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Abstract

Purpose: The main purpose for this research was to determine the degree at which oil servicing companies' corporate foresight in the Niger Delta Region of Nigeria influences the firm's sustainability in that region and how the firms are able to take advantage of future competitive advantages.

Methodology: This research adopts the descriptive survey design with the application of simple random sampling technique. Questionnaires were the primary means for gathering data from the employees in the oil servicing industry. A total of one hundred and fifty four questionnaires were administered to the senior staff in the selected oil servicing companies in Niger Delta region. The data collected was analyzed using descriptive and correlational analysis and supported with statistical package for social science (SPSS).

Findings: organizational sustainability in oil servicing companies in the Niger Delta region of Nigeria with emphases to the measures of sustainability like social, environmental and economic.

Unique contribution: The study gave useful perception of oil companies by stating that oil companies' personnel or managers who are future oriented are the wheel upon which the companies' future depends.

Keywords: *Corporate -Foresight, Organizational-Sustainability, Expert-based Foresight, Model-Based Foresight, Trend-Based Foresight, Environmental, Economic and Social.*

1.0 Introduction

In these new global economy, it is becoming increasable difficult for oil servicing firms to ignore the fact that fresh and extraordinary trials faces firms of all dimensions and that these challenges could mean life or death for such organization. With this unsubstantiated declaration, Spira (2006) proclaims that “the knowledge economy” is the beginning of a new era. Equally, a current survey study by “McKinsey amongst executives on global trends and their impact on business strategies shows that the ease of obtaining information and creating knowledge is perceived as one of the most influential trends in the business world today (Becker& Freeman, 2006)”. Also, Van Giessel & Boekholt (2005) agrees with Becker and Freeman by pointing out that “the shift from a traditional industry-driven economy to the new knowledge-based economy implies sundry challenges for companies and their business environment.

Porter and Millar (1985) in analyzing the future competitive landscape for companies emphases by stating that the ‘information revolution affects competition in three vital ways: it changes industry structure and, in doing so, alters the rules of competition; it creates competitive advantage by providing companies new ways for outperforming their rivals; and it spawns completely new businesses often from within a company’s”. On this ground, oil firms in the Niger Delta should be ready to project into the ever dynamic business environment and come up with consolidated solution, those solutions that will put them ahead of their rivals now and in the future. On this ground arose the desire for corporate foresight as an all-important issue for the continuous global competitive survival of organizations now and in the future.

Corporate foresight can be seen as a medium for achieving competitive advantages. This is because business environment whether internal or external is constantly dynamic and the need for environmental scanning remains the other of the day. This assertion agrees with Godet and Durance (2011) and Lesca(2004) who claims that the knowledge of corporate foresight helps business strategist to be able to predict the future of their organization with much ease and it also help them to identify change drivers which are then used for example to develop scenarios or creating alternative pictures of the future (Fink, Marr, Siebe, &Kuhle, 2005).

Over the past decades, foresight has evolved due to increasing uncertainties that bring globalization and technological progress (Jemala, 2010). Questions related to socio-cultural, technological, economic, environmental, and political issues are becoming more interdependent than ever (Kim, 2012). Moreover, the speed of innovation is increasing rapidly, as well as the speed of diffusion of these innovations (Lee et al., 2003). As a consequence, organizational routines act as inertial forces impeding to make proper adaptations to the rapidly changing environment, hence, companies for example fail to perceive external technological advances (Vanhaverbeke et al., 2005) or be scared to cannibalize their own business by pursuing new business fields (Herrmann et al., 2007).

As a solution to these new challenges, foresight plays a significant role in environmental decisions, by monitoring existing problems, highlighting emerging threats, identifying promising new opportunities, testing the resilience of policies, defining a research agenda, and implementing quick responses (Cook et al. 2014; Rohrbeck et al. 2011). In other words, strategic foresight or corporate foresight is an ability to view the world with explicit attention to the longer-term consequences and to the broader-based implications and to anticipate possible changes that may affect the company’s performance, through long-term (more than 25 years) participative strategic planning (Jemal, 2010; Cook et al. 2014; Kim 2012). In

agreement to these assertions Calof& Smith 2010; Cariola&Rolfo (2004) defines strategic foresight as a “set of strategic tools and new dynamic non-linear models that support decisions making”.

