

# STRATEGIC THINKING PRACTICES AND THEIR ROLE IN ACHIEVING ORGANIZATIONAL SUCCESS"AN ANALYTICAL DESCRIPTIVE STUDY ON A SAMPLE OF LEADERS AT UNIVERSITY OF THI-QAR

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## **ABSTRACT**

This study dealt with the practices of strategic thinking as an independent variable with its sub-dimensions represented by (strategic intent, holistic thinking, leading assumptions, and thinking in time) and organizational success represented by (resources, structure, management, process, knowledge management) and University of Thi-Qar affiliated to the Ministry of Education was chosen. Higher education and scientific research in Iraq to be the study community and to achieve the objectives of the research, a questionnaire was developed and distributed to (170) individuals, of which only (125) were returned for use,. a percentage of (74%). Represented by the senior leaders who are at the rank of dean of the faculty, scientific and administrative assistant, department head, directors of centers and research, and people's officials in all facilities and faculties of Thi Qar University, because they are interested and specialized in strategic thinking practices and responsible for achieving organizational success at the university, and with the aim of data processing, many statistical methods were used using the statistical program (AmosV&Spss. 23) to come up with a scientific outcome within the framework of this important topic, and the researcher reached a number of conclusions, the most important of which was (the existence of a quest by the senior management in the College of Administration and Economics in applying mechanisms that will achieve organizational success by working according to the adoption

## **KEYWORDS**

Strategic thinking,  
organizational success,  
working individuals,  
University of Thi-Qar,  
strategic intent.

of practices and concepts of modern strategic thinking). The most prominent recommendations were (the necessity of developing functional work paths to attract and develop distinguished individuals in strategic thinking towards the formation of strategic human capital in developing the overall performance of the organization).	
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## Introduction

The subject of strategic thinking is one of the important topics in the strategic thinking of business organizations, through which organizations can have the ability to achieve their strategic goals through performing comprehensive strategic thinking that ensures that the organization's departments and employees work together to achieve the partner's stated goals. Strategic thinking is represented in being the foresight of the future and determining its direction, as it leads the organization to invest in opportunities and future changes, and helps it determine the steps that transfer the vision to reality, as well as influencing its course in order to turn the dream into reality, and the ability to think strategically is one of the most important leadership traits that leaders must possess, which is the trait that makes the leader effective. On the contrary, the lack of strategic thinking affects the work environment and causes negative experiences that are accompanied by impressions and feelings against the development and achievement of the organization's goals. Therefore, we discussed in this research the independent variable, which is strategic thinking with its four dimensions (strategic intent, holistic thinking, leading assumptions, and thinking in time), and organizational success with its five dimensions (resources, structure, management, process, knowledge management). Where this research was applied to a sample of managers at the University of Thi Qar, and the interest in this subject is an objective reality that qualifies for friendly relations internationally, as strategic thinking is one of the actual steps that organizations take in their natural course to eliminate weakness in the internal and external dealings of the work environment, and work To address its weakness and confront all contradictions and problems that may arise in the work environment and the ability to promote and protect sustainable development and the ability to exploit the available resources within continuous and strategically protected plans supported by unifying the visions of the leaders of the organization in a working atmosphere based on mutual trust, equality, cooperation, coordination, respect for the other opinion and striving To joint development that collectively constitutes the spirit that calls for strategic thinking that helps success, stability and development so that the organizational management can keep pace with the rapid change taking place in the competitive work environment today and can achieve organizational goals that will work to achieve competitive advantage. Accordingly, there must be a conscious organizational management, upon which a higher management is based, working to communicate constructive and creative ideas in a way that effectively contributes to achieving what the worker aspires to in his work environment through the strength and intelligence of the senior management and its role to achieve organizational success.

## First Topic: Methodological framework of the study

### First: research problem and its questions

Business organizations seek to search for the best strategic practices that enhance their competitive position. This quest resulted in many philosophies and administrative approaches that led to the

necessity of applying modern administrative concepts in the management of the organization in general and strategic management in particular. Perhaps the most important of these concepts is the concept of strategic thinking, which It aims to achieve organizational success through (strategic intent, holistic thinking, leadership hypotheses, and time thinking) in order to reduce all sources of waste that stand in the way of achieving organizational success in the researched organization (University of Thi Qar). Hence, the research problem is summarized in the following questions.

1. Does the organization under study realize the importance and role of strategic thinking practices in the performance of its work?
2. To what extent is the research organization aware of the importance of organizational success?
3. What is the effect of applying the dimensions of strategic thinking in achieving organizational success in the organization in question?
4. Is there an impact of strategic thinking practices on achieving organizational success in the organization under study?

