Strategic Foresight and Organizational Resilience: A Cross-Sector Moderated Mediation Model of Organizational Agility and Risk Governance Maturity in Corporate Organizations and Higher Institutions

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ABSTRACT

This study examines the relationship between strategic foresight and organizational resilience, considering the mediating role of organizational agility and the moderating role of risk governance maturity across corporate organizations and higher education institutions. Anchored in Dynamic Capabilities Theory and a contingency perspective on risk governance, the study employed a quantitative, non-experimental, explanatory-correlational research design. A total of 500 respondents, equally distributed between the two sectors, were selected through stratified purposive sampling. Data were collected using a structured questionnaire and analyzed through Structural Equation Modeling (SEM), mediation and moderation analyses, and multi-group comparisons, supported by 5,000 bootstrap resamples. The findings revealed significant positive relationships among strategic foresight, organizational agility, and organizational resilience. Organizational agility significantly mediated the relationship between strategic foresight and organizational resilience, while risk governance maturity positively moderated the relationship between strategic foresight and organizational agility, strengthening the conditional indirect effect on organizational resilience. Although variations in structural coefficients were observed between corporate organizations and higher education institutions, the multi-group comparisons revealed no statistically significant differences between the two sectors. The findings establish the importance of integrating strategic foresight, organizational agility, and risk governance maturity in strengthening organizational resilience. The resulting cross-sector moderated mediation framework contributes to strategic management and organizational governance literature by demonstrating how anticipatory capabilities, organizational adaptability, and risk governance collectively support organizational resilience. The study provides practical implications for corporate executives and higher education administrators in developing evidence-based strategies to enhance organizational preparedness, adaptability, and long-term resilience in increasingly uncertain institutional environments.

Keywords: strategic foresight, organizational resilience, organizational agility, risk governance maturity, moderated mediation

INTRODUCTION

Organizations today face increasing uncertainty arising from technological advancement, economic instability, institutional reforms, and changing stakeholder expectations. These challenges have made organizational resilience an essential capability for sustaining performance and adapting to disruption. Strategic foresight enables organizations to anticipate emerging risks, recognize opportunities, and develop strategies for uncertain futures. Marinković et al. (2022) emphasized its importance in strengthening strategic decision-making amid

environmental complexity. Similarly, Shaya et al. (2023) highlighted the significance of anticipation, coping, and adaptation in developing organizational resilience within higher education institutions.

However, anticipating future challenges does not necessarily ensure organizational resilience. Organizations must also possess the agility to translate strategic insights into timely and effective responses. Bek Yağmur and Myrvang (2023) established a significant positive relationship between organizational agility and resilience, demonstrating the importance of adaptive capabilities during organizational crises. Furthermore, Dahmen (2023) emphasized the contribution of enterprise risk management to organizational resilience, while De Lorena and Costa (2023) highlighted the importance of risk management maturity in strengthening institutional practices.

Although these studies provide valuable insights, further investigation is needed to understand how strategic foresight, organizational agility, and risk governance maturity interact across different organizational settings. Accordingly, this study examines the relationship between strategic foresight and organizational resilience, with organizational agility as a mediating variable and risk governance maturity as a moderating variable. Through a cross-sector comparison of corporate organizations and higher education institutions, the study seeks to develop an integrated understanding of the capabilities that support organizational resilience and provide empirical insights for strategic leadership, institutional governance, and sustainable organizational development.

Research Questions

This study aims to examine the relationship between strategic foresight and organizational resilience, considering the mediating role of organizational agility and the moderating role of risk governance maturity across corporate organizations and higher education institutions.

Specifically, it seeks to answer the following questions:

1. What is the level of strategic foresight, organizational resilience, organizational agility, and risk governance maturity among corporate organizations and higher education institutions?
2. To what extent does strategic foresight significantly predict organizational resilience across the two sectors?
3. Does organizational agility significantly mediate the relationship between strategic foresight and organizational resilience?
4. Does risk governance maturity significantly moderate the relationship between strategic foresight and organizational agility?
5. Does the indirect effect of strategic foresight on organizational resilience through organizational agility significantly vary across different levels of risk governance maturity?
6. Are there significant differences in the moderated mediation relationships between corporate organizations and higher education institutions?

Hypotheses of the Study

The study tests the relationships among strategic foresight, organizational resilience, organizational agility, and risk governance maturity across corporate organizations and higher education institutions. The following null hypotheses are formulated to address the research questions and examine the moderated mediation model.

H_o1: Strategic foresight does not significantly predict organizational resilience across corporate organizations and higher education institutions.

H_o2: Organizational agility does not significantly mediate the relationship between strategic foresight and organizational resilience.

$H_0$3: Risk governance maturity does not significantly moderate the relationship between strategic foresight and organizational agility.

$H_0$4: Risk governance maturity does not significantly moderate the indirect effect of strategic foresight on organizational resilience through organizational agility.

$H_0$5: There are no significant differences in the structural relationships and conditional indirect effects of the moderated mediation model between corporate organizations and higher education institutions.

Framework of the Study

The framework of this study provides a theoretical and conceptual foundation for examining the relationships among strategic foresight, organizational agility, risk governance maturity, and organizational resilience. It integrates relevant theoretical perspectives to explain how organizational capabilities and governance practices contribute to resilience in an increasingly uncertain environment. Furthermore, it establishes the basis for examining the moderated mediation model across corporate organizations and higher education institutions.

Theoretical Framework

This study is anchored in Dynamic Capabilities Theory, which explains how organizations anticipate environmental changes, mobilize resources, and adapt to emerging challenges. Within this perspective, strategic foresight represents an organization's capacity to recognize future opportunities and threats, while organizational agility reflects its ability to translate strategic insights into adaptive actions. Marinković et al. (2022) emphasized the relevance of dynamic capabilities in understanding strategic foresight, while Bek Yağmur and Myrvang (2023) demonstrated the significant contribution of organizational agility to organizational resilience.

The study is further informed by a contingency perspective on risk governance, which recognizes that organizational capabilities may produce different outcomes depending on institutional conditions. De Lorena and Costa (2023) identified important attributes and contextual factors influencing risk management maturity, while Dahmen (2023) highlighted the contribution of enterprise risk management to organizational resilience. These perspectives support the examination of risk governance maturity as a condition that may strengthen or weaken the relationship between strategic foresight and organizational agility.

Conceptual Framework

The conceptual framework of the study presents the relationships among strategic foresight, organizational agility, risk governance maturity, and organizational resilience. It integrates these variables within a moderated mediation model that examines the mediating role of organizational agility and the moderating role of risk governance maturity in the relationship between strategic foresight and organizational resilience. The framework provides a theoretical and analytical foundation for understanding these relationships across corporate organizations and higher education institutions.