Also, another aim of corporate foresight is to discover and support the advancement of novel areas of business (Costanzo, 2004; Heger&Rohrbeck, 2012). Makadokand Barney (2001) further support the claim that a unique comprehension by organizations to identify change drivers via accessing and acquiring strategic resources with the aim to renew and recreate competitive advantage remains the major interest of modern strategic scholars. Thus, such a corporate foresight process (Rohrbeck & Schwarz, 2013) is expected to allow firms to perceive changes in their environment, to understand how the future could evolve, and to trigger organizational responses that create or sustain a competitive advantage. In view of this, a firm might be successful in understanding how it needs to adapt to a changing environment and also be successful in triggering and implementing the changes, but such organization might lack the knowledge that their competitors might have, for example, fast responds to changes which can result in a loss of competitive advantage. With this challenge facing organizations today, the need to allow or create a sustainable organization that will out-compete its rivals at all-time becomes pre dominant.

Colbert and Kurucz (2007) recognize the informal meaning of sustainability as being able to “keep the business going”, whereas additionally, often used word in this setting denotes “future proofing” of establishments. Boudreau & Ramstad (2005) sees sustainability as “achieving success today without compromising the needs of the future”. While according to the Chartered Institute of Personnel and Development (CIPD, 2012) “the essence of sustainability in an organizational context is the principle of enhancing the societal, environmental and economic systems within which a business operates and this introduces the concept of a three-way focus for organizations striving for sustainability”.

While several conceptualizations of organizational sustainability are suggested in the literature -as a social obligation, as a stakeholder obligation, as ethics-driven and as a managerial process (Maignanan Ferrell 2004)- this research focuses on organizational sustainability as a managerial process for which research is relatively scarce. Indeed, considerable research has been directed to the exploration of the economic benefits of organizational sustainability (Wang et al., 2012), but little research has addressed the internal processes of organizational sustainability often considered as a managerial distraction which is the gap in knowledge that the study will address.

This paper consists of two parts. In the first part, a conceptual framework that integrates the dimension into a generic corporate foresight process was drafted. In the second part we review literature that discusses the dimension of corporate foresight and measures of sustainability of organization. The aim of this paper is to identify if organizational relationship exists between corporate foresight and organizational sustainability and to understand whether companies should integrate sustainability into their corporate foresight activities in order to improve their ability to detect and anticipate future changes in the environment.

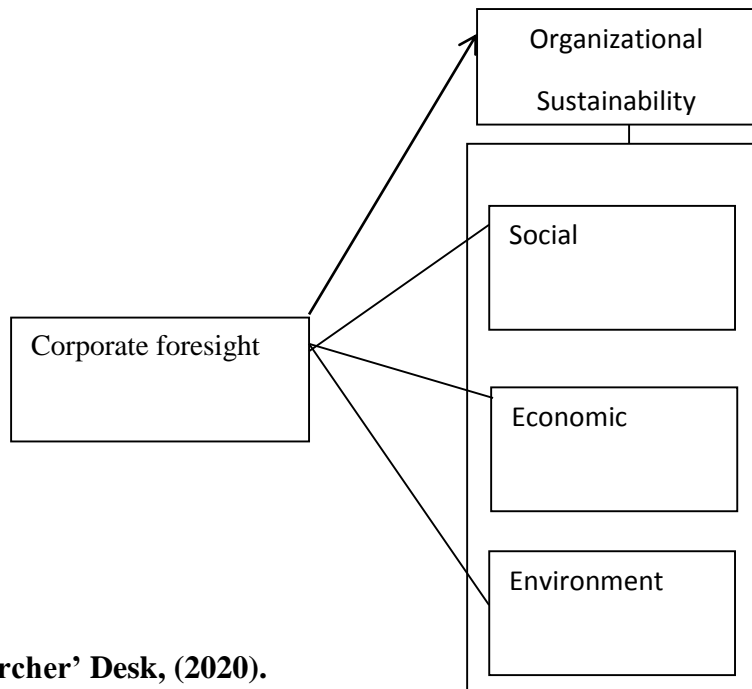
In carrying out the study, three research hypotheses was stated, which include:

H₀₁: There is no significant relationship between corporate foresight and organizational social sustainability of oil servicing companies in Niger delta region.

