



The Role of Participative Leadership in Enhancing Strategic Foresight

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Abstract:

Research diagnoses the role of Participative leadership in enhancing strategic foresight in the General Directorate of Education in the First Rusafa. To explain the influential relationships between the research variables and achieve the main objective of the research, a hypothetical model was developed in light of which a set of hypotheses were formulated. To test them, the researchers used the descriptive analytical approach to complete the research by using the questionnaire as a main tool for collecting data and information, which was distributed to the research sample, which included several managers (department manager and division officials) in the General Directorate of Education in the First Rusafa. The questionnaire data, which included 42 items, was collected and distributed to the research sample members, numbering 98 respondents. The data were analyzed according to several statistical methods (arithmetic mean, standard deviation, coefficient of variation, Pearson's correlation coefficient, and simple linear regression analysis) using the program SPSS V.23. The results showed that there is a significant and positive relationship and impact of Participative leadership in all its dimensions in enhancing strategic foresight.

In the same context, the importance of participative leadership emerges as a method linked to organizational performance and focusing on the intrinsic motivation of working individuals through independence, diversity, and respect for ideas, as they play a role in enhancing strategic foresight in investing in opportunities and facing the challenges facing organizations.

Keywords: Participative Leadership (PI), Strategic Foresight (SF), General Directorate of Education of Rusafa I (GDER1)

1.Introduction:

Participative leadership is one of the approaches to modern management. It is a leadership style that emphasizes the need for employee participation in the decision-making process and the formulation of future visions, enhancing the organization's efficiency and ability to adapt in a changing and complex environment. Strategic foresight, in turn, emerges as a fundamental tool for predicting future trends and drawing alternative scenarios that help organizations capitalize on opportunities and confront external challenges.

The importance of participative leadership lies in its ability to provide effective communication channels and knowledge exchange between leaders and employees. This contributes to enriching the information gathering and analysis process and provides multidimensional insights that support sound and successful decision-making. Furthermore, the coordination and integration between participative leadership and strategic foresight constitute an advanced framework for enabling organizations to enhance their ability to adapt to sustainable future trends.

The research included participative leadership with its dimensions (the independent variable) that influences and contributes to achieving strategic foresight with its dimensions (the dependent variable). To measure the extent of adoption and practice and test the hypotheses of association and influence in the research community represented by the General Directorate of Education of the First Al-Rusafa, the research presented a hypothetical model that shows the role of the research variables and the hypotheses on which the research was based to achieve correlation and influence relationships through statistical methods that led to a set of results that showed the extent of applying this research in the community that was chosen, through the research stages that the researchers adopted from the introduction and review of the induction methodology and some previous studies and the community and sample as well as the hypothetical plan, the theoretical framework, the most important results and their discussion and the conclusion that clarifies the conclusions and recommendations that enhance the positive role of participative leadership in enhancing strategic foresight.

The research problem is that while most educational organizations face complex challenges in the educational and administrative environment, leadership practices in the First Al-Rusafa Education Directorate are still influenced by traditional administrative methods that reduce the effectiveness of involving teaching staff in formulating future decisions. Furthermore, the difficulty of employing participative leadership practices may negatively impact the directorate's ability to achieve strategic foresight, which involves monitoring the environment and anticipating the future of the education sector. Moreover, the lack of effective teacher and administrator participation in future planning processes results in a weak investment in available cognitive resources, limiting the directorate's ability to efficiently achieve its goals.

From the above, the researchers' vision of the problem stems from the main question: What is the role of participative leadership in enhancing the strategic foresight of the First Rusafa Education Directorate? The following sub-questions branch out from this question:

1. What is the level of presence of the concept of participative leadership in the directorate, and what is its influential role in enhancing strategic foresight?
2. Is there an effort to direct the dimensions of participative leadership toward enhancing strategic foresight?

