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The Impact of Digital Leadership in Strategic Foresight / An Applied Research in Al-Rafidain Bank

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Abstract:

The business environment today is characterized by many changes, especially in the technological field. So, organizations require to keep pace with these changes by adopting new methods in providing products and services, including the adoption of digital leadership that is able to anticipate the future to seize opportunities in exploiting current resources while introducing new resources to achieve professional development in the all levels of the organization, which contributes to provide the best services and products to clients to gain their satisfaction and loyalty. The research problem is represented by asking a main question, which is (How can the administrative leaders of Al-Rafidain Bank employ digital leadership mechanisms to develop strategic foresight capabilities?), due to a variety of factors, such as misemployment of technology brought on by managers' lack of digital skills in providing banking services, which requires the adoption of digital leadership that contributes to the transition from traditional management to modern management that works to provide the best services that competitors cannot provide it, which leads to enhance the sustainability of the organization. The goal of this research is to investigate how the Al-Rafidain Bank's computerized initiative contributes to strategic foresight. The research sample was represented by the heads of departments and branches from Baghdad and the governorates, totaling (133) manager. The results demonstrated a substantial influence of digital leadership in boosting strategic foresight by applying proper statistical tools, such as the arithmetic mean, standard deviation, coefficient of variation, and the statistical program (SPSS) and (AMOS).

Research type: Research Paper

Keywords: Digital leadership, Strategic foresight, Al-Rafidain Bank

1.Introduction:

The major administration of Al-Rafidain Bank was motivated to modify new procedure in presenting banking administrations to clients through modifying advanced administration that competent to develop and build a future vision to fulfill the needs of the bank's customers. The modern business climate is symbolized by huge changes and developments in all areas, particularly in the sector of communications and information technology (IT), the intensification of rivalry, and the quick changes in client preferences. Consolidating the principles of computerized citizenship as clients are engaged through electronic stages, integrating technological techniques in final tasks, and making extensive improvements at all authoritative levels to permit them to acquaint the better administrations with their clients and simultaneously to speak with them by changing modern methods that competitors cannot provide, which contributes to enhancing the strategic foresight of the senior management of Al-Rafidain Bank by sensing the future by adopting the capabilities of the environmental survey, which works to conduct analysis of the outside world in order to find opportunities then seize them and avoid potential threats and risks, as well as conducting an internal survey to identify the strength bank's sources and work to enhance them and work to reduce its weaknesses, and then adopt strategic selection capabilities that contribute to identifying the appropriate strategic alternative through which strategic objectives can be achieved, and foresight can also be achieved through the integration of internal capabilities that the bank owns and its external capabilities through developing the skills possessed by employees and enhancing them through the preparation of training programs and the establishment of courses and seminars that contribute to the development of employees' capabilities, the exploitation of current resources and the use of external expertise and capabilities that work to achieve strategic foresight.

There are many studies of the independent variable digital leadership Such as Zhong (2016) explored how advanced authority enhances dialogue and cooperation in K–12 institutions in Mississippi with regard to the effective execution and Standards for Career Readiness in addition to the efficacy of alternative strategies for fostering collaboration and communication. The results showed in the qualitative phase, principals used hybrid methods to encourage instructors' interaction and cooperation and collaboration in the implementation of the CCRS. Temelkova (2018) dealt with the independent variable digital leadership, which it considers an important tool for the development of the economy in his study. The most important findings of the study are its emphasis on the necessity of adopting a new type of leadership in the business environment, and they are leaders with knowledge, skills, and multidisciplinary competencies that allow them to lead communication teams, so it requires increased digitization in all economic sectors. Soon and Salamzadeh (2021) referred to digital leadership in their study and I aimed to identify the impact of digital leadership competencies on the effectiveness of the virtual team. In multinational companies, the most important findings of the study is its assertion that digital leadership as an independent variable has a significant impact on the effectiveness of the virtual team, as it is an important part of measuring the effectiveness of the virtual team. As for the dependent variable, strategic foresight, there are many studies that have dealt with this variable in their study, including Amniattalab and Ansari (2016) investigated as the quantifiable correlations between business competitiveness, strategic vision, and dexterity The findings demonstrated a direct relationship between organizational dexterity and strategic foresight, which in turn impacts competitive advantage. On the other hand, while pointing Arokodare and Asikhia (2020) referred to the adopted variable strategic foresight in their study as aimed to develop appropriate solutions for companies in order to face challenges on the world level in maintaining the superior performance of business over a long period as well as clarifying the relationship between the variables of the study. Li and Sullivan (2020) also referred to the variable adopted in their study. Administrative arrogance and strategic foresight the most important findings of the study are the identification of mechanisms through which the role of cognitive biases in administrative decision-making in strategic management is understood. As

indicated by the study Sufar and Khudair (2022) referred to the adopted variable strategic foresight in their study. And I aimed to define the relationship of strategic foresight and its dimensions in sustainability. Financial dimensions, their dimensions, and the degree to which these dimensions are arranged according to their importance and priority, as well as the disclosure of differences in the response of the study sample to the questionnaire items according to the banks included in the study.