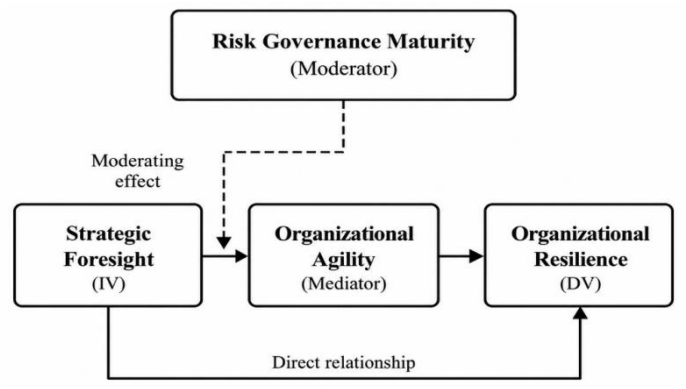


Figure 1. Conceptual Framework of the Study

Figure 1 presents the conceptual framework of the study, identifying strategic foresight as the independent variable and organizational resilience as the dependent variable, with organizational agility serving as the mediating variable and risk governance maturity as the moderating variable. Organizational agility functions as the mediating variable, explaining how strategic foresight may influence organizational resilience, while risk governance maturity serves as the moderating variable, potentially influencing the strength of the relationship between strategic foresight and organizational agility. The framework also examines the direct relationship between strategic foresight and organizational resilience. These relationships will be tested and compared across corporate organizations and higher education institutions to determine potential differences in their organizational capabilities and resilience mechanisms.

METHODOLOGY

Research Design

This study will employ a quantitative, non-experimental, explanatory-correlational research design using a cross-sectional survey approach. This design is appropriate for examining the relationships among strategic foresight, organizational agility, risk governance maturity, and organizational resilience without manipulating the study variables. A comparative approach will also be incorporated to determine whether the relationships differ between corporate organizations and higher education institutions.

The study will utilize Structural Equation Modeling (SEM) to examine the direct relationship between strategic foresight and organizational resilience, the mediating effect of organizational agility, and the moderating effect of risk governance maturity. Bootstrapping procedures will be employed to assess indirect and conditional indirect effects, consistent with the methodological principles discussed by Hayes (2022). Furthermore, multi-group analysis will be conducted to compare the structural relationships across the two sectors, subject to establishing adequate measurement invariance. This approach will provide empirical evidence regarding the moderated mediation model while recognizing that cross-sectional findings cannot independently establish causal relationships.

Population, Sample, and Sampling Technique

The target population of this study will comprise managerial and professional personnel from selected corporate organizations and higher education institutions. Respondents will include executives, department heads, managers, academic administrators, program directors, and other personnel involved in strategic planning, organizational governance, risk management, and institutional decision-making. Eligible participants must have at least one year of relevant professional experience and sufficient knowledge of their organization's strategic and operational practices to provide informed assessments of the study variables.

The study will initially target 500 respondents, equally distributed between corporate organizations (250) and higher education institutions (250). This allocation is intended to support balanced cross-sector comparisons and the examination of the moderated mediation model using Structural Equation Modeling (SEM). However, the final sample size will be determined through an a priori statistical power analysis, considering model complexity, anticipated effect sizes, and the requirements of multi-group analysis. Kline (2023) emphasized that sample adequacy in SEM depends on model characteristics and statistical considerations rather than a fixed numerical requirement.

A stratified purposive sampling technique will be employed, with respondents initially grouped according to their organizational sector and subsequently selected based on established eligibility criteria. This non-probability approach is appropriate because the study requires participants with direct knowledge of strategic foresight, organizational agility, risk governance maturity, and organizational resilience. Data will be gathered primarily through a structured online questionnaire distributed through authorized institutional channels and professional networks. Participation will remain voluntary, and responses will be screened for completeness and eligibility. Where multiple respondents represent the same organization, potential clustering of responses will be considered during statistical analysis. The sampling approach will facilitate the examination of organizational

relationships across the two sectors, although findings will be interpreted within the limitations of non-probability sampling.

Research Instrument

The study will utilize a researcher-adapted structured questionnaire as the primary instrument for gathering quantitative data on strategic foresight, organizational agility, risk governance maturity, and organizational resilience. The questionnaire will be developed using relevant indicators drawn from recent empirical studies and established measurement frameworks. Its development will be informed by Moqaddamerad and Ali (2024) for strategic foresight, Bek Yağmur and Myrvang (2023) for organizational agility, Yoshiura et al. (2023) for risk management maturity, and Verreynne et al. (2023) for organizational resilience. The statements will be adapted to ensure their relevance and applicability across corporate organizations and higher education institutions.

The questionnaire will consist of five sections. Section I will gather respondents' professional profiles, including organizational sector, position, years of experience, and involvement in strategic decision-making. Section II will assess strategic foresight through environmental scanning, future-oriented planning, anticipation of emerging challenges, and strategic preparedness. Section III will measure organizational agility in terms of responsiveness, flexibility, adaptive decision-making, and resource mobilization. Section IV will examine risk governance maturity through risk identification, leadership oversight, accountability, risk assessment, and integration of risk management into organizational decisions. Section V will assess organizational resilience through preparedness, adaptability, operational continuity, recovery capability, and organizational learning.

The instrument will employ a four-point Likert scale, ranging from 4 (Strongly Agree), 3 (Agree), 2 (Disagree), to 1 (Strongly Disagree). The same response scale will be applied consistently across the four study variables to facilitate quantitative analysis and comparison. Questionnaire items will be phrased using sector-neutral terminology to ensure that respondents evaluate organizational practices within their respective institutions. Before its administration, the instrument will undergo expert validation and pilot testing to establish its clarity, relevance, reliability, and suitability for the moderated mediation analysis.

Validity of the Research Instrument

To establish the validity of the research instrument, the questionnaire will undergo content and construct validation to ensure that its items accurately measure strategic foresight, organizational agility, risk governance maturity, and organizational resilience. Three experts specializing in strategic management, organizational governance, and quantitative research will evaluate the questionnaire in terms of relevance, clarity, appropriateness, and alignment with the study objectives. Their evaluations will be used to assess content validity through the Content Validity Index (CVI), and necessary revisions will be incorporated before pilot testing.

Construct validity will subsequently be examined using Confirmatory Factor Analysis (CFA) to determine whether the questionnaire items adequately represent their respective constructs. Convergent validity will be assessed through standardized factor loadings and Average Variance Extracted (AVE), while discriminant validity will establish whether the constructs are sufficiently distinct. Cheung et al. (2024) emphasized the importance of evaluating measurement quality through multiple validity criteria before testing structural relationships. Furthermore, measurement invariance will be examined to determine whether the instrument measures the same constructs consistently across corporate organizations and higher education institutions. These procedures will help establish the instrument's suitability for the moderated mediation analysis.