The research can achieve the following objectives:

1. Identifying the level of participative leadership practice in the directorate.
2. Analyzing the relationship between participative leadership and strategic foresight.
3. Providing administrative recommendations to enhance strategic foresight through participative leadership methods.

2. Literature Review and Hypothesis Development:

There are numerous studies discussing participative leadership:

AL-Ali, (2021) studied to identify the impact of participative leadership with its dimensions (delegation of authority, human relations, participation in decision-making, communication and information building) on workplace spirituality with its dimensions (purposeful work, sense of group, compatibility between individual and organizational values, and job involvement) in the Nineveh Health Department, relying on the questionnaire as a main tool on a sample consisting of 406 individuals or respondents from the employees of the organization under study. The most prominent results reached by this study are the existence of a significant impact of participative leadership in enhancing workplace spirituality.

Fatoki, (2023) suggested the relationship between participative leadership and job satisfaction of employees in small, medium, and micro enterprises, and whether psychological empowerment and work engagement can mediate the relationship between participative leadership and job satisfaction. A quantitative research design was adopted for the study, and a cross-sectional survey method was used to collect data. The study hypotheses were tested using partial least squares structural equation modeling. The results of the experimental study indicate that participative leadership is positively related to job satisfaction and mediates psychological empowerment and work engagement.

Since participative leadership has proven its impact on positive behavioral and organizational variables such as job satisfaction and spirituality in the workplace, it is logical that it would have a positive relationship with strategic foresight, which relies on engaging employees, motivating them, and developing their performance.

numerous studies discussed strategic foresight.

Jassim & Al-Kubaisy, (2024) studied the impact of digital leadership in Rafidain Bank on achieving strategic foresight. The sample research included heads of departments and branches in Baghdad and the governorates due to their strategic role in formulating and directing the bank's activities, as well as their ability to build the bank's future vision. A total of 133 managers were included. The results showed a fundamental impact of digital leadership in enhancing strategic foresight. The problem of this research is represented in posing the following main question: How can senior management at Rafidain Bank employ digital leadership mechanisms to enhance and develop strategic foresight capabilities? The results indicate that administrative leaders at Rafidain Bank can enhance strategic foresight capabilities, represented by environmental scanning capabilities, strategic decision-making skills, and integrative capabilities, by adopting the dimensions of digital leadership combined.

Amniattalab & Ansari, (2016) examined the relationship between strategic foresight and the competitive advantage of the researched companies by knowing the mediating role of organizational dexterity. The research community and sample were 100 Iranian small and medium-sized companies, while the problem was to know the relationship of foresight to competitive ability and whether it has an effect through dexterity. It relied on the questionnaire and the most important results it achieved were the presence of a direct effect of foresight in achieving competitive advantage and an indirect effect on organizational dexterity.

2.1 Discussion of Previous Studies:

Reviewing previous studies related to the research variables provided researchers with insight into the findings of previous studies and knowledge and understanding of the approaches and methods. This assisted frame the research problem according to specific, scientific questions, select the research scale, and reinforce the theoretical aspect.

What distinguishes this research from previous studies is the use of the two variables, in addition to their application in the General Directorate of Education in the First Rusafa, where the current study model had never been tested before.

Based on the above, we present the research hypotheses as follows:

The first main hypothesis: there is a significant relationship between participative leadership and strategic foresight. The following sub-hypotheses branch out from it:

There is a significant relationship between participative leadership and the environmental scanning dimension.

There is a significant relationship between participative leadership and the strategic selection dimension.

There is a significant relationship between participative leadership and the integration dimension.

The second main hypothesis: there is a significant effect of the dimensions of participative leadership on strategic foresight. The following sub-hypotheses branch out from it:

There is a significant effect of the dimensions of participative leadership on the environmental scanning dimension.

There is a significant effect of the dimensions of participative leadership on the strategic selection dimension.

There is a significant effect of the dimensions of participative leadership on the integration dimension.