The problem of this research is represented by raising a major question, which is (How can the senior management of Al-Rafidain Bank employ digital leadership mechanisms to enhance and develop strategic foresight capabilities?), due to a variety of factors, such as the poor utilization of technology brought on by managers' lack of digital skills and the use of conventional ways for delivering banking services. Which requires the adoption of digital leadership that contributes to the shift from traditional management in accomplishing tasks to modern management that works to provide the best services that rivals cannot duplicate or deliver, which leads to ensuring the sustainability and continuity of the organization. The research objective is the impact of digital leadership on the Al-Rafidain Bank in achieving strategic foresight.

2. Material and Methods:

The descriptive analytical approach is relied by the researchers through data collection and statistical analysis to test the research hypotheses and then achieving the goals. The understudying data were collected via illustrating of the questionnaire. It has two axes, the first of which contains demographic data about the research sample's participants. Managers of departments and branches of Al-Rafidain Bank, related to (gender, age, educational achievement, years of service, number of courses participating, administrative position), and the axis, while the second includes questions related to the research variables. Statistical programs (SPSS) and (AMOS) were relied as quantitative tools including dealing with the data and extract the results that represented as the (Likert) scale which was adopted to formulate the outcome of the questions.

2.1 Research population and sample:

The researchers choose Al-Rafidain Bank to conduct the research in it, as the research community included department managers and branch managers in Baghdad, the provinces and outside the country, which numbered (196) managers, while the research sample included the middle leadership in the bank because of its strategic role in the processes of formulating and directing the bank's activities who are able to build the bank's future vision has been challenged by using the pre-made table that was created Utilizing the instant table planned by Morgan and Krejcie (1970), which shows the size of the population and the appropriate sample size for it, and therefore when comparing the research population of (196) individuals with the table, we conclude that the appropriate sample size for this community should not be less than (130) individuals, so the researchers distributed (145). Questionnaires from which (133) questionnaires valid for analysis were retrieved.

2.2 Research hypotheses:

The following sub-hypotheses emerge from the principal research speculation that there is a significant viability of the elements of computerized initiative coupled in the elements of vital foreknowledge natural overview capacities, key determination abilities, and coordination capacities:

A- The first sub-hypothesis states that the first dimension of combined digital leadership has a considerable impact (abilities for environmental surveys) for strategic foresight.

B- The second sub-hypothesis states that the second dimension's combination of the digital leadership dimensions has a substantial impact (strategic Decision-Making skills) of strategic foresight.

C- The third sub-hypothesis states that the three elements of digital leadership taken together have a considerable impact (Incorporation abilities) of strategic foresight, as depicted in Figure (1):

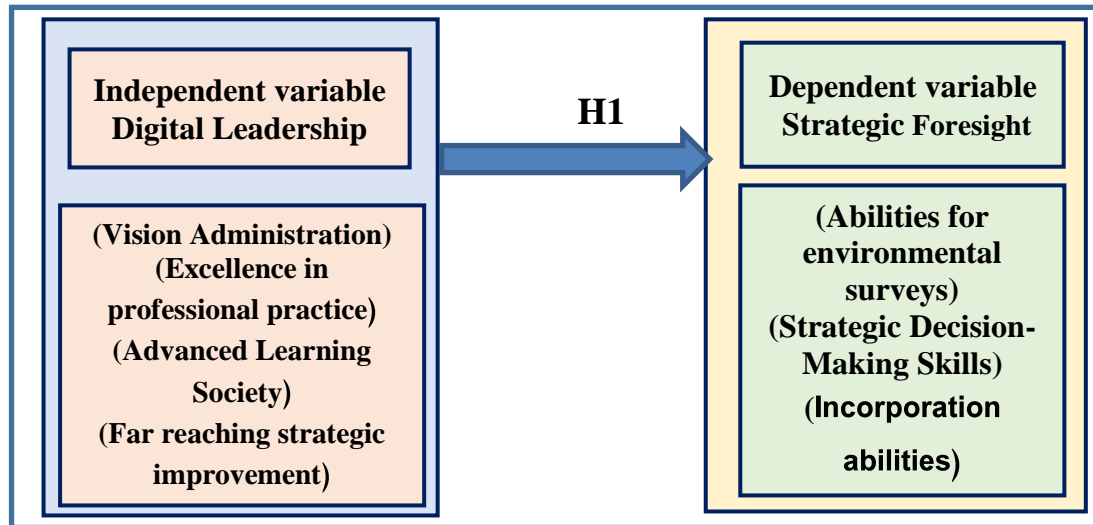


Figure 1: Hypothetical Chart

2.3 Digital Leadership:

The term "digital leadership" was defined by the researchers from a number of viewpoints, including the viewpoint of innovation and resources, where it was described as the integration of digital technologies such as financial devices and communication applications in practices aimed at sustainable change, that is, in short, it is a combination of leaders, resources, devices and technology, or it is a concept or a quest as It is not only about the use of computers but also about providing large-scale digital networks such as forums and online conferences in order to promote leadership practices in teaching and learning (Yusof et al., 2019).

