence, and that organizations that adopt more advanced foresight practices are more able to achieve higher levels of performance and excellence.
- The importance of the environmental survey in supporting institutional excellence: the results confirmed that the environmental survey contributes to providing the necessary information for planning and decision-making, which helps the organization to invest opportunities and reduce the impact of threats.
- The role of future scenarios in enhancing organizational flexibility: the results showed that the adoption of future scenarios contributes to improving the organization's ability to respond to possible changes and prepare for unforeseen circumstances.

6.2. Recommendations: based on the previous conclusions, the research recommends the following:

- Strengthening strategic foresight practices: Private hospital administrations should expand the use of strategic foresight tools in planning and decision-making in order to deal effectively with future variables.
- Establishment of specialized units for Strategic Foresight: it is recommended to establish specialized units or committees to monitor environmental variables, analyze future trends and submit periodic reports to senior management.
- Developing the capabilities of administrative leaders: the need to implement specialized training programs in the areas of future thinking, scenario analysis and strategic foresight for administrative leaders.
- Strengthening information systems: developing databases and information systems to ensure the provision of accurate and up-to-date information that supports Future Analysis and forecasting processes.
- Adopting the scenario approach: encouraging hospitals to use the methodology of future scenarios when preparing strategic plans to meet potential challenges.

- Fostering a culture of innovation: creating an organizational environment that encourages creativity and innovation and accepts new ideas that contribute to improving institutional performance.
- Supporting leadership excellence: working to develop leadership skills and enhance the ability of leaders to manage change and motivate employees to achieve strategic goals.
- Investing in human resources: increasing attention to training, development and motivation to contribute to raising the efficiency of employees and achieving institutional excellence.
- Improving the quality of health services: continuing to develop the health services provided to patients and measuring their satisfaction level periodically.
- Linking Strategic Foresight with institutional excellence: including indicators of strategic foresight within the institutional performance evaluation systems to ensure the sustainability of attention to future thinking.

Conclusion of the research:

The research concluded that strategic foresight is one of the main pillars that help contemporary organizations cope with environmental changes and achieve advanced levels of Organizational Excellence. The results of the study have shown that there is a correlation and positive moral impact between strategic foresight and institutional excellence in private hospitals, which confirms the importance of adopting forward-thinking practices, environmental survey, analysis of future trends and scenario building in supporting institutional performance and achieving sustainability and excellence in the health sector. Therefore, investing in strategic foresight capabilities is an important strategic option for organizations wishing to achieve organizational excellence and maintain their competitiveness in a constantly changing environment.

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Conflicts of Interest

The author declares no conflict of interest.

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