Participative leadership is a leadership style whose roots go back to Abraham Maslow, the author of the theory of needs, in which he discussed human needs and described the motivations that drive them (Prince, 2012). The participative leadership style focuses on motivation.

The participative leader has characteristics that distinguish him from other leaders, which are: he bears responsibility with the followers and believes in the principle of unanimous participation in making and implementing decisions, and mutual respect between the leader and his followers (Buengeler et al., 2016). Wellman, (2013) explains that it is the process of social influence that contributes to determining the goals of work groups to accomplish the task and achieve the goal. It is also described as a non-authoritarian behavior of the leader, who receives input from employees and allows them to participate in the decision-making process. It is a leadership style in which the leader participates in solving problems by consulting with his/her subordinates before making the decision. Participative leadership has been associated with many positive outcomes, both at the organizational and individual levels (Fatoki, 2023). Participative leadership also refers to a leadership style in which a manager encourages subordinates to assume a certain degree of responsibility in the workplace by providing encouragement, support, and participation in the decision-making process (Newman et al., 2016). Participative leadership gives individuals the opportunity to actively participate in their mental, spiritual, physical, and material activities. In the same context, Nemaie, (2012), emphasizes that participative leadership includes individuals at all levels of the organization, as they contribute to participating in important decisions, consulting with them, and evaluating their opinions and suggestions to achieve final results. Involving subordinates improves decision quality and subordinate satisfaction (Mayer et al., 2022). A leader is considered effective if they are good at solving the problems they face. Such a leader can improve employee performance, drive change within the organization, and adopt the best management style to meet the requirements of the environment in which it operates. The participative leadership style is the best way to meet employee requirements based on empowerment and the leader's orientations (Alsubaie, 2021).

Dimensions of participative Leadership: The study of AL-Ali, (2021) was used to select the dimensions of Participative leadership. These dimensions were chosen for their comprehensiveness and suitability to the environment and nature of the organization being studied.

Human Relations: They are qualities that create a kind of trust, respect, and mutual appreciation between employers and employees, which achieves the organization's goal and increases productivity (B. Bin Abdullah, 2022).

Delegation of authority: It is the assignment of powers and responsibilities to another person to complete a specific task in an agreed-upon manner and under the supervision of the manager, while at the same time retaining full responsibility for the success of the work (AL-Ali, 2021). It provides sufficient time to perform strategic tasks related to planning and building positive relationships between the two parties. This enhances their self-confidence. It also requires training them on the importance of delegation to prepare constructive leaders who serve the organization itself (Askar, 2012). The goal of delegation is to empower employees with authority and resources by providing delegation training in line with achieving unconditional customer satisfaction by giving them the freedom to work with authority and resources (W. M. Abdullah & Saeed, 2024).

Participation in decision-making: Kentab, (2018) defines participation in decision-making as the contribution of individuals to administrative decision-making, with varying degrees of participation. In the same context, it involves the involvement of subordinates in all leadership tasks, as their involvement ensures their voluntary cooperation and commitment to implementing them, increases their sense of responsibility and understanding of the organization's goals, and helps find the best solutions to address problems (AL-Ali, 2021).

Communication and information building: It is considered an important key to effective listening, through which data, information, and ideas are collected, transmitted, and exchanged, enabling a person to inform others of new facts, ideas, and information that influence their behavior in a specific direction (Al-Shammari & Al-Luqan, 2018).

The first studies on the concept of foresight and future scenarios began to develop in the 1920s (AL-Anzi & AL-Saadi, 2014). The foresight stage goes through three successive stages: the first is collecting and summarizing available information for the purpose of producing future knowledge. The second stage includes translating and interpreting that knowledge, and the final stage includes absorbing and evaluating this understanding to produce work in an organization (Hashem & Al-Shaikhli, 2021). As for strategic foresight, the signs of its emergence began with a French philosopher named Gaston Berger when he used the term strategic foresight with the term final possibility, in which he discusses that the future perspective revolves around envisioning the consequences of current actions and knowing how they will occur (Hamid, 2023). It combines strategic thinking and foresight, which focuses on generating analyses of possible future contracts and alternative strategies (Jihad & Hamed, 2020).