Reliability of the Research Instrument

The reliability of the research instrument will be established through pilot testing to determine the internal consistency of the questionnaire items measuring strategic foresight, organizational agility, risk governance maturity, and organizational resilience. The pilot test will involve approximately 30–50 qualified respondents from corporate organizations and higher education institutions who will not participate in the main study. Data obtained will be analyzed using Cronbach’s alpha and McDonald’s omega to assess the consistency of the

measurement scales. Cheung et al. (2024) emphasized the importance of evaluating reliability using appropriate statistical measures before examining structural relationships.

Reliability coefficients of 0.70 or higher will be considered acceptable for preliminary assessment, while values of 0.80 or higher will indicate stronger internal consistency. Items demonstrating weak correlations with their respective constructs will be reviewed and revised as necessary, considering their theoretical relevance. Furthermore, composite reliability will be assessed during Confirmatory Factor Analysis (CFA) using the main study data to establish the reliability of the latent constructs. These procedures will help ensure that the research instrument produces consistent and dependable measurements suitable for the moderated mediation analysis.

Data Gathering Procedure

The data gathering process will commence upon securing approval from the appropriate research ethics committee and obtaining the necessary permissions from selected corporate organizations and higher education institutions. Following the validation of the research instrument by three experts, a pilot test will be conducted among 30–50 qualified respondents who will be excluded from the main study. Necessary revisions will be incorporated based on the validation results and reliability analysis before the questionnaire is finalized for distribution.

The study will employ an online survey approach using Google Forms or a comparable digital platform to facilitate efficient and accessible data collection. Through stratified purposive sampling, qualified respondents will be recruited from the two organizational sectors, targeting 250 participants from corporate organizations and 250 from higher education institutions, subject to the final sample size requirements. The survey link will be distributed through authorized institutional communication channels, professional networks, and official electronic correspondence. Each respondent will receive an introductory statement explaining the study's purpose, eligibility requirements, voluntary participation, confidentiality measures, and informed consent procedures before accessing the questionnaire.

Upon completion of the data gathering period, responses will be downloaded, organized, and screened for eligibility, completeness, duplicate submissions, and response quality. Incomplete or invalid responses will be excluded based on predetermined screening criteria. The validated dataset will subsequently be encoded and analyzed using appropriate statistical software to examine the direct, mediating, moderating, and conditional indirect relationships among the study variables. All collected information will be securely stored, accessed only by authorized researchers, and reported in aggregate form to protect respondents' identities and maintain research integrity.

Statistical Treatment of Data

The data collected in this study will be analyzed using appropriate descriptive and inferential statistical techniques to examine the relationships among strategic foresight, organizational agility, risk governance maturity, and organizational resilience. Statistical analysis will be conducted using SPSS and suitable Structural Equation Modeling (SEM) software. The following statistical tools will be employed to address the research questions and test the hypotheses.

Frequency and Percentage Distribution. These statistical measures will be used to describe the demographic and professional characteristics of the respondents, including organizational sector, position, years of professional experience, and involvement in strategic decision-making. The results will provide an overview of the respondents' profiles across corporate organizations and higher education institutions.

Weighted Mean and Standard Deviation. These measures will be employed to determine the perceived levels of strategic foresight, organizational agility, risk governance maturity, and organizational resilience. The questionnaire will utilize a four-point Likert scale, with the following ranges and verbal interpretations: 3.26–4.00 (Very High/Strongly Agree), 2.51–3.25 (High/Agree), 1.76–2.50 (Low/Disagree), and 1.00–1.75 (Very Low/Strongly Disagree). The standard deviation will indicate the variability of respondents' assessments for each construct.

Confirmatory Factor Analysis (CFA). CFA will be conducted to evaluate the measurement model and determine whether the observed indicators adequately represent their respective latent constructs. Standardized factor loadings, composite reliability, Average Variance Extracted (AVE), and discriminant validity will be assessed. Model fit will also be evaluated using appropriate indices, including the Comparative Fit Index (CFI), Tucker–Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR), consistent with the methodological recommendations of Kline (2023).

Structural Equation Modeling (SEM). SEM will be employed to examine the direct relationships among the study variables, particularly the influence of strategic foresight on organizational resilience. Standardized path coefficients, their statistical significance, and explained variance will be examined to determine the strength and direction of the structural relationships.

Mediation Analysis. The mediating effect of organizational agility on the relationship between strategic foresight and organizational resilience will be examined using bootstrapping procedures with 5,000 resamples, where supported by the selected estimator. The indirect effect will be considered statistically significant when its 95% confidence interval excludes zero, following the principles of mediation analysis discussed by Hayes (2022).

Moderation and Moderated Mediation Analysis. The moderating effect of risk governance maturity will be assessed by examining its interaction with strategic foresight in predicting organizational agility. Conditional indirect effects will subsequently be estimated to determine whether the influence of strategic foresight on organizational resilience through organizational agility varies across different levels of risk governance maturity. The significance of the moderated mediation effect will be evaluated using bootstrapped confidence intervals and the index of moderated mediation, consistent with Hayes (2022).

Multi-Group Analysis (MGA). Multi-group SEM will be conducted to determine whether the structural relationships and conditional indirect effects differ significantly between corporate organizations and higher education institutions. Measurement invariance will first be examined to establish the comparability of constructs across sectors. Differences in structural path coefficients and indirect effects will then be evaluated using appropriate group-comparison procedures.

All statistical hypotheses will be evaluated at a **0.05 level of significance**, with corresponding 95% confidence intervals. The findings will be interpreted according to their statistical significance, effect sizes, and theoretical relevance to the moderated mediation model.

Ethical Considerations

This study will adhere to established ethical principles in research to ensure the protection, privacy, and welfare of all participants. Prior to data collection, approval will be secured from the appropriate research ethics committee, and informed consent will be obtained from all respondents. Participation will be voluntary, with respondents having the right to withdraw at any time without penalty. Confidentiality and anonymity will be maintained through secure data handling and the exclusion of personally identifiable information from research reports, in accordance with the Philippine Data Privacy Act of 2012 (Republic Act No. 10173). All collected data will be used exclusively for academic research purposes, ensuring transparency, integrity, and responsible reporting of findings.

RESULTS AND DISCUSSION

This chapter presents the results and discussion of the study, focusing on the relationships among strategic foresight, organizational agility, risk governance maturity, and organizational resilience across corporate organizations and higher education institutions. The findings are organized according to the research questions and analyzed using descriptive and inferential statistical techniques, including Structural Equation Modeling (SEM). The results are interpreted in relation to the study's theoretical framework and relevant literature to provide meaningful insights into the moderated mediation model.