It was also defined in the leader's perspective as mobilizing leadership to convince individuals of society in order to access new information and communication technologies and resources that help achieve the goals of learning (Bounfour, 2016). Organization culture also plays a central role in embracing digitalization such as the willingness to take risks, try new things, invest in and advance talent, and develop leadership cadres (Schröder, 2021). Therefore, it has been characterized by the point of view of culture as a course of social influence by advanced information technology to bring about change in attitudes, feelings, thinking, behavior and performance with individuals, groups and organizations (Soon and Salamzadeh, 2021).

As described from the clients' point of view, it is the actions required to adopt digital leadership by focusing on leadership behaviors that determine the general course in the world that influences the culture of the organization through its impact on customers, suppliers and partners that lead towards the number using transparent communication tools such as chat rooms via social media Social and customer integration (Bolte et. al, 2018). As indicated by the strategic perspective, the concept of advanced initiative is embodied through the preparation of a digital strategy capable of facing threats and disasters that can affect the organization, so it has been defined as the ability to do the right and appropriate things to achieve strategic success by adopting digitization in the organization and achieving compatibility with other institutions in the business ecosystem (Schiuma et al., 2021). Moreover, the main advantage of a knowledge-intensive organizations is their ability to solve complex problems through innovative and creative solutions (Al-Kubaisi, 2018). It was defined from the perspective of the process as a change in business models in changing times that adopt leadership skills that are appropriate for

the late nineteenth century, as society was largely based on industry and agriculture, but these skills are completely outdated for today's learners (Skrabut, 2014).

2.4 Digital Leadership Dimensions:

The model developed by Zhong (2016), which includes the aspects of vision Administration, advanced Learning Society, excellence in professional practice, far reaching strategic improvement, and advanced citizenship, was adopted to establish the dimensions of digital leadership. These measurements can be shown if visionary leadership has been proposed for organizations that want to continue to compete in the business world, so Karwan et al. (2020) defined visionary leadership as the ability to innovate and formulate a clear and meaningful vision aimed at achieving the goals of the organization. Moreover, the concept of vision Administration has been interpreted by Kurniadi et al. (2020) the leader's capacity to formulate ideal ideas, his capacity to change and carry out these thoughts, his endeavors to cultivate social collaboration between individuals from the association and partners who speak for the organization's future yearnings, and the Advanced Learning Society was defined as Attention to spreading the culture of the digital age of dynamism, flexibility and vitality that allowed the generation of social innovation that contributes to the timely achievement of change and there configuration of digital skills, which facilitates lifelong learning (Catalano, 2019). There is an opportunity to democratize technology by providing easily accessible online platforms that help create an inclusive environment for learning new skills (Poudeveigne et al., 2022).

The dimension of Excellence in professional practice was defined as an approach that could be appropriate in situations where organizational leaders can identify specific and strategically important global training needs in order to reach specific goals such as gaining and protecting the public's trust as well as keeping abreast of developments after making appropriate amendments in accordance with legal legislation (Ostaficzuk and Gagnon, 2017). The dimension of Far reaching strategic improvement is defined as a set of considerations or recommendations that contribute to achieving improvement in the field of education: quality control of performance, increasing professional capacity by rationalizing unnecessary demand, developing political and professional leadership that can build trust and cooperation as a basis for improvement, narrowing inequalities in opportunities and achievement by incorporating strong principles of social justice (Hargreaves et al., 2007). Advanced citizenship, the latter dimension, was defined by Manzuoli et al. (2019) as the self-activation of the role of individuals in society through the use of digital technologies. Moreover Hintz et al. (2017) pointed out that digital citizenship is usually defined by the actions of individuals and not by their official status in belonging to a nation-state characterized by rights and responsibilities, and this depends on the morals of citizens and the performance of their role in society.

2.5 Strategic Foresight:

The phrase "strategic foresight" was defined by the researcher in accordance with a number of viewpoints, including the process perspective. It was described in this perspective as an organized process that works to collect information about the future in medium and long-term horizons that contribute to current decision-making, as it emerges from the confluence of hidden trends in the development of knowledge areas to analyze strategic planning policies and future study (Dadkhah et. al, 2018). It was also defined according to the perspective of the target market and the market share that the organization seeks to obtain through the adoption of strategic foresight tools, so it was defined according to this perspective as a set of practices that enable strategists to determine a superior path in the completed work by anticipating possible future events, determining their consequences and adapting to them in order to maintain market share and obtain a distinguished position In future markets (Rohrbeck and Kum, 2018).