According to the Longman Dictionary, foresight is defined as "the ability to imagine what is likely to happen and to allow a person to act to help or develop events" (Reid & Zyglidopoulos, 2004). (Nemeth, 2016) defines strategic foresight as the means through which organizations identify and anticipate possible events that are expected to affect the environment in which they operate. Similarly, (Canyon, 2018) argues that strategic foresight is an innovation of future contractual solutions that serve as an alternative to forecasting, consisting of practices and procedures directed toward creative assessment and the ability to anticipate events before they occur that is, linking the past, present, and future (Hussein, 2024).

This view is supported (Brown & Barnard, 2019) who state that foresight is an intellectual innovation process that involves understanding the future, and it becomes strategic when an organization is concerned with possible changes in its environment as well as its dynamics. It is also a participatory process that includes developing the cognitive capabilities of working individuals to deal with changes that affect the organization from a strategic perspective and to know and manage all opportunities and threats (Al-Jubouri, 2019).

In light of the growing role of strategic foresight in organizations, this term has come to refer to many meanings, some of which indicate secrecy, such as thinking, and some of which indicate publicity, such as openness, which contributes to creating a competitive advantage, after which foresight becomes strategic (Hamid, 2023).

In the same context, it is known as the organization's ability to determine its future organizational direction, which helps it understand the complex forces driving change programs and supporting

the strategic decisions and research and development programs it seeks to implement (Hussin & Mussahib, 2024).

It can be observed from the definitions proposed by researchers on strategic foresight that some emphasize opportunities and how to exploit and utilize them to achieve the organization's objectives, while others focus on threats, how to address them, and the mechanisms to deal with them. Certain definitions concentrate on perception and cognition as a means to create a future vision, whereas others highlight strategic foresight as an organizational capability that enables institutions to capitalize on opportunities and avoid risks.

Organizations need to establish a future vision to cope with the challenges of development, as foresight can enable them to achieve a systematic perspective of their long-term future (Haify & Muhaimid, 2023). The presence of strategic foresight within organizations contributes to reducing uncertainty and ambiguity in decision-making processes (Heger & Rohrbeck, 2012). It also assists leaders in adopting scenarios by providing descriptions of alternative future events and sensing environmental changes surrounding the organization (Hussein, 2024). Its importance lies in the fact that it enhances the ability to perceive, interpret, and respond to change and influence actors and influencers, in addition to its contribution to organizational learning (Ne'ma & Abdul Rahim, 2012).

Strategic foresight operates in a structured manner by developing a set of desirable future scenarios and uncovering the hidden assumptions underlying these pathways, as well as their implications for decisions that promote a preferred future capable of achieving successful long-term goals (Mustafa, 2025). Moreover, the process of anticipating future changes is realized through strategic foresight by assessing the consequences of decisions, identifying problems and risks, and formulating proactive strategies along with effective scenarios (Adegbile et al., 2017). Based on Amniattalab & Ansari (2016), the dimensions of strategic foresight can be categorized as follows: These dimensions were chosen for their comprehensiveness and suitability to the environment and nature of the organization being studied.

Environmental scanning: It enables organizations to identify ongoing internal events, analyze future developments, and monitor market movements through temporal scope, strategic depth, and opportunity sensing (Al-Jubouri, 2019). Moreover, it focuses on continuous monitoring and assessment to analyze both internal and external variables, thereby supporting strategy formulation and the development of future plans (Zyeada & Al-Najjar, 2025). Environmental scanning also assists top management in shaping the organization's future course of action, activating its analytical and predictive capabilities (Hamid, 2023).