H02: There is no significant relationship between corporate foresight and organizational economic sustainability of oil servicing companies in Niger delta region.

H03: There is no significant relationship between corporate foresight and organizational environmental sustainability of oil servicing companies in Niger delta region.

1.1 Conceptual Frameworks



Researcher' Desk, (2020).

Conceptual framework on corporate foresight and organizational sustainability of oil servicing companies on Niger Delta, Nigeria.

2.0 Literature Review on Corporate Foresight and Organizational Sustainability

The logical investigation of the future in the sense of contemporary futures studies is not a new phenomenon. Corporate foresight emerged as a research stream in the 1950s. The new field had two main roots. The first was the French 'prospective' school, founded by the philosopher and high-level public servant Gaston Berger. The second was the 'foresight' school, based in the work of Herman Kahn at the RAND Corporation in the US. He developed and pioneered many methods that are still central to contemporary corporate foresight approaches, the most prominent being the Delphi technique.

There were, however, even earlier seeds planted, for example by the British-born philosopher and Nobel laureate Alfred North Whitehead in 1933. Whitehead introduced the term 'foresight' in his book 'Adventures of Ideas' and hinted in his highly acclaimed lecture at Harvard University in 1931, that the business mind of the future would need to acquire philosophical competencies to understand the complexity of societies. This very early observation is still a core element of corporate foresight. In particular, the idea that firms need to build capabilities to engage in sustainable thinking in order to make sense of the past and the present and to anticipate the future remains a proper issue worthy of discuss.

2.1 Corporate Foresight

Foresight refers to a range of practices, methods, tools and techniques that help organizations actively explore, shape and manage the future. This includes understanding key drivers of change, possible projections into the future, and the implications of change on specific businesses, projects or contexts. Foresight activities are not intended to predict the future with complete accuracy. Rather, they enable practitioners to explore plausible futures informed by current trends and trajectories as well as emergent signals of change. Foresight utilizes a wide variety of methods, ranging from creative (e.g. wildcards or science fiction) to evidence based methods (e.g. modeling and bibliometrics), and from expert based (e.g. technology road mapping, Delphi surveys) to highly interactive or participatory methods, (e.g. brainstorming, prototyping). A lot of the methods used in foresight originate from disciplines like social-psychology, scientific management, systems theory, probability and game theory.

According to Rohrbeck (2011) corporate foresight refers to the ability to detect, interpret and respond to discontinuous change. "It can still be seen as an ability that includes any structural element that enables the company to detect discontinuous change early, interpret the consequence for the company, and formulate effective responses to ensure the long-term survival and success of the company"(Rohrbeck, 2010). While Ashkanasy et al., (2004) defines corporate foresight as the extent to which members of a society or an organization believe that their current actions will influence their future and look far into the future for assessing the effects of their current actions".

Corporate foresight can be understood as an overarching futures orientation of an organization and is, therefore, considered a part of strategic management (Gruber & Venter, 2006). Futures researchers, such as Ratcliffe (2006) & Hines (2006) are of the opinion that an unconditioned futures orientation, paired with strong foresight capability and capacity, based on flexible and adaptable systems is the secret to success for any company. For them, for an organization to achieve success, such an organization must be able to identify two of the crucial success factors for long-term survival and success in the marketplace, these factors are peripheral vision and absorptive capacity. Peripheral vision is being able to widen the business perspective and looking for information that is ostensibly unrelated to the current core business and practices of a given organization, because this is the key to identifying signals of change early. In addition, excellence in sustainability management is increasingly being linked to a company's capability in futures research. As former Siemens Chairman, von Pierer, liked to point out: "The surest way to predict the future is to create and shape it yourself". That is why Tessen (2005) says that corporate foresight is best suited to support decisions in sustainable management.