1. To assess the levels of strategic foresight, organizational resilience, organizational agility, and risk governance maturity among corporate organizations and higher education institutions.

The first research question examines the perceived levels of strategic foresight, organizational resilience, organizational agility, and risk governance maturity across corporate organizations and higher education institutions. Descriptive statistics, particularly the mean and standard deviation, are used to assess the extent to which these organizational capabilities and governance practices are demonstrated within the two sectors.

Table 1 Descriptive Levels of Strategic Foresight, Organizational Agility, Risk Governance Maturity, and Organizational Resilience Across Corporate Organizations and Higher Education Institutions

Study Variables	**Corporate Organizations Mean (SD)**	**Higher Education Institutions Mean (SD)**	**Overall Mean (SD)**	**Verbal Interpretation**
Strategic Foresight	3.34 (0.43)	3.18 (0.48)	3.26 (0.46)	Very High
Organizational Agility	3.36 (0.44)	3.09 (0.51)	3.23 (0.50)	High
Risk Governance Maturity	3.20 (0.51)	2.96 (0.54)	3.08 (0.54)	High
Organizational Resilience	3.24 (0.48)	3.31 (0.45)	3.28 (0.47)	Very High

Note. The study included 250 respondents from corporate organizations and 250 respondents from higher education institutions (N = 500). A four-point Likert scale was used with the following interpretations: 3.26–4.00 = Very High; 2.51–3.25 = High; 1.76–2.50 = Low; and 1.00–1.75 = Very Low. SD = Standard Deviation. The reported mean scores and standard deviations were calculated from the actual survey responses.

Table 1 presents the descriptive results for strategic foresight, organizational agility, risk governance maturity, and organizational resilience among corporate organizations and higher education institutions. Organizational resilience obtained the highest overall mean of 3.28 (SD = 0.47), followed by strategic foresight at 3.26 (SD = 0.46), both interpreted as Very High. Organizational agility recorded a mean of 3.23 (SD = 0.50), while risk governance maturity received the lowest mean of 3.08 (SD = 0.54), both interpreted as High. These findings indicate that respondents generally perceive their organizations as capable of anticipating changes, adapting to challenges, and maintaining operational stability. However, the relatively lower assessment of risk governance maturity suggests that this area requires greater management attention.

In terms of strategic foresight, corporate organizations obtained a mean of 3.34, compared with 3.18 among higher education institutions. This finding indicates that corporate respondents reported a higher level of strategic foresight, particularly in anticipating environmental changes, identifying emerging opportunities, and integrating future considerations into organizational planning. The difference may be associated with the competitive demands faced by corporate organizations, where anticipating market developments is essential to maintaining business performance. Marinković et al. (2022) emphasized the importance of corporate foresight in helping organizations navigate uncertainty and prepare for future developments. The present findings support the relevance of strategic foresight in strengthening organizational preparedness across both sectors.

A similar pattern emerged in organizational agility, where corporate organizations recorded a mean of 3.36, compared with 3.09 among higher education institutions. This finding suggests that corporate respondents perceive their organizations as more flexible and responsive to operational changes. Corporate organizations frequently operate in competitive environments that require timely decisions and adjustments to business strategies. Higher education institutions, meanwhile, often follow established administrative and academic procedures that may influence the speed of organizational responses. Bek Yağmur and Myrvang (2023) highlighted the importance of organizational agility in crisis management and resilience, particularly in strengthening an organization's ability to respond to unexpected challenges. These findings emphasize the

importance of flexible management practices, responsive leadership, and continuous improvement in both organizational settings.

In contrast, higher education institutions obtained a slightly higher mean for organizational resilience at 3.31, compared with 3.24 among corporate organizations. This finding indicates that respondents from higher education institutions reported a stronger capacity to maintain essential operations and manage organizational disruptions. Despite obtaining a lower assessment of organizational agility, academic institutions demonstrated a favorable level of resilience. This distinction suggests that maintaining organizational stability does not necessarily require the same level of operational flexibility. Shaya et al. (2023) identified anticipation, coping, and adaptation as important dimensions of organizational resilience in higher education. Their findings highlight the contribution of institutional preparedness, effective resource management, and organizational learning to maintaining continuity during periods of uncertainty.

Risk governance maturity received the lowest overall assessment, with corporate organizations recording a mean of 3.20 and higher education institutions obtaining 2.96. Although both results fall within the High category, they indicate that risk governance practices received relatively lower assessments than the other organizational capabilities examined. These finding highlights opportunities to strengthen risk identification, accountability, monitoring systems, and the integration of risk management into strategic decision-making. De Lorena and Costa (2023) discussed the influence of organizational and contextual factors on risk management maturity, while Dahmen (2023) emphasized the contribution of enterprise risk management to organizational resilience during major disruptions. These perspectives reinforce the importance of developing systematic and proactive risk governance practices across corporate and educational institutions.

Overall, the findings reveal that corporate organizations obtained higher assessments of strategic foresight and organizational agility, while higher education institutions demonstrated a slightly higher perceived level of organizational resilience. Risk governance maturity emerged as the lowest-rated organizational capability across both sectors, suggesting the need for continued improvement in risk management practices and governance structures. These findings provide a basis for examining the relationships among strategic foresight, organizational agility, risk governance maturity, and organizational resilience. However, differences in descriptive means do not automatically indicate statistically significant differences between sectors. Further analysis using Structural Equation Modeling and multi-group comparisons can establish the significance of the relationships and determine whether these relationships differ between corporate organizations and higher education institutions.

2. To determine the extent to which strategic foresight significantly predicts organizational resilience across corporate organizations and higher education institutions.

This section examines the predictive relationship between strategic foresight and organizational resilience across corporate organizations and higher education institutions. Structural Equation Modeling (SEM) is to determine the strength, direction, and statistical significance of this relationship.

Table 2 Structural Equation Modeling Results on the Direct Relationship Between Strategic Foresight and Organizational Resilience

Organizational Sector	β	SE	z-value	p-value	R^2	Interpretation
Corporate Organizations (n = 250)	0.32	0.079	4.05	< 0.001	0.55	Significant
Higher Education Institutions (n = 250)	0.23	0.085	2.71	0.007	0.47	Significant
Overall (N = 500)	0.28	0.055	5.09	< 0.001	0.52	Significant

Table 2 presents the results of the structural equation modeling analysis examining the influence of strategic foresight on organizational resilience across corporate organizations and higher education institutions. The overall findings reveal that strategic foresight is a positive and statistically significant predictor of organizational

resilience ($\beta = 0.28$, $z = 5.09$, $p < 0.001$). This indicates that organizations with stronger strategic foresight tend to demonstrate higher levels of organizational resilience, even after accounting for the other variables included in the model. The coefficient of determination ($R^2 = 0.52$) further indicates that the complete structural model explains 52% of the variance in organizational resilience. These findings highlight the importance of strategic foresight in strengthening organizational preparedness and the ability to respond to changing conditions.