Strategic foresight activities contribute to building the organization's vision and assisting it in making strategic decisions by responding to environmental changes, which increases the capacity of the organization to seize opportunities and avoid threats (Appiah and Sarpong, 2015). As indicated by the essential viewpoint, it is characterized as a set of instruments used for many years in research and strategic planning to see into the future and investigate the forces driving change in the face of ambiguity and complexity (Wibeck et al., 2022). According to the innovation perspective, he defined that foresight works to coordinate various social activities on the basis of future scenarios, which is a vital tool for managing and developing future innovation systems. Zhang (2022) As a result, the term foresight means the action or treatment resulting from predicting the future, as foresight techniques can be used mainly in strategic planning that leads to the development of vision and the improvement of future priorities (Batisha, 2022).

2.6 Dimensions of Strategic Foresight:

Amniattalab and Ansari's (2016) model was utilized to define the characteristics of strategic foresight, which were then used to analyze the dimensions (Abilities for environmental surveys, Strategic Decision-Making Skills, and incorporation abilities).which achieved the highest rate of use among researchers, and these dimensions are interrelated and integrated among themselves, and the absence of one of them will affect on the other dimensions, and therefore he defined environmental survey capabilities as It is an essential topic in strategic management as it is an essential component of many organizational processes, as it is closely related to scenario planning and supporting innovation and contributes to strategic change and can be considered as the basic building on which areas such as competitive intelligence, market intelligence, and business intelligence (Robinson et al., 2021). Thus, the environmental survey techniques used by experts are usually from the analysis of strengths, weaknesses, opportunities and threats (SWOT) and political, economic, technological, environmental and legal analysis (PESTLE) (Chofreh et al., 2021). In addition, the study of Atkins et al. (2022) has shown strategic selection capabilities as the capabilities that contribute to determining the chosen strategy that the organization seeks to achieve and that leads to enhancing foresight, for example, some organizations aim to achieve innovation, so they work to share strategic information and align their processes with their innovation strategy in order to achieve superior performance. As for the third dimension, integration capabilities have been defined as the integration of the company's resources with external and internal competencies that contribute to foreseeing the future so that it can deal with rapid environmental changes, that is, it is the strategic actions taken to configure and convert existing resources into new resources, adapt to developments and changes in the markets, and modify operational capabilities to achieve more effectiveness (Muriuki et. al, 2021).

3. Discussion of Results :

3.1 The accessibility of the degree of digital leadership:

Five (5) sub-dimensions can be used to measure the availability of digital leadership level that is shown in below. The results are represented by obtaining the overall math mean of (4.2240). Also, the standard deviation of (0.4680). Moreover, the coefficient of variety (11.0720%), and relative significance (84.4800%) as well for the general diagnosis of digital leadership with, confirming that the sample's responses indicate as that digital leadership has reached a very high degree. Therefore, the dimensions of the digital leadership can be obtained in ascending matter at the degree of Al-Rafidain Bank and its branches that are shown in Table (1), These dimensions were arranged according the sample understudy as follows: Advanced Learning Society, Excellence in professional practice, visionary administration, Advanced Citizenship, and Far reaching strategic improvement.

Table 1: The Descriptive Statistics for the Dimensions of Digital Leadership"

| t | The dimension of digital leadership | Math mean of | Standard deviation | Coefficient of variety % | Relative significance % | Paragraph order |
|--|-------------------------------------|--------------|--------------------|--------------------------|-------------------------|-----------------|
| 1 | Vision Administration | 4.30800 | 0.53800 | 12.48800 | 86.16000 | 3 |
| 2 | Advanced Learning Society | 4.29100 | 0.49000 | 11.41000 | 85.82000 | 1 |
| 3 | Excellence in professional practice | 4.23600 | 0.59100 | 13.95900 | 84.72000 | 2 |
| 4 | Far reaching strategic improvement | 4.18300 | 0.65300 | 15.61600 | 83.66000 | 5 |
| 5 | Advanced Citizenship | 4.10400 | 0.57800 | 14.08900 | 82.08000 | 4 |
| Overall average of the digital leadership variable | | 4.22400 | 0.46800 | 11.07200 | 84.48000 | - |

Source: Scientist readiness in light of the consequences of Microsoft Succeed (SPSS)

3.2 The availability of the level of strategic foresight:

Here, three (3) sub-dimensions can be put to measure the availability of strategic foresight level, which is shown in Table (2). Also the table includes a general descriptive statistics concerning the strategic foresight. This was done by getting the overall math mean of (4.274). Furthermore, the standard deviation of (0.458). Moreover, the coefficient of variety is (10.714%) likewise, relative significance (85.480%). According to the responses of the research sample's participants, which affirms that essential foreknowledge has arrived at an exceptionally significant level, while the elements of key prescience can be organized in the real world at the degree of Al-Rafidain Bank and its branches. These dimensions were arranged according the sample understudy as follows: reconciliation abilities, natural review capacities, and key determination capacities. These arrangements are displayed in Table (2).