## **Second: Research objectives**

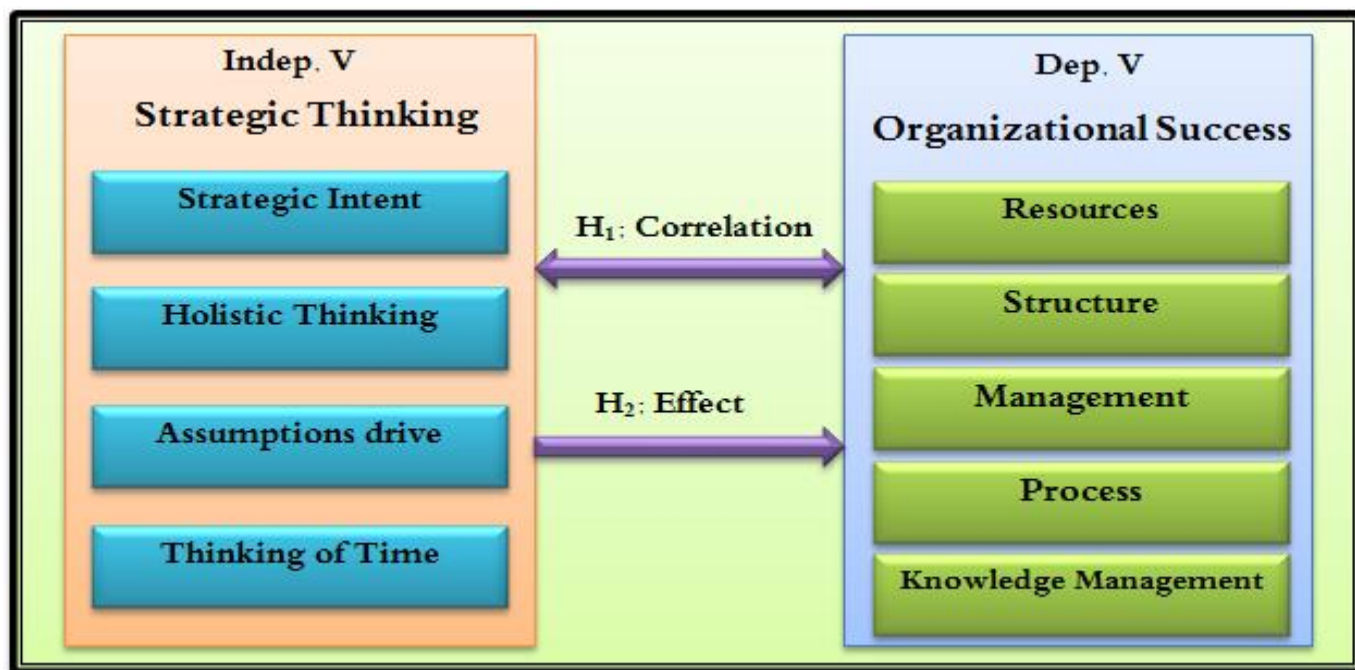
1. Recognizing the reality of the impact of strategic thinking practices on the dimensions of the organizational success variable in the College of Administration and Economics - Dhi Qar University through a survey of the opinions of the researched sample.
2. Knowing the level of impact of the dimensions of strategic thinking on achieving organizational success in the organization in question.

## **Third: Research Importance**

1. The importance of the research appears mainly from the importance of its variables, namely strategic thinking and organizational success at the University of Thi Qar, which may produce results of high importance that contribute to modifying the policies produced by the senior administration in achieving organizational success for the advancement of the educational reality in Iraq.
2. The research will contribute to defining the organization in question to the need for administrative leaders characterized by non-traditional intellectual, mental and creative capabilities for the purpose of achieving success and rationality in making strategic decisions in force.
3. The research seeks to focus on the reality of strategic thinking practices and its impactful relationship to achieving organizational success in the researched organization and translating its results into a tangible reality.

## **Fourth: hypothetical scheme model**

Based on the research problem and objectives, a hypothetical research model was developed that describes the relationship between the strategic thinking variable and the organizational success variable. It was built by collecting solid administrative literature related to research specialists, strategic management and organizational behavior.



**Figure (1) Hypothesis Research Scheme**

#### **Fifth: Research hypotheses**

To address the research problem and answer its questions, the following hypotheses were formulated:

H<sub>1</sub>: There is a significant correlation between the strategic thinking changer and organizational success. From it emerge the following sub-hypotheses:

H<sub>1.1</sub>: There is a significant correlation between strategic intent and organizational success.

H<sub>1.2</sub>: There is a significant correlation between holistic thinking and organizational success.

H<sub>1.3</sub>: There is a significant correlation between leadership assumptions and organizational success.

H<sub>1.4</sub>: There is a significant correlation between time thinking and organizational success.

H<sub>2</sub>: There is a significant effect of strategic thinking on achieving organizational success. From it emerge the following sub-hypotheses:

H<sub>2.1</sub>: There is a significant effect of strategic intent on organizational success.

H<sub>2.2</sub>: There is a significant effect of holistic thinking on organizational success.

H<sub>2.3</sub>: There is a significant effect of assumption leadership on organizational success.

H<sub>2.4</sub>: There is a significant effect of thinking about time on organizational success.

#### **Sixth: Research community and sample**

The University of Thi Qar was chosen as a research community of the Ministry of Higher Education and Scientific Research in Iraq, where this university was founded on the thirtieth of January 2000 in the city of Abi Al-Anbiya Ibrahim (peace be upon him). Today, it includes twenty scientific and humanities colleges. The total number of students in the primary study is more than (20,000) male and female students in the morning and evening studies, distributed among (74) departments and scientific branches that embraced more than (1500) teachers with different titles and scientific specializations. As for the number of postgraduate students in the doctoral, masters and higher diploma stages, it has reached more than (700) male and female students, distributed among (39) scientific departments in different scientific and humanitarian disciplines. The university also includes five research centers that provided a lot of research studies and service activities: (The Marshes Research Center, the Electronic

Calculator Center, the Development and Continuing Education Center, the Historical and Archaeological Studies Center, and the English Language Test Center. These centers have completed a lot of research, studies, and courses. Training, seminars, and workshops.