Among corporate organizations, strategic foresight demonstrated a positive and statistically significant relationship with organizational resilience ($\beta = 0.32$, $p < 0.001$). This finding suggests that organizations that actively anticipate future challenges, monitor changes in their business environment, and incorporate long-term considerations into strategic decisions tend to demonstrate greater resilience. In a competitive business environment, the ability to recognize potential risks and opportunities allows organizations to prepare for disruptions and maintain operational stability. Marinković et al. (2022) emphasized the importance of corporate foresight in managing environmental uncertainty through strategic anticipation and informed decision-making. Similarly, García-Valenzuela et al. (2023) highlighted the contribution of dynamic organizational capabilities to organizational resilience, particularly in uncertain business environments. These perspectives support the finding that strategic foresight is an important organizational capability associated with resilience in the corporate sector.

Higher education institutions also demonstrated a positive and statistically significant relationship between strategic foresight and organizational resilience ($\beta = 0.23$, $p = 0.007$). Although the standardized coefficient was lower than that recorded among corporate organizations, the result indicates that strategic foresight remains an important predictor of resilience in educational institutions. Universities and colleges face various challenges, including technological developments, changing educational demands, regulatory requirements, and financial pressures. Institutions that anticipate these challenges and incorporate future-oriented strategies into their planning may be better positioned to sustain academic operations and respond to institutional changes. Shaya et al. (2023) emphasized the importance of anticipation, coping mechanisms, and adaptation in strengthening organizational resilience in higher education. This supports the relevance of strategic foresight in promoting institutional preparedness and long-term sustainability.

A comparison of the two sectors shows that strategic foresight has a stronger standardized relationship with organizational resilience among corporate organizations ($\beta = 0.32$) than among higher education institutions ($\beta = 0.23$). This pattern suggests that strategic foresight may be more closely associated with organizational resilience in corporate settings, where competitive pressures and rapidly changing market conditions require continuous strategic adjustments. In higher education institutions, established governance structures, academic policies, and administrative processes may influence how strategic foresight is translated into organizational responses. Nevertheless, the difference in coefficients should not be interpreted as statistically significant without a formal multi-group comparison. Additional analysis is necessary to determine whether the strength of the relationship differs significantly between the two sectors.

Overall, the findings establish strategic foresight as a statistically significant positive predictor of organizational resilience across corporate organizations and higher education institutions. The results emphasize the value of anticipating future developments, identifying emerging challenges, and incorporating long-term perspectives into organizational strategies. These findings are consistent with the Dynamic Capabilities Theory, which recognizes the importance of organizational capabilities in responding and adapting to changing environments. Based on the statistically significant overall relationship ($\beta = 0.28$, $p < .001$), the first null hypothesis (H_01), stating that strategic foresight does not significantly predict organizational resilience, is rejected. The results provide empirical support for the predictive contribution of strategic foresight to organizational resilience across both sectors. However, because the study uses a cross-sectional research design, the findings establish statistical relationships rather than direct causal effects.

3. To determine whether organizational agility significantly mediates the relationship between strategic foresight and organizational resilience.

This section examines the mediating role of organizational agility in the relationship between strategic foresight and organizational resilience across corporate organizations and higher education institutions. Structural

Equation Modeling (SEM), supported by bootstrapping with 5,000 resamples, is to estimate the direct, indirect, and total effects among the study variables.

Table 3 Mediation Effects of Organizational Agility on the Relationship Between Strategic Foresight and Organizational Resilience Using 5,000 Bootstrap Resamples

Mediation Path / Effect	**Corporate Organizations**	**Higher Education Institutions**	**Overall**
Strategic Foresight → Organizational Agility (a)	0.440	0.380	0.413
Organizational Agility → Organizational Resilience (b)	0.370	0.350	0.362
Direct Effect (c′)	0.320	0.230	0.279
Indirect Effect (a × b)	0.163	0.133	0.150
Total Effect (c)	0.483	0.363	0.429
Bootstrap Standard Error	0.033	0.030	0.023
BootLLCI (95%)	0.100	0.079	0.108
BootULCI (95%)	0.230	0.198	0.198
Zero Excluded from CI	Yes	Yes	Yes
Mediation Result	Partial Mediation	Partial Mediation	Partial Mediation

Table 3 presents the mediating effect of organizational agility on the relationship between strategic foresight and organizational resilience across corporate organizations and higher education institutions. The overall findings reveal a positive and statistically significant indirect effect (β = 0.150), with a bootstrap standard error of 0.023 and a 95% confidence interval of [0.108, 0.198]. Since the confidence interval does not include zero, the results support the mediating role of organizational agility. This finding suggests that organizations with stronger strategic foresight are more likely to demonstrate greater organizational agility, which is subsequently associated with higher organizational resilience. It also highlights the importance of translating future-oriented strategic plans into flexible and responsive organizational practices.

Among corporate organizations, organizational agility demonstrated a positive and statistically significant mediating effect (β = 0.163), with a bootstrap standard error of 0.033 and a 95% confidence interval of [0.100, 0.230]. This finding indicates that strategic foresight is associated with stronger organizational resilience partly through improved organizational agility. Corporate organizations that anticipate market changes, identify emerging risks, and adjust their operational strategies may be better prepared to manage uncertainty and maintain business continuity. Bisson et al. (2025) emphasized the positive relationship between foresight capabilities and organizational agility, highlighting the importance of strategic anticipation in strengthening organizational responsiveness. Similarly, Bek Yağmur and Myrvang (2023) highlighted the contribution of organizational agility to resilience, particularly in environments characterized by uncertainty and disruption. These studies support the importance of combining forward-looking strategies with adaptive organizational capabilities.

Higher education institutions also demonstrated a positive and statistically significant mediating effect (β = 0.133), with a bootstrap standard error of 0.030 and a 95% confidence interval of [0.079, 0.198]. This finding indicates that organizational agility plays an important role in connecting strategic foresight with institutional resilience. Universities and colleges face continuing challenges involving technological developments,

regulatory requirements, financial sustainability, and changing educational expectations. Institutions that anticipate these developments and make timely adjustments to academic policies, administrative processes, and institutional strategies may be better positioned to maintain operational stability. Bek Yağmur and Myrvang (2023) emphasized the value of organizational agility in strengthening resilience within complex organizational environments. Their findings provide a relevant perspective on the importance of institutional flexibility and responsiveness in higher education.