Strategic choice: It is a core element of strategy formulation. (Johnstone et al., 2023) define it as a process that takes into account stakeholders' expectations, identifies available options, and then evaluates and selects the most suitable strategic options for implementation. It represents the different paths and approaches through which a strategy can be executed (Awino et al., 2018). Organizations rely on strategic options and environmental analysis, both internal and external to make sound strategic decisions (Huang et al., 2010). Strategic choice can therefore be seen as a decision-making process whereby those in authority determine successful and effective courses of strategic action to achieve organizational objectives (Haify & Muhaimid, 2023). Participatory decision making is a specific form of delegation where the employee gains more control and freedom of choice in bridging the communication gap between the organization's strategic planning activities and entails a sharing of power between management bodies and decision-making workers (Abbas & Raheemah, 2024).

Integration: Integration capabilities involve leveraging both internal and external competencies to cope with organizational environmental fluctuations. The integration of strategic foresight processes directs organizational efforts toward beneficial activities while avoiding activities that may harm the organization (Al-Hasnawi, 2020). Organizational integration also reflects dynamic performance embedded in product development both internally and externally (Hamid, 2023).

Integration capabilities have been defined as the alignment of organizational resources with both internal and external competencies that support foresight in dealing with unexpected environmental changes, adapting to market developments, and adjusting operational capacities to achieve organizational goals (Jassim & Al-Kubaisy, 2024). Integration capability includes three processes: (1) information exchange, (2) information analysis, and (3) adapting the supply chain to deal with new development (Ibraheem & Mhaibes, 2025)

3. Research Methodology:

3.1 Society and Sample Research:

Determining the location of the research application is of utmost importance, as choosing the appropriate location for the research community contributes to the accuracy of the results. To test the hypotheses in an Iraqi environment, one of the directorates of the Ministry of Education (the General Directorate of Education in Rusafa I) was chosen as the field of research application, represented by its leadership (department director, branch officials). This is for several reasons, including: The education sector is one of the sectors most affected by changes in the educational environment, as education is the cornerstone of community development. The results reached by the research also contribute to supporting decision-makers and educational policymakers, represented by its leadership, who play an important role in promoting a clear future vision. A purposive sample was used from among the directorates in the researched directorate. To ensure that the research requirements were met, the questionnaire, which is the main tool for collecting data and information, was distributed. The total number of questionnaires reached 132. According to Stephen Thompson's equation, the sample size was determined to be 98, which is considered acceptable and was adopted.

3.2 Study limitations:

The study's boundaries were represented by the field boundaries, namely the General Directorate of Education in the First Al-Rusafa, one of the directorates of the Ministry of Education in Iraq. The human boundaries represented the sample of managers in the organization under study, which included department directors and branch managers. The cognitive boundaries were divided into two axes: the first axis (participative leadership) as the independent variable, and (strategic foresight) as the dependent variable.

3.3 The research model:

The hypothetical diagram expresses the extent of influence between the main variables and their related sub-dimensions in integration with the problem, questions, importance and objectives of the research. It was designed based on the organizational literature, intellectual visions, and models adopted by the first researchers for the variables, as follows:

1. The independent variable (participative leadership): which includes the dimensions (human relations, delegation of authority, communication and information building, and participation in decision-making), which were adopted from the study (AL-Ali, 2021).
2. The dependent variable strategic foresight: which includes the dimensions (environmental scanning, strategic choice, and integration), which were adopted from the study (Amniattalab & Ansari, 2016). As shown in Figure 1.