## **Second topic: literature review**

### **First: Strategic Thinking**

In the nineties of the last century, the concept of strategic thinking appeared in a clear academic framework, its goals and dimensions were defined, and its limits were set with other terms (Sharifr, 2012:3). There has been a rapid development in this term as a result of the rapid change in the competitive environment, which has resulted in many challenges, including globalization and development in the era of technology and other environmental elements, which was greatly reflected on the concept of strategic thinking (Abbas, 2019: 622). He pointed out that strategic thinking is a special way of thinking, concerned with treating insight, which results in an integrated perspective of the organization, through a synthetic process resulting from the good use of intuition and creativity in drawing strategic directions and strategic thinking depends on innovation and presenting new ideas that are difficult for competitors to imitate except at a high cost or After a long time. And (Al-Dulaimi, 2020: 252) defined strategic thinking as a special method concerned with addressing insight that results in a complete vision of the organization, resulting from the proper employment of both intuition and creativity in formulating strategic directions. Whereas (Mahmoud, Russell, 2018: 159) indicated that strategic thinking means those mental and intellectual abilities and skills necessary for the individual to carry out strategic actions and practice the tasks of strategic management, from the process of defining the mission, goals and objectives of the organization, formulating and implementing the strategy and monitoring the implementation process. Among the characteristics of strategic thinking are insight, environmental sensing, ability to analyze and interpret data and information, strategic choice skill, social response, comprehensive and complete knowledge of the various aspects of the organization, its environment and its activity requirements, excellence with extensive scientific and applied knowledge (Faeq, 2004: 159). The importance of strategic thinking lies in the fact that it represents a method that contributes to achieving harmonization between the capabilities of the organization and the reality of competition by studying the visible and invisible relationships of all activities and their interactions with various environmental types (Al-Douri, 2007: 25). Whereas (Hussein, Alwan, 2021: 327) believes that the importance of strategic thinking lies in the fact that it is one of the levels of cognitive depth that makes individuals ask about things with (why) and not with (how) only. Strategic thinking is characterized by cognitive processes that require higher thinking processes such as analysis, evaluation, expectation of results and extracting them with evidence, innovation and generalization (Shaheen, 2020: 423).

### **Dimensions of strategic thinking**

Researchers and specialists in various fields presented to describe the dimensions of strategic thinking, which are usually called the elements or practices of strategic thinking (Al-Douri, Saleh, 2009: 82). However, they did not agree on specific dimensions, so that a number of them used the same dimensions, but with different names from each other, and this is due to the reason for the recent research in the field of studying the variable of strategic thinking, as well as the variance and difference in the views of thinkers, writers and specialists in this field who are (Liedtka , 1998 & Hodge1998 &



Bonni, 2001 & Krajew, 2005). The researchers believe that the dimensions (Liedtka, 1998) of the strategic thinking variable can be considered the most appropriate and consistent for the field aspect of the study, which are as follows:

- 1.Strategic intent:** It refers to focusing and moving away from randomness, while it allows individuals in the organization to use their energies positively and effectively in order to achieve the goals of the institution, and it means the future aspirations of managers that determine the nature of the future business of the organization, and the position you want to reach in the market through The environment in which you work (Ibrahim, Mustafa, 2020, 15). This dimension measures the focus of the organization and its employees on the future goals of the organization. It gives the organizational energy and the way to achieve the goals by directing the energies of the employees and stakeholders to reach the long-term goals. In order to achieve competitive advantage (Waters, 2011, 23). The strategic intent is based on analyzing the success of organizations to focus their attention on internal resources as a basis for development (Moussaoui, 2002, 96 - 101).
- 2.Holistic thinking:** holistic or multiple thinking, and some may say (scattered), it works in the exact opposite direction, instead of focusing heavily on a specific issue, holistic thinking allows you to see the whole picture and reach distinct results. It is key to creativity, reframing difficult problems, and collaboration across departments and systems (Naji, 2021: 57). Holistic thinking is a form of perceiving and analyzing reality in a global or integrated way. Sometimes related terms such as systematic thinking or complex thinking are used. From some theoretical concepts, it is opposed to a type of analytic thinking in which the system is analyzed through its parts and its functioning (Danuc, 2016: 31).
- 3.Assumptions Drive:** Strategic thinking involves thinking and working within several uncertain assumptions and alternatives that lead to new, more appropriate hypotheses and alternatives (Al-Douri, Ali, 2009: 30). Assumptions greatly contribute to the development of new ideas for analysis and then choosing from them and completing the process of internal and external environmental analysis, and they all revolve around arriving at a new idea or skill or perhaps mixing existing elements in appropriate ways to keep pace with modern needs (Karam, 2008: 15).
- 4.Thinking of time:** The process of thinking in time is one of the important things that bridge the gap between the reality of the present in which the organization is living and the future intent that it seeks to achieve, as strategic thinking is not limited to the current materials and capabilities of the organization, and it includes thinking about the future and expectations of changing these The capabilities (Ibrahim, Mustafa, 2020, 16). Thinking about time is based on invoking the past and comparing it with reality, and then anticipating the future in order to determine what is important from the inheritance, abandoning unimportant things, and developing the present to reach the future (Prism, 2010: 50).