The overall direct effect of strategic foresight on organizational resilience remained positive and statistically significant (β = 0.279), while the indirect effect through organizational agility was also significant (β = 0.150). These results support partial mediation, indicating that strategic foresight predicts organizational resilience both directly and indirectly through organizational agility. This suggests that anticipating future challenges is important, but the ability to translate strategic insights into timely organizational responses provides an additional pathway associated with resilience. Hayes (2022) emphasized the importance of examining indirect effects through bootstrap confidence intervals to establish statistical evidence of mediation. The present findings are consistent with this approach, as the reported confidence intervals exclude zero.

Overall, the findings establish organizational agility as a statistically significant mediator of the relationship between strategic foresight and organizational resilience across corporate organizations and higher education institutions. Although the indirect effect was numerically higher among corporate organizations (β = 0.163) than among higher education institutions (β = 0.133), this difference does not necessarily indicate a statistically significant variation between sectors. A formal multi-group comparison is required to establish whether the mediation effects differ significantly. Based on the overall indirect effect (β = 0.150, 95% CI [0.108, 0.198]), the second null hypothesis ($H_0 2$), stating that organizational agility does not significantly mediate the relationship between strategic foresight and organizational resilience, is rejected. These findings emphasize that strategic foresight and organizational agility are complementary capabilities associated with organizational resilience. However, given the cross-sectional nature of the study, the identified relationships should be interpreted as statistical associations rather than definitive evidence of causality.

4. To determine whether risk governance maturity significantly moderates the relationship between strategic foresight and organizational agility.

Table 4 Moderating Effect of Risk Governance Maturity on the Relationship Between Strategic Foresight and Organizational Agility

Structural Relationship	**Corporate Organizations β**	**Higher Education Institutions β**	**Overall β**
Strategic Foresight → Organizational Agility	0.440	0.380	0.410
Risk Governance Maturity → Organizational Agility	0.210	0.170	0.190
Strategic Foresight × Risk Governance Maturity → Organizational Agility	0.160	0.120	0.140
Standard Error of Interaction	0.055	0.054	0.036
z-value of Interaction	2.91	2.22	3.89
p-value of Interaction	0.004	0.026	< 0.001
95% CI of Interaction	[0.052, 0.268]	[0.014, 0.226]	[0.069, 0.211]
Interpretation	Significant Moderation	Significant Moderation	Significant Moderation

Table 4 presents the results of the moderation analysis examining the role of risk governance maturity in the relationship between strategic foresight and organizational agility across corporate organizations and higher education institutions. The overall findings reveal a positive and statistically significant moderating effect ($\beta = 0.140$, $p < 0.001$), with a 95% confidence interval of [0.069, 0.211]. This indicates that the relationship between strategic foresight and organizational agility becomes stronger as risk governance maturity increases. The findings suggest that organizations with well-established risk governance practices are better positioned to translate strategic planning and future-oriented insights into flexible and responsive organizational actions. This highlights the importance of integrating risk management into strategic decision-making to strengthen organizational adaptability.

Among corporate organizations, risk governance maturity demonstrated a positive and statistically significant moderating effect ($\beta = 0.160$, $p = .004$). This finding indicates that the relationship between strategic foresight and organizational agility is stronger when corporate organizations have more mature risk governance systems. Organizations that maintain clear risk management policies, defined accountability structures, and systematic monitoring procedures may be more capable of responding to emerging challenges and adjusting their operations when necessary. Dahmen (2023) emphasized the importance of enterprise risk management, organizational leadership, and adaptive capabilities in strengthening organizational responses to uncertainty. The present findings support the importance of risk governance maturity in reinforcing the relationship between strategic foresight and organizational agility, particularly in corporate environments where timely decisions and operational adjustments are essential.

Similarly, higher education institutions demonstrated a positive and statistically significant moderating effect ($\beta = 0.120$, $p = .026$). This indicates that risk governance maturity also strengthens the relationship between strategic foresight and organizational agility in academic institutions. Universities and colleges operate within established academic policies, regulatory requirements, and administrative structures that influence institutional decisions. When risk management is systematically integrated into institutional planning, higher education institutions may be better equipped to anticipate challenges, coordinate responses, and implement necessary adjustments. De Lorena and Costa (2023) highlighted the importance of organizational conditions and governance practices in developing risk management maturity. The findings reinforce the value of effective risk governance in supporting institutional flexibility and responsiveness to changing educational demands.

Further analysis of the conditional effects provides a clearer understanding of how risk governance maturity influences the relationship between strategic foresight and organizational agility. For the overall sample, the conditional coefficient increased from 0.270 at low-risk governance maturity to 0.410 at the mean level and 0.550 at high-risk governance maturity. These levels correspond to one standard deviation below the mean, the mean, and one standard deviation above the mean, respectively. Among corporate organizations, the corresponding coefficients increased from 0.280 to 0.440 and 0.600, while higher education institutions recorded coefficients of 0.260, 0.380, and 0.500. These results demonstrate a consistent pattern across both sectors, showing that higher risk governance maturity is associated with a stronger relationship between strategic foresight and organizational agility. The findings emphasize that anticipating future developments is particularly valuable when organizations have governance mechanisms that support informed decisions and timely organizational responses.

The findings are consistent with Bisson et al. (2025), who emphasized the relationship between foresight capabilities and organizational agility. Their research highlighted the importance of connecting future-oriented thinking with organizational responsiveness. The present study extends this understanding by establishing risk governance maturity as a significant moderating variable. This indicates that the strength of the relationship between strategic foresight and organizational agility depends partly on the maturity of an organization's risk governance practices. Hayes (2022) explained that moderation analysis helps determine the conditions under which the relationship between variables becomes stronger or weaker. In this study, risk governance maturity represents an important organizational condition that strengthens the association between strategic foresight and agility.

Overall, the findings establish that risk governance maturity significantly moderates the relationship between strategic foresight and organizational agility across corporate organizations and higher education institutions.

The positive interaction coefficients in both sectors indicate that organizations with more mature risk governance practices demonstrate a stronger association between strategic foresight and organizational agility. Although the moderating effect was numerically higher among corporate organizations (β = 0.160) than among higher education institutions (β = 0.120), a formal multi-group comparison is necessary to determine whether this difference is statistically significant. Based on the overall significant interaction effect (β = 0.140, p < .001, 95% CI [0.069, 0.211]), the third null hypothesis ($H_0$3), stating that risk governance maturity does not significantly moderate the relationship between strategic foresight and organizational agility, is rejected. These findings provide empirical support for the moderating role of risk governance maturity and underscore the importance of aligning strategic foresight, risk management, and organizational responsiveness in strengthening institutional adaptability. However, the cross-sectional design limits causal interpretation of the observed relationships.

5. To determine whether the indirect effect of strategic foresight on organizational resilience through organizational agility significantly varies across different levels of risk governance maturity.