Foresight methodologies

Foresight is a participative process that involves interaction and knowledge exchange in order to fully benefit from multiple perspectives and areas of expertise. There are a broad range of foresight methodologies which combine both quantitative and qualitative approaches. These foresight methods include: Horizon scanning refers to the systematic identification, analysis and communication of signals of change relevant to a specific focal area; a trend can be defined as the tendency of a subject to move in a particular direction over time; a vision is a description of a preferred future state. It describes what a world or organization should look like in the future, or what a project or initiative should achieve; User journeys explore the future through the eyes of the customer or "user". Expert interviews and literature reviews which are useful

to talk to experts in the exploratory phase of a project in order to gather opinions around the topic being explored. A literature review is a key part of the scanning process in order to understand what research has already been conducted on the subject, and to help to map the existing evidence base; brainstorming and brain-writing is a group technique that can be applied to creative problem solving and for generating future user journeys Project. It focuses on the passenger experience, and sets out a forward-looking, inspiring vision for rail and workshops are a useful way to bring together a group of experts or stakeholders to explore trends and emerging issues that are most relevant to a particular client.

2.2 Dimensions of Corporate Foresight

Expert-based foresight

Expert-based foresight emerged in the 1970s. According to this type of foresight, it is assumed that the future can be foreseen by means of expertise. Therefore, companies that use expert-based foresight will outsource most of their fore-sighting activities to experts, such as futures research institutes, in order for them to provide the relevant foresight knowledge. The main methods used during expert-based foresight are Delphi studies, roadmaps, and scenarios analysis (Daheim&Uerz, 2006)

Model-based foresight

In this phase, the perspective shifts towards a quantitative approach of futures research, with the underlying assumption that the future can be calculated by means of computer models based on large amounts of data. As with expert-based foresight, some of the foresight activities are outsourced to knowledge providers and relevant application possibilities for the organization are lost (Daheim&Uerz, 2006)

Trend-based foresight

The most common development stage of corporate foresight is the trend-based foresight, Daheim&Uerz (2006) refer to the approach of scanning developments and trends in the environment and their projection into the future. While this paradigm offers a high communicability of the foresight output, there is a danger that too much emphasis is placed on the scanning and monitoring process itself, thus limiting a company to adapting a reactive strategy.

Context-based or open foresight

Daheim and Uerz (2006) introduce a concept of corporate foresight which is based on an open and interactive perspective and focuses on the communication process rather than on methodology. It is called context-based, open foresight and pays tribute to the increased socio-cultural and socio-technical dynamic resulting from the emergence of the networked society, where almost everything is interconnected and the separation of spheres of life, such as technology, economics, politics and culture, has come to an end. Open foresight is characterized by transparency, methodological hybridity, context orientation and participation, and is “set to diffuse into decision-making and blend into it instead of just preparing it”.

2.3 Organizational Sustainability

Today, many authors refer to the sustainability concept as ambiguous and subject to debate or controversy even though there is consensus that in general sustainability refers to the ability or capacity to endure (Broekhuis& Vos, 2003; Giannettia, Almeida, and Bonilla, 2010; Geelsa, 2010). Colbert andKurucz (2007) identify the colloquial definition of sustainability as being

able to “keep the business going”, whilst another frequently used term in this context refers to the “future proofing” of organizations. Boudreau and Ramstad (2005) refer to sustainability as “achieving success today without compromising the needs of the future”. The Charter of the Sustainability Committee created by the Board of Directors at Ford focuses on sustainable growth which is defines as “the ability to meet the needs of present customers while taking into account the needs of future generations” (Ford, 2012).

Sustainability was defined by Brundtland Commission at the world summit on social development as a development that meets the need of the present without compromising the ability of future generations to meet their own needs (Baumgartner & Rauter 2016). The term “sustainable development” (established in Brundtland, 1987) can be defined as “satisfying the needs of the current generation, without jeopardizing the future generation's ability to meet their needs (Ginsberg, 2000)”. The aim of sustainability indicators is to give organizations enough information to set objective, attainable goals for sustainability and then make evidence-based policy decisions that bring them closer to those goals rather than precisely documenting natural or human systems.

2.4 Measures of Organizational Sustainability

Environmental impact

An environmental impact is seen as a change in the environment due to the intervention known or suspected of man that could have a potentially adverse effect on lasting quality on the natural environment and ecosystems, and consequently on human health. Decisions and activities of firms have an impact on the natural environment, regardless of the implantation site thereof. These impacts can be associated with the use of biological and non-organic resources by the company, with the generation of pollution and wastes and with the impact of its activities on natural habitats.