## **Second: organizational success**

Organizational success is represented in the ability of business organizations to exploit their internal energies and harness them to achieve their goals, by focusing on learning from past experiences, and working to confront the failures, prejudices and habits of the organization, As the process of developing and providing the necessary funds to purchase the necessary modern and advanced machines and equipment in comparison with the accelerating technological progress, and the ability to develop training programs to train employees and to employ them in an appropriate manner, It

motivates workers to develop their capabilities and acquire new skills and experiences in the work environment, and to set regulations, instructions and policies that are flexible and can be modified to contribute to the process of sustainable success (Al-Abadi et al., 2016: 219). Defined (Daft, 2013: 33) organizational success as the organization's obtaining the necessary resources, interpreting and working on environmental opportunities and threats, distributing products and services, and controlling and coordinating internal activities in the face of external changes and uncertainty. As for (Smart, 2012: 103), he defined it as balancing an organization for its needs, aspirations, and constraints against the great interests of the communities in which it operates. While (Hamdan, 2019: 208) showed that strategic thinking is a function of the ability, efficiency, willingness and desire of the organization to achieve organizational goals in a way that is based on individuals with high education and experience and looking at the professional needs of individuals working in the organization. As for (Aziz, 2021: 34), it showed that organizations invest critical opportunities preceded by effective strategic planning and commitment to realizing a common vision dominated by clarity of purpose, adequacy of resources and keenness on performance. The importance of organizational success lies in giving a kind of well-being to working individuals as well as their performance, and that organizational success is a contemporary perspective (Ibrahim, 2021: 433). As for (Attia, Mahdi, 2016: 330), they see that the importance of organizational success lies in its great strength that contributes to changing planning and improving the organizational environment. Organizational success is of great importance for organizations, through which organizations can achieve their desired goals, as well as be able to compete and remain at the forefront of competitors with organizations (Ali, 2018: 214). To achieve organizational success, the organization must reshape the organizational structure and existing systems, including the organization's culture, create smart organizations, and improve productivity (Hadi, Mazher, 2020: 33).

## **Dimensions of organizational success**

When looking at the literature related to the variable of organizational success, it was noted that there is no clear trend by the researchers explaining the dimensions of organizational success. The success of business organizations using biotechnology, which are: (resources, structure, management, process, knowledge management), which will be explained as below.

- 1. Resources:** Individuals have always been, and still are, a focal point for organizations, but their strategic importance increases in the knowledge-based album industries, where the success of the organization depends largely on the knowledge and skills of employees, skills and competencies. that distinguish the organization from its competitors, and when the talents of individuals are valuable, scarce and difficult to imitate, the organization can achieve organizational success through these resources (Al-Taei, Al-Abadi, 2014: 24).
- 2. Structure:** The organizational structure is the skeleton of any institution or organization. As it would indicate the organizational units that consist of them within hierarchical levels linked to each other by the links of authority that permeate instructions, orders, and relationships (Asei et al., 2019: 102). Max Weber defined it as: "A set of bureaucratic rules and regulations that give individuals the right to issue orders to other individuals in a manner that achieves rationality and efficiency (Kheirhah et al., 2016:43). Through the organizational structure, individuals are selected and assigned to specific tasks and roles in the value chain, and the organizational structure determines how to link those tasks and roles in a manner or form that increases efficiency, quality, creativity,

and responsiveness to consumers, and that the purpose of the organizational structure is to coordinate and create integration in the efforts of workers at the levels of (organizational and functional) all work in an organized and functional way, Implementation of a specific set of strategies in its activity model (Al-Abadi et al., 2012: 562).

- 3. Management:** The term management expresses a set of principles related to planning, organizing, directing, controlling, and applying them, and harnessing financial, material, human and information resources efficiently and effectively to achieve organizational goals (Al-Swidi, Mahmood, 2011: 21). Management can also be defined as the process of managing and controlling the affairs of the institution, regardless of the nature of its work, the structure of the institution, and its size. their efforts towards achieving a common goal (Mahmoud, 2017: 214).
- 4. Process:** is a group of functions within an organization or company that seek to make the most of resources in a correct, rapid, and efficient manner. It includes product development, marketing strategies, and customer relationship management. Whereas, the organizational processes in productive business organizations consists in finding the idea to fold products, through obtaining new ideas for goods and services desired by consumers in the target market, This is in accordance with marketing plans and strategies represented in the plans designed by the organization and specifically detailing the way to enter the new market and the method of attracting new customers, and that these strategies allow the organization to do everything in its power to increase sales and to gain competitive advantages in accordance with the program adopted by the organization that directs the market (Al-Abadi et al., 2014: 222).
- 5. Knowledge management:** Knowledge management is defined as: a set of processes that take place within the organization, as it helps to find, generate, use, and organize knowledge, and then the ability to disseminate it, and use it in various administrative activities, decision-making, and problem solving. As: awareness of the culture of the organization, and the ability to gain and share the collective experience; In order to achieve the organization's goals and mission, knowledge management refers to the set of efforts that are being made; To accomplish the functions and successive steps in one section, or several sections, and units; To achieve long-term competitiveness, knowledge management focuses on creating an appropriate cultural environment for the organization that contributes to facilitating knowledge acquisition, transfer, and sharing. It also focuses on the effectiveness of leadership, which is a systematic management whose function is to manage knowledge assets; This is to create value and achieve strategic goals, as it supports knowledge management through the processes and strategies that contain them, in addition to storing, evaluating, and sharing knowledge (Ibrahim, 2021: 433).

### **Third topic: data analysis**

In this topic, the levels of dimensions and variables of research in the researched company will be identified through the arithmetic mean and standard deviation, and at the same time the influence relationships between the dimensions and variables of the research will be identified, and the consistency of the research paragraphs will be identified according to the answer of the researched sample to it and the extent of the stability of the scale Through factor analysis and Cronbach's alpha coefficient.