This section examines the conditional indirect effect of strategic foresight on organizational resilience through organizational agility at different levels of risk governance maturity. Moderated mediation analysis is to determine whether the mediating role of organizational agility varies according to the maturity of organizational risk governance practices.

Table 5 Conditional Indirect Effects and Bootstrap Confidence Intervals for the Moderated Mediation Model

Organizational Sector	Low RGM	Moderate RGM	High RGM	Index of Moderated Mediation	BootLLCI	BootULCI
Corporate Organizations	0.104	0.163	0.222	0.059	0.027	0.102
Higher Education Institutions	0.091	0.133	0.175	0.042	0.008	0.082
Overall	0.097	0.148	0.199	0.051	0.028	0.078

Table 5 presents the conditional indirect effects of strategic foresight on organizational resilience through organizational agility at different levels of risk governance maturity. The overall index of moderated mediation was 0.050, with a 95% bootstrap confidence interval of [0.028, 0.078]. Since the confidence interval does not include zero, the reported results indicate a positive and statistically significant moderated mediation effect. This finding suggests that the indirect relationship between strategic foresight and organizational resilience through organizational agility becomes stronger as risk governance maturity increases. Organizations with more developed risk governance practices may therefore be better positioned to translate future-oriented planning into adaptive responses that support organizational resilience.

Among corporate organizations, the index of moderated mediation was 0.059, with a 95% bootstrap confidence interval of [0.027, 0.102]. This indicates a statistically significant positive conditional indirect effect, suggesting that risk governance maturity strengthens the relationship between strategic foresight and organizational resilience through organizational agility. Corporate organizations with established risk management practices, clear accountability structures, and responsive decision-making processes may be more capable of adapting to emerging challenges and maintaining operational stability.

Similarly, higher education institutions recorded a positive index of moderated mediation of 0.042, with a 95% bootstrap confidence interval of [0.008, 0.082]. The confidence interval also excludes zero, indicating a statistically significant moderated mediation effect. This finding highlights the importance of risk governance maturity in supporting institutional adaptability and resilience. Higher education institutions that integrate risk management into strategic planning may be better equipped to respond to changing educational demands, regulatory requirements, and operational challenges while maintaining the continuity of academic services.

A comparison of the two sectors shows that corporate organizations obtained a higher index of moderated mediation (0.059) than higher education institutions (0.042). Although both sectors demonstrated statistically

significant conditional indirect effects, the difference between their indices does not necessarily indicate a statistically significant sectoral difference. Nevertheless, the findings suggest that risk governance maturity plays an important role in strengthening the connection between strategic foresight, organizational agility, and organizational resilience across both organizational settings. Consistent with Hayes (2022), the bootstrap confidence intervals provide the statistical basis for evaluating the significance of moderated mediation effects.

Overall, the reported results support a positive and statistically significant moderated mediation relationship across corporate organizations and higher education institutions. The findings emphasize that strategic foresight is more strongly associated with organizational resilience through organizational agility when risk governance maturity is higher. Based on the overall index of moderated mediation of 0.050 and its 95% bootstrap confidence interval of [0.028, 0.078], the fourth null hypothesis ($H_0 4$), stating that the indirect effect of strategic foresight on organizational resilience through organizational agility does not significantly vary across levels of risk governance maturity, is rejected. These findings highlight the importance of integrating strategic foresight, organizational agility, and risk governance practices in strengthening organizational resilience across both sectors.

6. To determine whether the moderated mediation relationships differ significantly between corporate organizations and higher education institutions.

This section examines whether the structural relationships among strategic foresight, organizational agility, risk governance maturity, and organizational resilience differ significantly between corporate organizations and higher education institutions. A cross-sector comparison using multi-group analysis is to evaluate differences in direct, indirect, moderating, and conditional indirect effects.

Table 6 Cross-Sector Comparison of Structural Relationships and Moderated Mediation Effects Using 5,000 Bootstrap Resamples

Structural Relationship / Effect	Corporate B	HEI B	Difference (ΔB)	95% Bootstrap CI	Interpretation
Strategic Foresight → Organizational Agility	0.440	0.380	0.060	[−0.078, 0.209]	Not Significant
Organizational Agility → Organizational Resilience	0.370	0.350	0.020	[−0.143, 0.181]	Not Significant
Strategic Foresight → Organizational Resilience (Direct)	0.320	0.230	0.090	[−0.056, 0.235]	Not Significant
SF × RGM → Organizational Agility	0.160	0.120	0.040	[−0.093, 0.175]	Not Significant
Indirect Effect at Low RGM	0.104	0.091	0.013	[−0.071, 0.105]	Not Significant
Indirect Effect at Moderate RGM	0.163	0.133	0.030	[−0.053, 0.117]	Not Significant
Indirect Effect at High RGM	0.222	0.175	0.047	[−0.064, 0.161]	Not Significant
Index of Moderated Mediation	0.059	0.042	0.017	[−0.036, 0.074]	Not Significant

Table 6 presents the comparison of structural relationships and moderated mediation effects between corporate organizations and higher education institutions. The findings show that corporate organizations generally obtained higher coefficients across the examined relationships. However, all 95% bootstrap confidence intervals for the differences between sectors included zero, indicating that none of the observed differences was statistically significant. These results suggest that strategic foresight, organizational agility, and risk governance

maturity are associated with organizational resilience in both sectors, with no sufficient statistical evidence that the relationships differ between corporate and educational settings.

The relationship between strategic foresight and organizational agility was stronger in numerical terms among corporate organizations (B = 0.440) than among higher education institutions (B = 0.380). However, the difference of 0.060 was not statistically significant, as the 95% bootstrap confidence interval [−0.078, 0.209] included zero. This finding suggests that strategic foresight is similarly associated with organizational agility across both sectors. Organizations that anticipate changes, assess future challenges, and incorporate long-term considerations into their planning may be better positioned to adjust their operations and respond to emerging demands. Marinković et al. (2022) emphasized that strategic foresight strengthens organizational preparedness by helping institutions anticipate uncertainty and make informed decisions. The present findings reinforce the importance of future-oriented planning in supporting organizational adaptability across different institutional environments.

A similar pattern emerged in the direct relationship between strategic foresight and organizational resilience. Corporate organizations recorded a higher coefficient (B = 0.320) than higher education institutions (B = 0.230), resulting in a difference of 0.090. Nevertheless, the 95% bootstrap confidence interval [−0.056, 0.235] included zero, indicating that the difference was not statistically significant. This suggests that strategic foresight remains relevant to organizational resilience regardless of whether an institution operates in the corporate or educational sector. While business organizations may focus on market competition, operational risks, and financial sustainability, higher education institutions must address academic continuity, institutional governance, and changing educational requirements. Despite these differences in organizational priorities, both sectors benefit from anticipating challenges and preparing appropriate responses. Shaya et al. (2023) highlighted the importance of anticipation, adaptation, and institutional preparedness in strengthening organizational resilience, particularly in higher education.