Social

This indicator of sustainability measures the social consequences of the company's activity for all of its stakeholders who are mainly employees (working conditions, remuneration level, no discrimination), suppliers, customers (security and psychological impacts of products), local communities (nuisances, respect of cultures) and society in general.

Economic

Economic: moving beyond conventional financial business by according attention to new measures of viable wealth. Example: reducing costs through sustainable operations (Ng et al. 2017).

This paper uses environment, economy and social as indicators to measure sustainability.

Corporate foresight and sustainability of organization

Arnold et al. (2010) what makes an organization to have or not to have the ability to succeed in a changing environment? To increase the ability to succeed in a changing environment, the conceptualization of future orientation is therefore crucial. Besides, organizational sustainability requires a long-term vision shared among all relevant stakeholders (Bruysee et al. 2003) and is therefore an example of a future-oriented behavior (Graves et al. 1994; Wang 2012). Since corporate foresight enables the future orientation of firms, both corporate foresight and organizational sustainability emphasize a long term strategic focus.

As previously said, sustainability as define by the Brundtland Commission at the World Summit on Social Development(1987) is seen as a development that meets the need of the present without compromising the ability of future generations to meet their own needs. As the definition mentions the future and leads to a company being more prepared for the future, it means that a company dedicating strong importance to sustainability is building a business model that takes into account the future generations: future customers, future business environments, future shareholders, etc. In fact, organizational sustainability strategies create business value, develop strategic resources, insure against risks (Margolis et al., 2003; Koh et al., 2014) and increase business or company lifespan (Epstein, 2008). Achieving sustainable development within a corporation encourages the adoption of long-term strategies (Ternes, 2017) and improves long-term competitiveness and innovation (Fava &Swarr, 2014).

3.0 Methodology

The study used inferential statistical tools to analyze its data, the information collected from the questionnaire was summarized in their groups and inferential statistical tool of spearman rank order correlation coefficient analyses was used to test the level of significance among variables. Finally, the analysis was aided with SPSS version 21.0. The study was conducted within the Niger Delta region where some oil servicing companies have their offices in different parts of the city. A total 260 staff of ten oil servicing companies were used for the study. Taro-Yamene sample size determination formula was used to determine the sample size. The sample size is 154; total of one hundred and fifty-four questionnaires was administered to the senior staff in the selected oil servicing companies in Niger Delta region.

4.0 Findings

Result and Frequency Analysis

In this section, the output of the primary data is presented. Analysis was carried out on individual variables and measures. Mean scores and standard deviations are also illustrated. The presentation begins with the independent variable which is corporate foresight. It then proceeds to the dependent variable- organizational sustainability, whose measures are social, economic and environmental. These are all scaled on the five (5) point Likert scale (ranging from 1: **SD**=strongly disagree, 2: **D**=disagree, 3: **N**=neutral, 4: **A**=agree and 5: **SA**= strongly agree).

Analysis on corporate foresight

For the purpose of this study, the 5point likert scale was adopted in our questionnaire, having response categories in the order of SA =5, A=4, U=3, D=2 and SD=1. Going by this categorization, our mean responses value fall between 1-2 as being low, 2.5-3.5 as being moderate, 3.5 – 4.5 as high and 4.5 above as very high.

Table 1: Response Rates for corporate foresight

Corporate foresight	SA	A	N	D	SD	Mean	Std.
1 Industries riskiness is Very safe for all firms.	25	25	20	22	29	2.96	1.480
2 Almost all of our scanning attention is directed towards our current business goals.	32	30	12	25	20	3.26	1.464
3 We rely mostly on experience-based intuition rather than explicit methods to interpret our environment.	40	25	9	17	30	3.23	1.622
4 We carefully evaluate the situational needs for methods and employ regularly novel methods and develop our own approaches to solve future issues	18	39	16	27	21	3.05	1.359

Source: Survey Data, 2019

Table 1 illustrates the response rates and frequency of corporate foresight measured on a 4-item instrument and scaled on a 5-point Likert scale. From the data, the first question item shows a mean score of 2.96 which is on the moderate range of the scale. The 2nd, 3rd and 4th question items with 3.26, 3.23 and 3.05 mean scores respectively indicates that the respondents are more inclined to the agree range of the scale used in measurement and responses are moderately distributed.