**First: Descriptive analysis of the dimensions and variables of research and correlation coefficients:** The research consists of two independent variables, the first is strategic thinking and the



follower of organizational success, as strategic thinking consists of four dimensions (strategic intent, holistic thinking, leadership of assumptions, thinking in time), while innovation consists of five Dimensions (resources, structure, management, process, knowledge management). Table (1) will present the statistical description of the dimensions of the research and its variables. It will summarize the arithmetic mean and standard deviation for each of them. Any dimension or variable that obtains a hypothetical mean higher than (3) is considered acceptable and vice versa. , then the extent of the relationship of the dimensions and the variables to each other will be shown through the correlation coefficient.

**Table (1) Descriptive analysis of the dimensions, search variables, and correlation coefficients**

	Mean	Std. Deviation	1	2	3	4	5	6	7	8	9	10	11
<b>Strategic Intent</b>	3.97	0.43	1	.386**	.607**	.398**	.539**	.335**	.302**	.261**	.278**	.295**	.428**
<b>Holistic Thinking</b>	3.83	0.46		1	.447**	.561**	.216*	.365**	.282**	.176*	.257**	.216*	.370**
<b>Assumptions drive</b>	3.99	0.36			1	.433**	.370**	.413**	.321**	.385**	.373**	.381**	.369**
<b>Thinking of Time</b>	3.94	0.41				1	.438**	.481**	.385**	.346**	.400**	.455**	.501**
<b>Strategic Thinking</b>	3.93	0.19					1	.359**	.455**	.372**	.418**	.405**	.551**
<b>Resources</b>	4.00	0.51						1	.443**	.424**	.525**	.579**	.313**
<b>Structure</b>	3.98	0.61							1	.724**	.534**	.625**	.370**
<b>Management</b>	3.99	0.50								1	.588**	.665**	.353**
<b>Process</b>	4.01	0.49									1	.650**	.398**
<b>Knowledge Management</b>	4.02	0.58										1	.306**
<b>Organizational Success</b>	4.00	0.16											1

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

\*. Correlation is significant at the 0.05 level (2-tailed).

It is noted from Table (1) the following results:

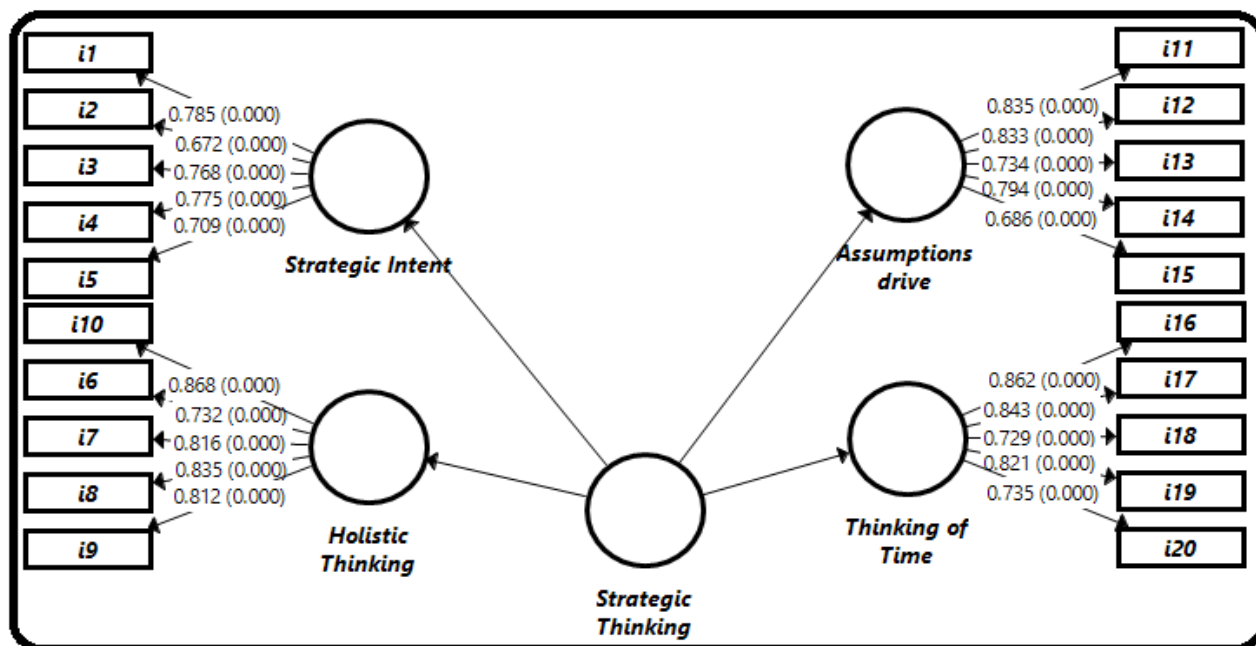
1. Statistical description of the independent variable strategic thinking and its correlation coefficient:  
The results showed that strategic thinking obtained an arithmetic mean (3.93) and a standard deviation (0.19), and that it obtained a correlation coefficient with organizational success (0.55), which is a positive and significant relationship according to the level of morale that was less than ( 5%), the dimensions of strategic thinking are as follows:
  - I. Statistical description of the independent variable strategic thinking through (strategic intent) and its correlation coefficient: The results showed that the strategic intent obtained an arithmetic mean (3.97) and a standard deviation (0.43), and that it obtained a correlation coefficient with organizational success (0.43), which is a positive and significant relationship according to the level of The morale, which was less than (5%) and it obtained the rank (2) among the other dimensions.
  - II. Statistical description of the independent variable strategic thinking through (holistic thinking) and its correlation coefficient: The results showed that holistic thinking obtained an arithmetic mean (3.83) and a standard deviation (0.46) and that it obtained a correlation coefficient with organizational success (0.37), which is positive and a significant relationship according to the level of The morale, which was less than (5%), and it got the rank (4) among the other dimensions.
  - III. Statistical description of the independent variable strategic thinking through (assumptions leadership) and its correlation coefficient: The results showed that the assumptions leadership obtained an arithmetic mean (3.99) and a standard deviation (0.36), and that it obtained a correlation coefficient with organizational success (0.37), which is a positive and significant relationship

according to the level of The morale, which was less than (5%), and it obtained the rank (1) among the other dimensions.