Table 2: Descriptive Statistics for the Dimensions of Strategic Foresight

| t | Dimensions of Strategic Foresight | Math mean of | Standard deviation | Coefficient of variety % | Relative significance % | Paragraph order |
|--|-------------------------------------|--------------|--------------------|--------------------------|-------------------------|-----------------|
| 1 | Abilities for environmental surveys | 4.246 | 0.572 | 13.460 | 84.920 | 2 |
| 2 | Strategic Decision-Making Skills | 4.233 | 0.519 | 12.261 | 84.660 | 3 |
| 3 | incorporation abilities | 4.342 | 0.583 | 13.422 | 86.840 | 1 |
| The general average of the strategic foresight variable. | | 4.274 | 0.458 | 10.714 | 85.480 | - |

Source: Scientist readiness in view of the consequences of Microsoft Succeed (SPSS).

3.3 Hypothesis testing

"Testing the main hypothesis of the research: (Digital leadership has a huge impact on its dimensions in strategic foresight)"

The digital leadership variable was estimated by the standard impact factor with value (0.68), which indicates a significant impact on strategic foresight at Al-Rafidain Bank level, regarding to the sample understudy. This implies that the strategic foresight variable has increment by (68%) as a result of the digital leadership variable. In the event, that digital leadership's divinity is raised by one unit. We also note that the critical ratio (C.R.) value of (15.131) is a huge effectiveness at the corresponding significance (p - value) displayed in the same table, and it is evident that the worth of the explanatory coefficient (R^2) that equals to (0.46). This refers to (46%) of the changes in the strategic foresight variable are caused by the change of digital leadership.

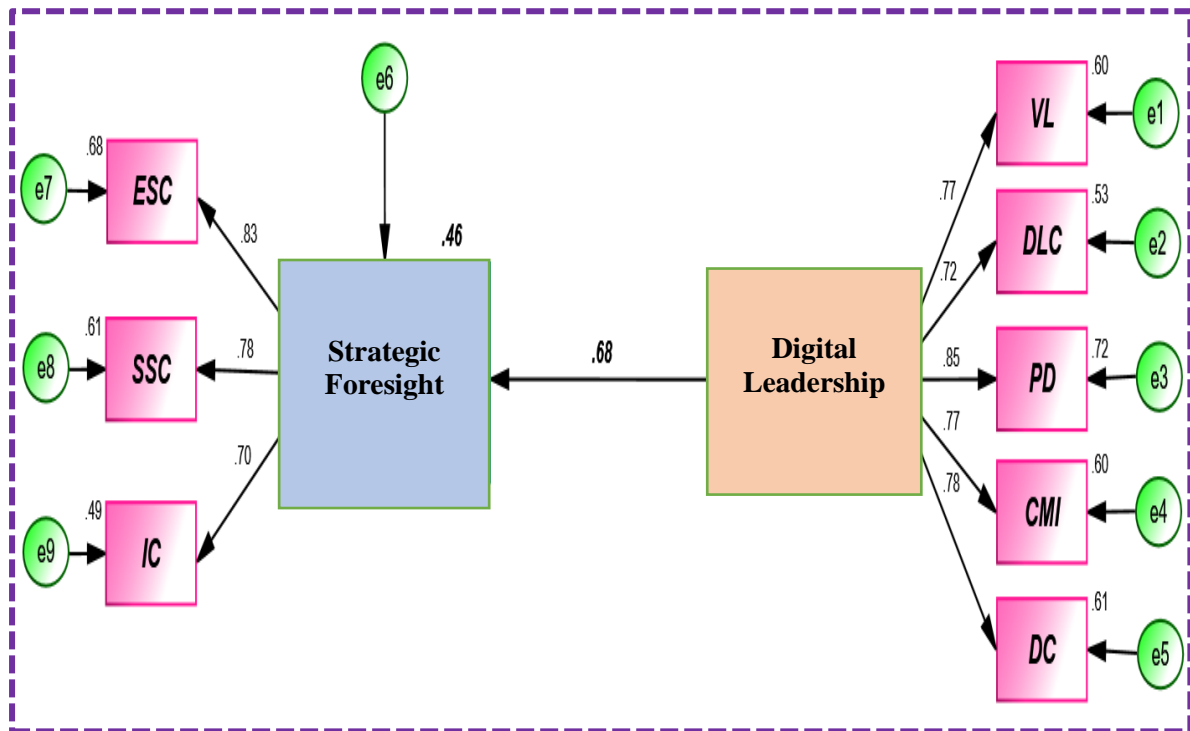


Figure 2: The Impact of Digital Leadership in Strategic Foresight.

"Source: The output of the program (Amos V.25)"

In light of this, the following sub-hypotheses relating to the second primary hypothesis can be tried:

A. Testing the first sub-hypothesis: The first dimension of strategic foresight's abilities for environmental surveys has a major impact when the dimensions of digital leadership are paired with it.