Table 2: Descriptive Statistics For corporate foresight

	N	Minimum	Maximum	Mean	Std. Deviation
Corporate foresight	121	1.00	5.00	3.1240	1.36516
Valid N (listwise)	121				

SPSS 21.0 Data Output, 2019

Table 2 above illustrates the descriptive statistics for corporate foresight with mean score 3.1240 and indicates that most of the respondents were on the moderate range of the measurement scale.

Table 3 Response rates for social

	Social	SA	A	N	D	SD	Mean	Std.
1	I think that those who are living now should make sure that people in the future enjoy the same quality of life as we do today.	31	20	15	24	31	2.97	1.560
2	I think that it is important that people in society exercise their democratic rights and become involved in important issues.	30	30	13	30	18	3.20	1.435
3	It is good to promote health and safety for work force and local community /residents.	24	32	9	25	31	2.94	1.518

Survey Data, 2019

Table 3 above shows descriptive data on the extent to which social as a measure of organizational sustainability. The 1st, 2nd, and 3rd question items with a mean score of , 2.94, and 3.20 and 2.94 respectively shows that the respondents are more on the moderate range of the scale.

Table 4: Response rates for Economic

	Economic	SA	A	N	D	SD	Mean	Std.
1	Sustainable development requires a fair distribution of goods and services among people in the in the companies.	27	33	12	26	23	3.12	1.464
2	We prefer to promote profit for developers and funders/return on investment	42	32	17	17	13	3.60	1.369
3	To promote investment in local businesses /enterprises should be encouraged.	35	35	14	20	17	3.42	1.419

Survey Data, 2019

Table 4 illustrates the response rates and frequency for economic measured on a 3-item instrument and scaled on a 5-point Likert scale. From the data, the first and second question items show a moderate mean scores of 3.26, and 3.42 respectively while the third question item with a mean score of 3.60 illustrates that the respondents are more inclined to the agree range of the scale used in measurement.

Table 5: Response rates for environmental

Environmental	SA	A	N	D	SD	X	Std.
1 I think that using more natural resources than we need does not threaten the health and well-being of people in the future.	32	35	6	28	20	3.26	1.481
2 I think that It is good for a company to carry out an industry-led environmental programs such as Responsible Care, industry climate challenge programs, etc	46	18	11	33	13	3.42	1.487
3 I think one should be aware of the proportion of competitors that have adopted an environmental management system.	43	18	12	31	17	3.32	1.518

Survey Data, 2019

Table 5 above shows descriptive data on the extent to which environment is a measure of organizational sustainability. The 1st, 2nd, and 3rd question items with a mean score of , 3.26, 3.42 and 3.32 respectively shows that the respondents are more on the moderate range of the scale.

Table 5: Descriptive Statistics for organizational sustainability.

	N	Minimum	Maximum	Mean	Std. Deviation
Social	121	1.00	5.00	3.0358	1.37423
Economic	121	1.00	5.00	3.3829	1.32404
Environment	121	1.67	5.00	3.3333	1.12546
Valid N (listwise)	121				

SPSS 21.0 data Output, 2019

Table 5 above illustrates the descriptive statistics for organizational sustainability of oil servicing companies in Niger Delta region. Social with a mean score of 3.0358, economic with a mean score of economic 3.3829 and environment with a mean score of 3.3333 indicates that most of the respondents were on the moderate range of the measurement scale.

Table 6: Descriptive Statistics for the study variables

	N	Minimum	Maximum	Mean	Std. Deviation
Corporate foresight	121	1.00	5.00	3.1240	1.36516
organizational sustainability	121	1.44	5.00	3.2507	1.22773
Valid N (listwise)	121				

Source: SPSS 21.0 data Output, 2019

The data in table 6 illustrates the descriptive statistics summary for the study variables which are corporate foresight and organizational sustainability.