- IV. Statistical description of the independent variable strategic thinking through (thinking in time) and its correlation coefficient: The results showed that thinking in time obtained an arithmetic mean (3.94) and a standard deviation (0.41), and that it obtained a correlation coefficient with organizational success (0.50), which is a positive and significant relationship according to the level of morale, which was less than (5%), and it obtained the rank (3) among the other dimensions.
2. Statistical description of the dependent variable organizational success: The results showed that the organizational success obtained an arithmetic mean (4.00) and a standard deviation (0.16), which was higher than the hypothetical mean (3), meaning that it is within the acceptable level. As for the statistical description of the dimensions of organizational success as follows:
  - I. The results showed that the resources obtained an arithmetic mean (4.00) and a standard deviation (0.51), which was higher than the hypothetical mean (3), meaning that it was within the acceptable level, and it was ranked (4).
  - II. According to the results, which showed that the structure obtained an arithmetic mean (3.98) and a standard deviation (0.61), which was higher than the hypothetical mean (3), meaning that it was within the acceptable level, and it was ranked (5).
  - III. According to the results, which showed that the administration obtained an arithmetic mean (3.99) and a standard deviation (0.50), which was higher than the hypothetical mean (3), meaning that it was within the acceptable level, and it was ranked (4).
  - IV. According to the results, which showed that the process had obtained an arithmetic mean (4.01) and a standard deviation (0.49), which was higher than the hypothetical mean (3), meaning that it is within the acceptable level, and it obtained the order (2).
  - V. According to the results, which showed that the knowledge management has obtained an arithmetic mean (4.02) and a standard deviation (0.58), which was higher than the hypothetical mean (3), meaning that it is within the acceptable level, and it obtained the order (1).

**Second: Factorial analysis of the research items:** In this paragraph, the consistency of the sample's answers to the research items will be measured by extracting the saturation percentages for each item, as the application program (SMART PLS) provides a saturation level for each item and a significant level for each of them, and if the saturation percentage is less than (0.05) ) Accept the percentage of saturation and vice versa will be omitted from the next analysis:

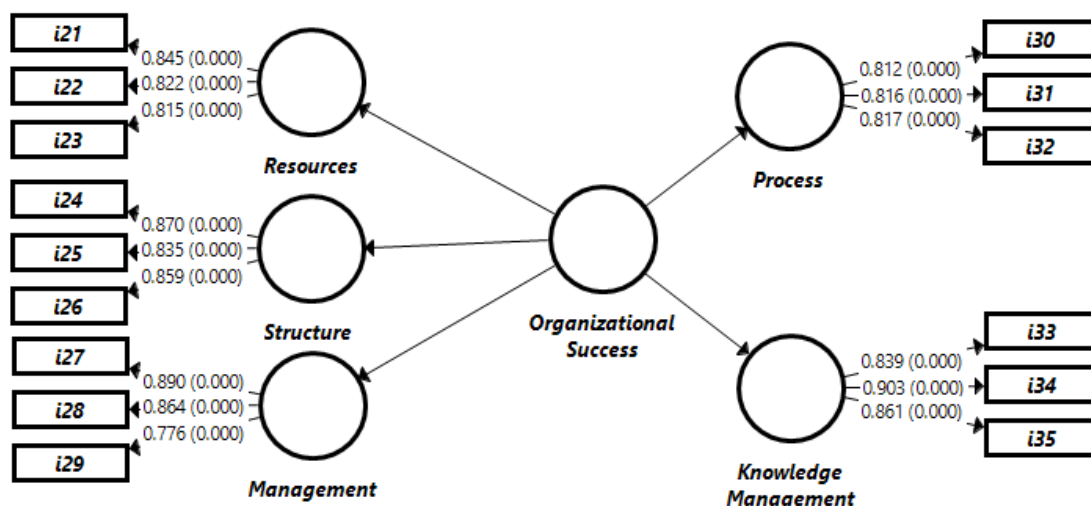
1. Factorial analysis of strategic thinking paragraphs: strategic thinking consists of six dimensions (strategic intent, holistic thinking, leadership assumptions, time thinking, innovation, and internal communications) and each dimension consists of (5) paragraphs, and figure (2) shows the saturation rates and the level of morale For each of the dimensional paragraphs, the objective is to measure the consistency of the sample answers:



**Figure (2) Saturation coefficient for strategic thinking**

According to the results shown by Figures (2), it was found that all dimensions of the independent variable strategic thinking (strategic intent, holistic thinking, leading assumptions, thinking about time) were at the acceptable level based on the level of morale that recorded percentages of less than (5%), meaning that the scale is characterized by consistency that reflects the clarity of the paragraphs, their belonging to the objective to be measured, and the sufficiency of the sample.