Figure (3) shows the impact of digital leadership dimensions on the environmental scanning capabilities dimension and this the outcomes show that the illustrative capacity (R2 coefficient esteem) of the digital leadership dimensions effect model combined in the abilities for environmental surveys dimension has reached (0.54), It indicates that changes in the abilities for environmental surveys dimension are caused by (54%) changes in the dimensions of digital leadership and (46%), respectively, by other variables not taken into account in the research model. The fact that the standard impact factor for the dimensions (visionary Administration, Advanced Learning Society, and professional development) has reached (0.16, 0.26, 0.15, 0.02, 0.31) indicates that the leadership dimensions have a positive impact on the dimension of Abilities for environmental surveys, It is evident that the dimensions understudy (Vision Administration, Advanced Learning Society, Excellence in professional practice and finally, Advanced Citizenship) have recorded significant percentages values regarding to the critical ratio (C.R.) on the Al-Rafidain Bank sample of the research. Because of the significant ratios of (0.003, 0.000, 0.011, and 0.00) that its values attained, which are (2.977, 4.701, 2.546, and 5.541), which ratios are smaller than (0.05) morally acceptable. Regarding the impact following extensive methodological improvement, it showed a huge influence at the degree of (0.709), which is ethically inadmissible on the grounds that it is larger, than (0.05)." Given what has been said, it can be accepted." The major hypothesis is the source of the first sub-hypothesis.

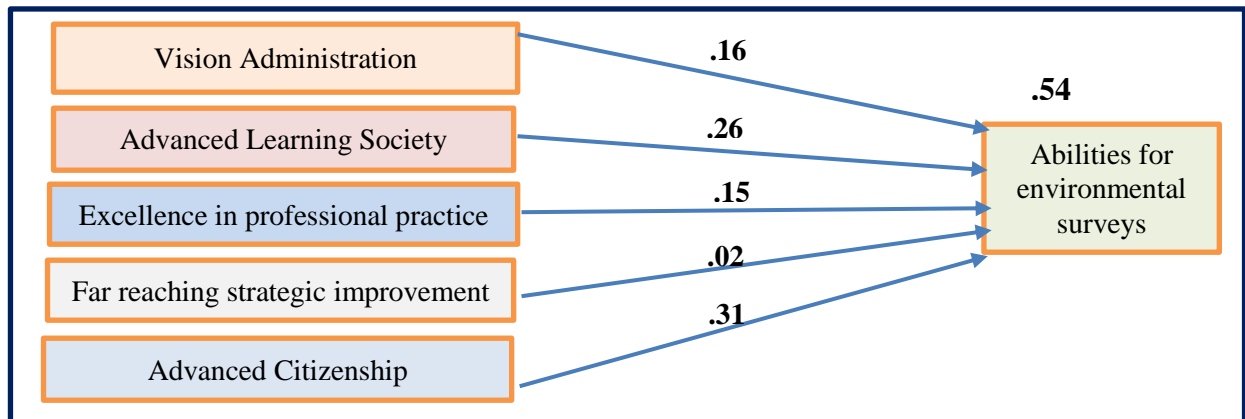


Figure 3: The Impact of digital leadership dimensions in the environmental survey capabilities dimension.

Source: The output of the program (Amos V.25)

B. Verifying the second sub-hypothesis: The dimensions of digital leadership together have a considerable impact on the second dimension's strategic Decision-Making Skills.

Figure (4) shows the impact of the dimensions of digital leadership on a dimension strategic Decision-Making Skills and the findings also revealed that the effect model of the combined aspects of computerized administration in the element of strategic decision-Making skills had an explanatory ability (R2 coefficient value) of (0.48), meaning that the changes in the dimension of strategic decision-Making skills are caused by an adjustment of the components of computerized initiative to the extent of (48%) and by the leftover level of factors (52 %) is expected to other factors not considered in the examination model, for what it's worth evident that the dimensions of computerized initiative emphatically affect the dimension of strategic decision-making skills. It was denoted that the standard impact factor coefficients concerning the dimensions of vision Administration, advanced Learning Society, Excellence in professional practice, far reaching strategic improvement, and advanced Citizenship have obtained (0.09, 0.13, 0.30, 0.16, and 0.17) respectively. Given that the critical ratio's values reached (2.107, 4.723, 2.525, and 2.904) at significant ratios that were (0.035, 0.000, 0.012, and 0.004) respectively, which are acceptable for being (<5%). It is evident that these dimensions advanced Learning Society, excellence in professional practice, far reaching strategic improvement and advanced Citizenship recorded significant percentages. In terms of the strategic Decision-Making Skills, the vision administration dimension had a substantial impact at the level of (= 0.105), which is morally unacceptable because it is (> 0.05). The second sub-hypothesis put forward by the President can be accepted in light of the aforementioned.