Secondary Data Analysis

The secondary data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence interval. Specifically, the tests cover hypotheses HO_1 to HO_3 which were bivariate and all stated in the null form. This research relied on the Spearman Rank (*rho*) statistic to undertake the analysis. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at ($p>0.05$) or rejecting the null hypotheses at ($p<0.05$)

Presentation of Results on the Analysis of Data on Research Questions and Testing of Hypotheses

The research had proposed three hypotheses in the introduction of this study to seek explanation between corporate foresight and organizational sustainability of oil servicing companies in Niger Delta region. The Spearman rank order Correlation coefficient is calculated using the SPSS 21.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. The researcher used this to answer the research questions one to three. Correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while the value of +1.00 represents a perfect positive correlation. A value of 0.00 represents a lack of correlation. In testing hypotheses one to three, the following rules were upheld in accepting or rejecting our alternate hypotheses; all the coefficient values that indicate levels of significance (or) as calculated using SPSS were accepted and therefore our alternate hypotheses rejected; when no significance is indicated in the coefficient *r* value, we reject our alternate hypotheses.

Relationship between corporate foresight and organizational sustainability

The table below shows the result of correlation matrix obtained for corporate foresight and organizational sustainability. Also displayed in the table is the statistical test of significance (*p* - value), which makes us able to answer our research question and generalize our findings to the study population.

Table 7: Table of Correlation Matrix for corporate foresight and organizational sustainability.

		Corporate foresight	<i>Social</i>	Economic	environmental
Corporate foresight	Correlation Coefficient	1.000	.926**	.969**	.828**
	Sig. (2-tailed)	.	.000	.000	.000
	N	121	121	121	121
Social	Correlation Coefficient	.926**	1.000	.968**	.882**
	Sig. (2-tailed)	.000	.	.000	.000
	N	121	121	121	121
Economic	Correlation Coefficient	.969**	.968**	1.000	.851**
	Sig. (2-tailed)	.000	.000	.	.000
	N	121	121	121	121
environment	Correlation Coefficient	.828**	.882**	.851**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	121	121	121	121

** . Correlation is significant at the 0.01 level (2-tailed).

SPSS 21.0 data Output, 2019

Table 7 illustrates the test for the three previously postulated bivariate hypothetical statements. The results show that for hypothesis one; there is no significant relationship corporate foresight and social ($r = 0.926$, $p = 0.000 < 0.01$), hypothesis two; There is no significant relationship between corporate foresight and economic ($r = 0.969$, $p = 0.000 < 0.01$), hypothesis three; There is no significant relationship between corporate foresight and environment ($r = 0.828$, $p = 0.000 < 0.01$). Therefore based on the results illustrated, all previous bivariate null hypothetical statements are hereby rejected as the study finds that:

There is a significant relationship between corporate foresight and social sustainable development of oil servicing companies in Niger Delta region.

There is a significant relationship between corporate foresight and economic sustainable development of oil servicing companies in Niger Delta region.

There is a significant relationship between corporate foresight and environmental sustainable development of oil servicing companies in Niger Delta region.

5.1 Conclusion

Corporate Foresight enables a company to detect discontinuous change early, to interpret the consequences for the company, and to formulate effective responses with the aim of ensuring the long-term survival and success of the company (Rohrbeck, 2010). In the present paper, a focus was set on organizational Sustainability practices, which also aim at preparing the company for the future. Because both corporate foresight and organizational sustainability are forward-thinking activities, and because their purpose is to ensure the long-term survival of the organization, it can be assumed that they can support each other and that they are built on similar managerial processes.

5.2 Recommendation

It is critical for companies today to learn how to survive and adapt to an ever-faster changing environment. It is interesting to study corporate foresight in the light of organizational sustainability, because organizational sustainability has often been present within companies for longer than corporate foresight. As a result, there is less unknown about the management of organizational sustainability than about the management of corporate foresight. Furthermore, because organizational sustainability is more strongly established and framed within corporations than corporate foresight, it can be used to strengthen some aspects of corporate foresight.

With this we recommend that Oil servicing organizations should:

1. Pay more attention to the act corporate fore sighting.
2. Create a Foresight/Sustainability Team in order to balance their real time workflow and their intended goals; which will make them more proactive and innovative, especially, to unforeseen change in the oil servicing industry.

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