2. Factor analysis of organizational success paragraphs: Organizational success consists of five dimensions (resources, structure, management, process and knowledge management) and each dimension consists of (5) paragraphs, and Figure (3) shows the saturation percentages and the level of morale for each of the dimensions' paragraphs, the goal is Measure the consistency of the sample answers:



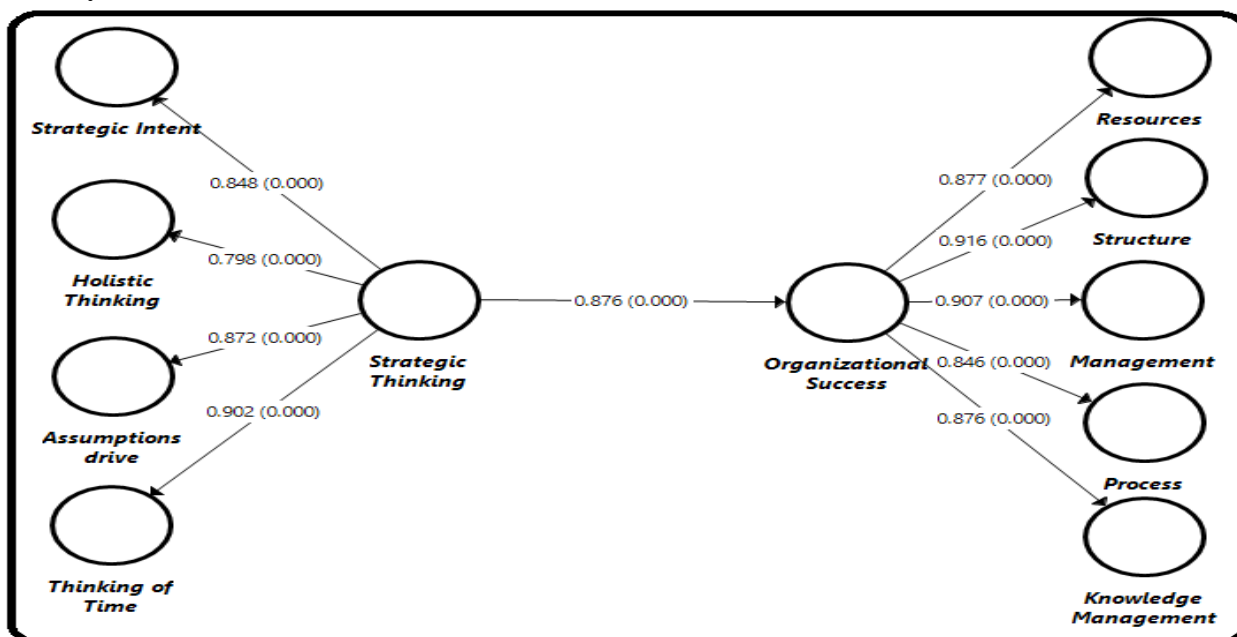
**Figure (3) Saturation coefficient of organizational success**

According to the results shown in Figures (3), it was found that all dimensions of the dependent variable organizational success (resources, structure, management, process and knowledge management) were at the acceptable level based on the level of morale that recorded percentages of

less than (5%), meaning that the scale is characterized by consistency that It reflects the clarity of the paragraphs, their belonging to the objective to be measured, and the sufficiency of the sample.

**Third: Testing the research hypotheses:** It has been assumed in the research methodology, the first hypotheses test the relationship of the impact of strategic thinking on organizational success, and the second tests the relationship of the effect of the dimensions of strategic thinking on organizational success, and the simple and multiple regression method will be used to test hypotheses using the applied program (SMART PLS) in Extracting the results, as the results appear in tables and figures, and the influence coefficient and the coefficient of determination will be relied upon in measuring the causative relationship. Either rejecting or accepting the hypothesis will depend on the level of significance (0.05):

**1. Testing the main hypothesis:** This hypothesis stated that there is a positive influence relationship for strategic thinking on organizational success at the whole level, meaning that organizational success is a real function of strategic thinking and that any modification or change in strategic thinking will be followed by a similar positive change in organizational success, and the relationship will be tested using simple regression Between the two variables, Figure (4) and Table (2) provided by the program will be used, which displays some statistics of the simple regression analysis test, which are as follows:



**Figure (4) The coefficient of the influence relationship for strategic thinking on organizational success**

**Table (2) The coefficient of the influence relationship for strategic thinking on organizational success**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Strategic Thinking -> Organizational Success	0.876	0.875	0.023	37.694	0.000

It is noted from Figure (4) and Table (2) the results of the influence relationships recorded by the independent variable strategic thinking on organizational success, as the amount of influence was (0.88), which is positive, which means that any change or increase of one unit in strategic thinking will lead to an increase in organizational success. Also, the relationship is significant, because the level of the achieved morale is (0.000), which is less than (5%). As for the quality of the influence relationship, the coefficient of determination reached ( $R^2$ ) (0.77), which means that strategic thinking explains the amount (0.77) of the variation in organizational success, and according to these results, this hypothesis is accepted.