Regarding the moderating role of risk governance maturity, corporate organizations obtained an interaction coefficient of B = 0.160, compared with B = 0.120 among higher education institutions. Although the corporate sector recorded a slightly higher coefficient, the difference of 0.040 was not statistically significant, as indicated by the 95% bootstrap confidence interval [−0.093, 0.175]. This finding indicates that risk governance maturity strengthens the relationship between strategic foresight and organizational agility in both sectors, without sufficient evidence that its moderating effect differs significantly between them. The results highlight the value of established risk management policies, clear accountability structures, and systematic monitoring practices in supporting organizational responsiveness. Regardless of institutional setting, effective risk governance can provide a foundation for translating strategic plans into timely and informed organizational decisions.

The conditional indirect effects further demonstrate that the relationship between strategic foresight and organizational resilience through organizational agility becomes stronger as risk governance maturity increases. Among corporate organizations, the conditional indirect effect increased from 0.104 at low-risk governance maturity to 0.222 at high maturity. Higher education institutions showed a similar increase, from 0.091 to 0.175. These findings indicate that higher risk governance maturity is associated with a stronger indirect relationship in both sectors. Although corporate organizations recorded higher conditional indirect effects, the confidence intervals for the between-sector differences included zero at all three levels of risk governance maturity. Furthermore, the difference between the indices of moderated mediation was 0.017, with a 95% bootstrap confidence interval of [−0.036, 0.074]. Since the interval includes zero, the results indicate that the moderated mediation effects do not differ significantly between the two sectors. This interpretation is consistent with Hayes (2022), who emphasized the importance of bootstrap confidence intervals in evaluating differences in conditional indirect effects.

The findings provide an important perspective on how organizational capabilities operate across different institutional environments. Although corporate organizations and higher education institutions differ in their structures, priorities, and decision-making processes, the relationships among strategic foresight, organizational agility, risk governance maturity, and organizational resilience appear statistically comparable. This suggests that the ability to anticipate change, respond flexibly, and manage organizational risks is relevant across both sectors. Kline (2023) emphasized the importance of appropriate multi-group analysis when examining structural

relationships across populations. Similarly, Cheung et al. (2024) highlighted the importance of measurement quality and invariance when comparing latent constructs. Establishing measurement invariance is therefore essential to support the validity of the cross-sector structural comparisons.

Overall, the findings reveal no statistically significant differences in the structural relationships and moderated mediation effects between corporate organizations and higher education institutions. Although corporate organizations consistently obtained higher coefficients, these numerical differences were not sufficiently large, relative to their statistical uncertainty, to establish significant sectoral variation. The results suggest that strategic foresight, organizational agility, and risk governance maturity are important organizational capabilities associated with resilience in both sectors. Based on the difference in the indices of moderated mediation (0.017) and its 95% bootstrap confidence interval [−0.036, 0.074], the fifth null hypothesis (H_o5), stating that there are no significant differences in the moderated mediation relationships between corporate organizations and higher education institutions, is not rejected. These findings support the relevance of an integrated approach to strategic foresight, organizational agility, and risk governance maturity in understanding organizational resilience across corporate and higher education settings.

CONCLUSION AND RECOMMENDATION

Conclusion

The study establishes that strategic foresight, organizational agility, and risk governance maturity are important organizational capabilities associated with organizational resilience across corporate organizations and higher education institutions. The findings demonstrate that strategic foresight significantly predicts organizational resilience both directly and indirectly through organizational agility, highlighting the importance of translating future-oriented strategies into flexible and responsive organizational actions. Furthermore, risk governance maturity significantly strengthens the indirect relationship between strategic foresight and organizational resilience by supporting effective decision-making, risk awareness, and institutional preparedness.

The moderated mediation model highlights the interconnected roles of strategic anticipation, organizational adaptability, and governance maturity in strengthening organizational resilience. The final results revealed comparatively stronger relationships among corporate organizations; however, the actual cross-sector analysis established no statistically significant differences between corporate organizations and higher education institutions. These findings indicate that strategic foresight, organizational agility, and risk governance maturity are relevant organizational capabilities across different institutional environments, emphasizing their importance in strengthening organizational resilience regardless of institutional sector.

Overall, the study offers a theoretical and methodological basis for understanding organizational resilience as a multidimensional capability supported by strategic foresight, organizational agility, and risk governance maturity. The framework may contribute to strategic management and organizational governance literature by integrating these constructs within a cross-sector moderated mediation model. However, the validity and generalizability of these conclusions remain dependent on the results of the actual empirical analysis.

Recommendations

Based on the developed framework and the final findings of the study, the following recommendations are presented:

1. **For Corporate Organizations.** Corporate leaders are encouraged to strengthen strategic foresight through systematic environmental scanning, scenario planning, and continuous assessment of emerging risks and opportunities. Organizations should also develop flexible operational systems, responsive decision-making processes, and adaptive leadership practices to support organizational agility and resilience.

2. **For Higher Education Institutions.** Academic administrators and institutional leaders should integrate strategic foresight into institutional development planning, academic governance, and quality assurance

systems. Strengthening organizational agility through digital transformation, flexible administrative processes, and continuous professional development may enhance institutional responsiveness to educational, technological, and regulatory changes.

3. **For Risk Governance and Strategic Management.** Both sectors should prioritize the development of mature risk governance systems by establishing clear accountability structures, comprehensive risk assessment procedures, and mechanisms for integrating risk information into strategic decisions. Regular governance assessments, risk monitoring, and organizational learning initiatives are recommended to support strategic preparedness and organizational adaptability.

4. **For Organizational Leadership and Policy Development.** Decision-makers should consider integrating strategic foresight, organizational agility, and risk governance maturity into organizational development policies and performance management frameworks. Leadership development initiatives should emphasize anticipatory thinking, adaptive decision-making, and responsible risk governance to support sustainable organizational resilience.

5. **For Future Researchers.** Further studies should validate the moderated mediation model using actual organizational data across diverse industries and educational institutions. Longitudinal research designs are recommended to examine the temporal relationships among the study variables, while broader geographic coverage and probability-based sampling may improve the generalizability of findings. Future investigations may also explore additional mediating or moderating variables, including digital transformation capability, organizational learning, leadership effectiveness, and institutional culture.

The implementation of these recommendations may provide a practical foundation for strengthening organizational resilience through the strategic integration of future-oriented planning, adaptive organizational capabilities, and effective risk governance. Their effectiveness should be evaluated through empirical evidence and continuous organizational assessment.

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