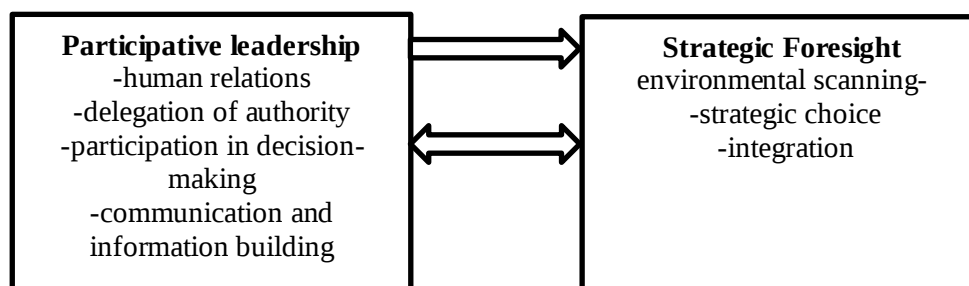


Figure1: The research model

Source: Prepared by the researchers.

4. Discussion of Results:

Analysis of Sample Responses: Identifying the role of participative leadership in enhancing strategic foresight

The analysis will rely on the arithmetic mean, standard deviation, and variance of the responses. The study employed the five-point Likert scale for the questionnaire responses. The interpretation of the arithmetic mean is based on the class interval, which was calculated by subtracting the lowest value on the scale from the highest value, and then dividing the range by the number of categories.

Accordingly, the range is calculated as $(5 - 1 = 4)$, then divided by the number of classes (5), resulting in $(4/5=0.80)$. This interval length (0.80) is then added to the minimum value of the scale (1) or subtracted from the maximum value (5). Thus, the arithmetic means are classified into five categories, as shown in Table 1.

Table 1: Estimating the mean categories

Estimate the categories	The level of response
1.00-1.80	Very low
1.81-2.60	low
2.61- 3.40	Medium
3.41- 4.20	High
4.21- 5.00	Very high

Source: Prepared by the researchers

The highest overall arithmetic mean for the participative leadership variable was recorded for the dimension of communication and information building, reaching 4.241, which is above the hypothetical mean and at a high level. The corresponding standard deviation was 0.411, indicating that leaders employ communication processes between themselves and employees in the directorate to achieve organizational objectives, making use of modern communication technologies and encouraging teamwork and group spirit.

For the delegation of authority dimension, the arithmetic mean was 4.196 with a standard deviation of 0.608, also reflecting high responses. This suggests that leaders delegate part of their authority to their lower-level peers to enhance morale, while granting individuals responsibilities along with commensurate authority. Furthermore, leaders strive to involve all employees in accomplishing tasks.

The participation in decision-making dimension recorded an arithmetic mean of 4.005 with a standard deviation of 0.416, again indicating a high level. This demonstrates that the organization, through its leadership, values its employees, builds trust, and fosters confidence by having leaders who possess the courage and capacity to empower employees in achieving organizational goals.

For the human relations dimension, the arithmetic mean was 3.973 with a standard deviation of 0.512, also at a high level. This indicates that leaders are keen on instilling a sense of security and stability among employees, promoting cooperation, and using praise as one of the motivational tools.

Overall, the participative leadership variable registered an arithmetic mean of 4.104 with a standard deviation of 0.269, reflecting a high level. This suggests that participative leadership is demonstrated through shared decision-making, delegation of authority, development of communication channels, and the building of human relations that foster cooperation and team spirit, as shown in Table 2.

Table 2: The Description of the Participative Leadership

The variable	Mean	Standard deviation	Coefficient of variation	Relative importance
Human Relations	3.973	0.512	12.89%	4
Delegation of Authority	4.196	0.608	14.50%	2
Participation in Decision-Making	4.005	0.416	10.37%	3
Communication & Information Building	4.241	0.411	9.69%	1
Participative Leadership	4.104	0.269		

Source: Prepared by the researchers, SPSS V.23

The highest overall arithmetic mean for the strategic foresight variable was recorded for the environmental scanning dimension, reaching 4.116 at a high level, with a standard deviation of 0.348. This indicates that the directorate possesses an active communication network with the scientific and research community and actively seeks information on patents related to its work.