**2. Test sub-hypotheses:** This hypothesis stated that there is a positive influence relationship to remove strategic thinking (strategic intent, holistic thinking, leadership assumptions, thinking in time) on organizational success at the whole level, meaning that organizational success is a real function of removing strategic thinking and that any modification or change in The dimensions of strategic thinking will be followed by a similar positive change in organizational success. The relationship will be tested using multiple regression between the dimensions of the independent variable and the dependent variable. Figure (5) and Table (3) provided by the program will be used, which display some of the statistics of the multiple regression analysis test, which are as follows:

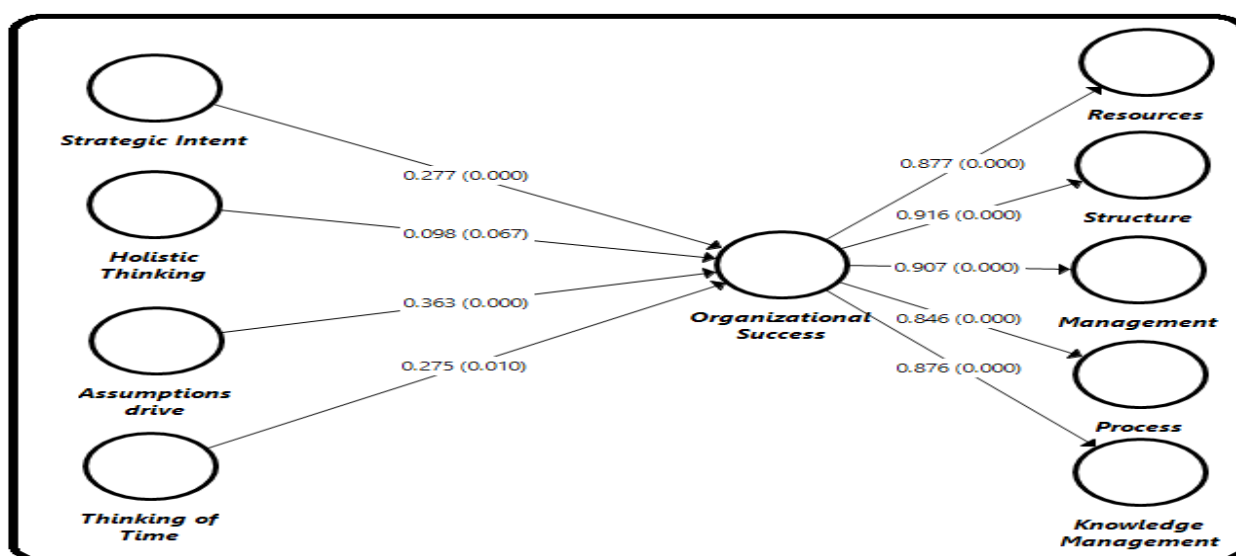


Figure (5) The coefficient of the influence relationship for the dimensions of strategic thinking on organizational success

Table (3) The coefficient of the influence relationship for the dimensions of strategic thinking on organizational success

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Assumptions drive -> Organizational Success	0.363	0.362	0.097	3.76	0.000
Holistic Thinking -> Organizational Success	0.098	0.101	0.053	1.836	0.067
Strategic Intent -> Organizational Success	0.277	0.275	0.065	4.243	0.000
Thinking of Time -> Organizational Success	0.275	0.277	0.106	2.59	0.010

It is noticed from Figure (5) and Table (3) that the quality of the influence relationship has reached the coefficient of determination ( $R^2$ ) (0.81), and this means that the dimensions of strategic thinking explain the amount (0.81) of the variation in organizational success, that the results of the influence



relationships recorded by (Strategic intent) on organizational success, as the effect was (0.28), which is positive, which means that any change or increase of one unit in (strategic intent) will lead to an increase in organizational success, and the relationship is significant, because the level of morale achieved is (0.000) It is less than (5%). According to these results, this hypothesis is accepted.

As for the results of the influence relationships recorded by (holistic thinking) on organizational success, as the effect was (0.098), which is positive, it means that any change or increase of one unit in (holistic thinking) will lead to an increase in organizational success, and the relationship is not significant, and that Because the level of the achieved morale is (0.067), which is greater than (5%). According to these results, this hypothesis is rejected.

The results of the influence relationships recorded by (assumptions leadership) on organizational success, as the effect was (0.36), which is positive, which means that any change or increase of one unit in (assumptions leadership) will lead to an increase in organizational success, and the relationship is significant, because The level of the achieved morale is (0.000), which is less than (5%). According to these results, this hypothesis is accepted.

Also, the results of the influence relationships recorded by (thinking in time) on organizational success, as the amount of influence was (0.28), which is positive, which means that any change or increase of one unit in (thinking in time) will lead to an increase in organizational success, and the relationship Significant, because the level of the achieved morale is (0.010), which is less than (5%). According to these results, this hypothesis is accepted.

## **Fourth topic: conclusions and recommendations**

### **First: conclusions**

1. Strategic thinking is one of the basic ingredients in modern organizations to defend their existence, as well as give them the required ability to compete.
2. Most of the study population use strategic thinking at the organizational level more than thinking at the individual level, and therefore this is an indication of the organization's effectiveness in activating strategic thinking and the weak response of individuals.
3. The results of the analysis showed that the senior management of the organization in question has a high ability to identify all areas that help it raise the level of organizational success strategies.
4. The existence of a quest by the senior management in the College of Administration and Economics in the application of mechanisms that will achieve organizational success by working according to the adoption of practices and concepts of modern strategic thinking.

### **Second: Recommendations**

1. The necessity of involving individuals in lower departments in strategic dialogues and meetings with higher departments because they have an important role in the strategic process in organizations.
2. The necessity of developing functional work paths to attract and develop distinguished individuals in strategic thinking towards the formation of strategic human capital in developing the overall performance of the organization.
3. The necessity of involving individuals in lower departments in strategic dialogues and meetings with higher departments because they have an important role in the strategic process in organizations.

4. The necessity of developing functional work paths to attract and develop distinguished individuals in strategic thinking towards the formation of strategic human capital in developing the overall performance of the organization.

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