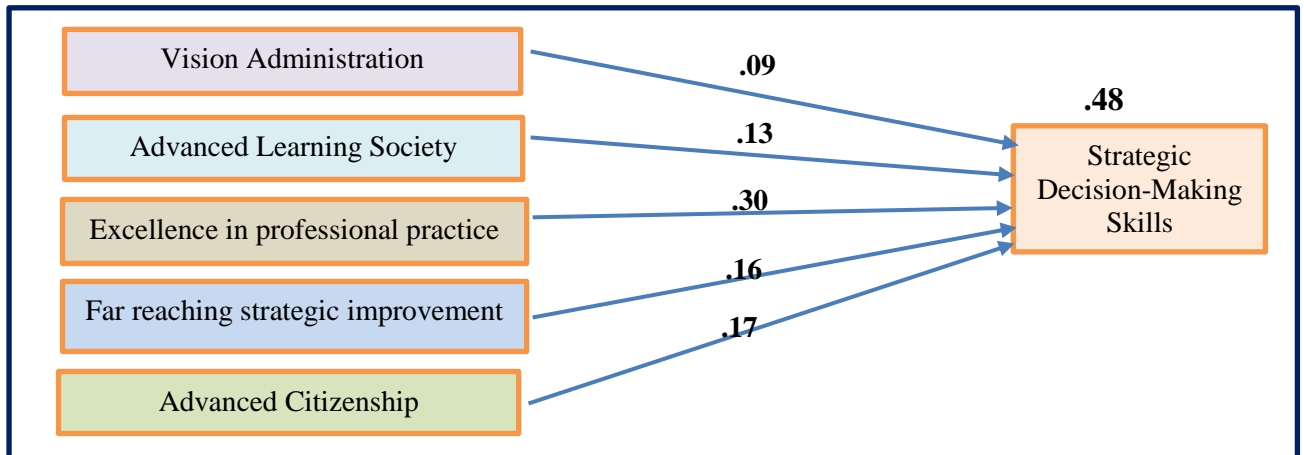


Figure 4: The Impact of digital leadership dimensions in dimension's strategic Decision-Making Skills.

Source: The output of the program (Amos V.25).

c. " **The third sub-hypothesis is being tested:** The dimensions of digital leadership together have a considerable impact on the third dimension incorporation abilities.

Figure (5) shows the impact of the dimensions of digital leadership on a dimension incorporation abilities and

Results revealed that the model of the impact of the components of computerized authority consolidated in the element of incorporation abilities had an explanatory ability (value of the R² coefficient) of (0.32), which indicates that the changes in the dimension of integration capabilities are caused by (32%) The remaining proportion (68%) is related to additional factors not included in the research model, of which are due to the change in the elements of advanced authority. Additionally, it is evident that the dimensions of computerized initiative decidedly affect the dimension of integration capabilities because the standard impact factor has reached a value of (0.07, 0.08, 0.21, 0.16, 0.17). This verifies the significance of the dimensions (Excellence in professional practice, far reaching strategic improvement, and advanced citizenship) that appear through their corresponding critical ratios (C.R.) on the level of Al-Rafidain Bank for the dimensions (Vision Administration, Advanced Learning Society, Excellence in professional practice, Far reaching strategic improvement, and advanced citizenship), respectively Due to the fact that its qualities reached (2.919, 2.308, 2.494) at huge proportions of (0.004, 0.021, 0.013) each, which are less than (0.05), these ratios are morally acceptable. Regarding the influence of the dimensions on the dimension of integration capacities, they were non-significant at the levels of (0.266, 0.216), respectively, this is morally repugnant because it exceeds (0.05) Given that this goes against expectations, the third sub-speculation emerging from the principal theory can be acknowledged.

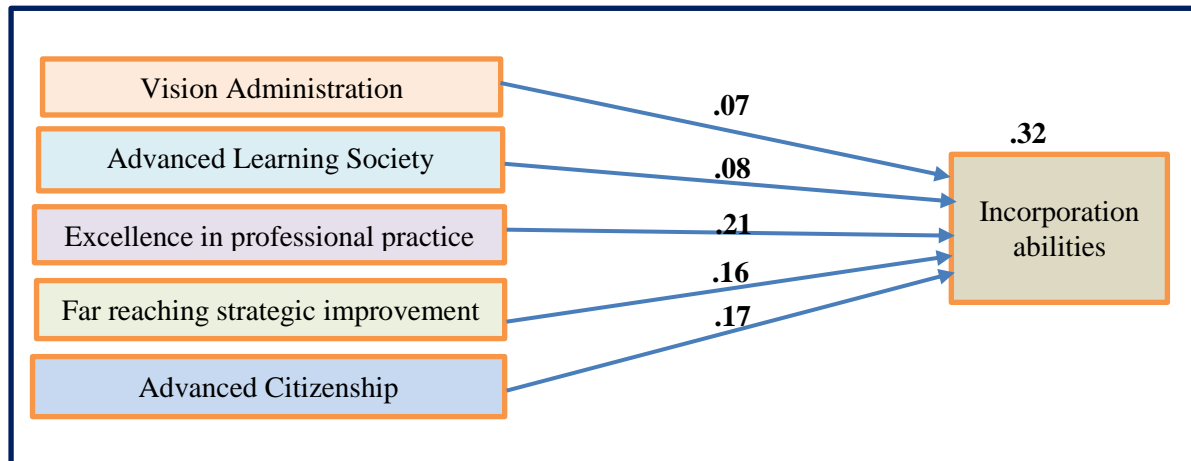


Figure 5: The Impact of digital leadership dimensions in dimension incorporation ability
Source: The output of the program (Amos V.25).