For the strategic choice dimension, the arithmetic mean was 4.085 with a standard deviation of 0.393, reflecting a high level. This suggests that the directorate develops scenarios to describe potential future events and formulates its vision according to a systematic process, with leaders capable of addressing problems using innovative and creative ideas.

The integration dimension recorded an arithmetic mean was 4.06) with a standard deviation of 0.390, also at a high level. This demonstrates that the directorate has a system of material or moral incentives to foster a broader vision, encourages employees to gather information from the external environment and integrate it into the organization, strengthens formal and informal relationships among staff, and promotes continuous organizational learning to enhance employee skills and capabilities.

Overall, the strategic foresight variable recorded an arithmetic mean was 4.087 with a standard deviation of 0.331, indicating a high level. This reflects the presence of strategic foresight through environmental scanning, strategic choice, and the organization's integration capabilities, as shown in Table 3.

Table 3: The Description of the Strategic Foresight

The variable	Mean	Standard deviation	Coefficient of variation	Relative importance
Environmental Scanning	4.116	0.348	8.45%	1
Strategic Choice	4.085	0.393	9.62%	2
Integration	4.061	0.390	9.60%	3
Strategic Foresight	4.087	0.331		

Source: Prepared by the researchers, SPSS V.23

4.1 Hypothesis Testing:

The Spearman correlation coefficients between the participative leadership variable and its dimensions (Human Relations, Delegation of Authority, Participation in Decision-Making, and Communication as well as Information Building) and the strategic foresight variable. There is a significant correlation between participative leadership and strategic foresight. The correlation coefficient was (0.647**) at a significance level of 0.000, indicating the acceptance of the alternative hypothesis, which states that there is a statistically significant correlation Sub-Hypotheses. There is a significant correlation between participative leadership and environmental scanning. Correlation coefficient: (0.628**) Significance level: (0.000) Interpretation: there is a statistically significant correlation. There is a significant correlation between participative leadership and strategic choice. Correlation coefficient: (0.529**) Significance level: (0.000) Interpretation: there is a statistically significant correlation.

There is a significant correlation between participative leadership and integration, Correlation coefficient:(0.596**) Significance level: (0.000) Interpretation: there is a statistically significant correlation. Table 4 presents the analysis of the effect of participative leadership and its dimensions on strategic foresight. The extracted F-value was 69.013, which is greater than the tabular F-value (3.94) at a significant level of 0.000, indicating that participative leadership and its dimensions have a statistically a significant effect on strategic foresight. The value of Adjusted R^2 (0.412) indicates that participative leadership explains 41% of the variance in strategic foresight. The extracted t-value for β was 2.103, which is greater than the tabular t-value (1.96) at a significance level of 0.000, confirming the statistical significance of β for participative leadership (0.827). This implies that a one-unit increase in Participative leadership leads to an 82% increase in strategic foresight.

Table 4: the effect of Participative Leadership on Strategic Foresight

The Independent Variable			(R)	(R ²)	(R ²) _{Adj}	(F)	(t)	Sig.	The decision	The dependent variable
Participative leadership	α	0.827	0.64	0.41	0.412	69.01	2.10	0	Accepting the Alternative Hypothesis	strategic foresight
	β	0.794								

Source: Prepared by the researchers, SPSS V.23

For the effect of the dimensions of participative leadership on strategic foresight were 135.751, 20.413, 10.932, and 11.567, respectively. These values are all greater than the tabular F-value (3.94) at a significance level of 0.000. Accordingly, the decision regarding the sub-hypotheses related to the dimensions of Participative leadership is to accept the alternative hypotheses, indicating that each dimension has a statistically significant effect on strategic foresight.

The Adjusted R^2 values for the dimensions of participative leadership were 0.581, 0.167, 0.093, and 0.098 indicating variance in the explanatory power of each dimension on the strategic foresight variable. The highest explanatory percentage was for the Human Relations dimension, which accounted for 58% of the variance in strategic foresight, while the lowest explanatory power was for the Participation in Decision-Making dimension, accounting for only 9% of the variance in strategic foresight. The extracted t-values for β for the dimensions of Participative leadership on strategic foresight were 11.651, 12.570, 15.079, and 8.980 respectively. These values are all greater than the tabular t-value (1.96) at a significance level of 0.000, confirming the statistical significance of the β coefficients for all dimensions. This indicates that each dimension of Participative leadership has a significant effect on strategic foresight.

The β coefficients for all dimensions of Participative leadership were 0.609, 0.270, 0.174, and 0.264 respectively. These values indicate variability in the strength of the impact of each dimension on the strategic foresight variable. The highest impact was observed for the human relations dimension, where a one-unit increase in this dimension leads to a 60% increase in strategic foresight. Conversely, the lowest impact was for the Participation in decision-making dimension, where a one-unit increase results in only a 17% increase in strategic foresight, as shown in Table 5

Table 5: The Effect of Participative Leadership and its dimensions on Strategic Foresight

The Dependent Variable	The participative leadership dimension			(R)	(R ²)	Adj(² R)	(F)	(T)	Sig	The Decision
strategic foresight	Human Relations	α	1.649	0.765	0.586	0.581	135.751	11.651	0	Accepting the Alternative Hypothesis
		β	0.609							
	Delegation of Authority	α	3.013	0.419	0.175	0.167	20.413	12.57	0	Accepting the Alternative Hypothesis
		β	0.27							
	Participation in Decision-Making	α	3.358	0.32	0.102	0.093	10.932	15.079	0	Accepting the Alternative Hypothesis
		β	0.174							
	Communication & Information Building	α	2.968	0.328	0.108	0.098	11.567	8.98	0	Accepting the Alternative Hypothesis
		β	0.264							

Source: Prepared by the researchers, SPSS V.23

5. Conclusions:

1-Participative leadership contributes to the development of strategic foresight. Involving individuals in decision-making, exchanging ideas, and fostering team spirit is not merely an administrative approach but a key driver for activating and enhancing strategic foresight

2-Expanding the organizational knowledge base. The research community benefits from a broader information-gathering scope through employee and stakeholder participation in decision-making, leading to more environmentally aware decisions and greater adaptability to surrounding changes.

3-Enhancing the quality of strategic decisions. The researched organization adopts participative leadership as an effective approach to support strategic choice by improving the quality of alternatives and selecting the best option.

4-Promoting integration within the organization. Leadership that encourages participation in decision-making, role and idea exchange, and shared responsibilities improves the coherence and integration of efforts, ultimately achieving common goals.

5-Creating a fertile environment for foresight. Participative leadership transforms decision-making from the product of limited individual thinking into a result of deeper and more innovative collective thinking.

6-Influencing environmental scanning capability. Linking participative leadership to environmental scanning gathering and analyzing information about internal and external environments enhances the quality of information and reduces bias, as decisions are based on a broader and more accurate perspective rather than a single individual's viewpoint.

7-Improving strategic decision-making quality. Participative leadership enables the inclusion of expertise and knowledge from various organizational levels, expanding the available information base and ensuring commitment to implementing strategies while achieving flexible and creative alternative solutions

8-Enhancing functional and strategic integration. Integration between departments and strategic alignment within the organization strengthens coordination among units, ensures goal and activity compatibility, reduces inter-departmental conflict, and increases harmony in strategy implementation.

9- Future studies to complement the current research from where it ended, contributing to a better understanding of the research variables, include a set of proposals that could be explored in the future, including: studying the impact of participatory leadership on organizational integrity, the impact of participatory leadership and artificial intelligence, the governance of strategic foresight and its role in achieving excellence, and the relationship of strategic foresight to digital platforms.

Authors Declaration:

Conflicts of Interest: None

-We hereby confirm that all the figures and tables in 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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