3.4 Analysis in Brief :

The results showed that there is a worth of the standard boundary (the norm influence coefficient) has reached (0.68) in Figure (2) above, making it clear that the digital leadership variable has a significant impact on the strategic foresight variable at the degree of the Al-Rafidain Bank. This shows that the strategic foresight variable is affected by (68%) of the digital leadership variable. Furthermore, it is noticed a significant result of the critical ratio (C.R. =15.131) concerning the impact coefficient according the corresponding (p – value) that listed in the figure (2) too. The research sample shows that the strategic foresight variable will increment by (68%) in the event of an increase in interest in digital leadership by one unit. The change in digital leadership is responsible for 46% of the variable's strategic foresight; the remaining (54%) is related to other variables not included in the research model. It shows that the management of the Al-Rafidain Bank is the examination test whenever it aims to improve the level of its leaders' aspirations to improve banking performance, the nature of banking activities and operations, the adoption of cutting-edge technology methods, the use of modern communication networks, and the skills of dealing with the global information network, the Internet.

4. Conclusions:

The previous results indicate that the administrative leaders of Al-Rafidain Bank can enhance the strategic foresight capabilities addressed in the abilities for environmental surveys, Strategic Decision-Making Skills and incorporation abilities by adopting the dimensions of digital leadership combined and thus can sense the future by seizing opportunities and avoiding risks, as well as identifying the sources of strength within the bank and working to strengthen them, reduce weaknesses and choose the appropriate strategic alternative in order to achieve the goals Strategy and achieving competitive advantage by providing new services that competitors cannot provide by achieving integration of capabilities that contribute to the development and improvement of banking operations, the participation of stakeholders and customers, and work to provide services that are within the expectations of the customer, which contributes to achieving satisfaction and gaining their loyalty, which enhances the continuity and sustainability of the bank.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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تأثير القيادة الرقمية في الاستشراف الاستراتيجي بحث ميداني في مصرف الرافدين

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مستخلص البحث:

تتميز بيئة الأعمال اليوم بالعديد من المتغيرات والتطورات وخاصة في المجال التكنولوجي لذا يتطلب من المنظمات مواكبة هذه التطورات من خلال تبني أساليب جديدة في تقديم المنتجات والخدمات بما في ذلك اعتماد القيادة الرقمية إذ تصبح المنظمة قادرة على توقع المستقبل لاغتنام الفرص في استغلال الموارد الحالية مع إدخال موارد جديدة وتحقيق التطوير المهني في جميع مستويات المنظمة مما يسهم في تقديم أفضل الخدمات والمنتجات للزبائن لكسب رضاهم وضمّان ولائهم. تتجسد مشكلة البحث من خلال طرح سؤال رئيسي وهو (كيف يمكن للإدارة العليا لمصرف الرافدين استخدام آليات القيادة الرقمية لتعزيز وتطوير قدرات الاستشراف الاستراتيجي؟) إذ يرجع ذلك لأسباب عديدة منها سوء استخدام التكنولوجيا الناتج عن قلة المهارات الرقمية لدى المديرين واعتماد الأساليب التقليدية في تقديم الخدمات المصرفية الأمر الذي يتطلب تبني القيادة الرقمية التي تسهم في التحول من الإدارة التقليدية في إنجاز المهام إلى الإدارة الحديثة التي تعمل على تقديم أفضل الخدمات التي لا يستطيع المنافسون تقديمها أو تقليدها مما يؤدي إلى ضمان استدامة واستمرارية المنظمة. يهدف البحث الى دراسة اثر القيادة الرقمية لمصرف الرافدين في تحقيق الاستشراف الاستراتيجي وقد شملت عينة البحث مديري الاقسام والفروع في بغداد والمحافظات وعددهم (133) مديرا. تم تحليل البيانات واختبار الفرضيات باستخدام أدوات إحصائية مناسبة مثل المتوسط الحسابي والانحراف المعياري ومعامل التباين والبرنامج الإحصائي (SPSS) و (AMOS) وأظهرت النتائج وجود تأثير للقيادة الرقمية في تعزيز الاستشراف الاستراتيجي.

نوع البحث: ورقة بحثية

المصطلحات الرئيسية للبحث: القيادة الرقمية، الاستشراف الاستراتيجي، مصرف الرافدين

*البحث مستل من اطروحة الدكتوراه