

The Impact of Strategic Thinking Dimensions on Strategic Success: a Field Research in Iraq

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Abstract: The aim of this research is to explore the nature of the relationship between strategic thinking and strategic success by demonstrating the extent to which the former influences the latter. The research problem lies in organizations' neglect of the role of strategic thinking in achieving and enhancing strategic success. The research derives its importance from the importance of its topics and their place in strategic thought. The research included a sample of (94) employees working at the University of Information Technology and Communications. The questionnaire was the primary tool for collecting data and information, and a set of statistical methods were used to extract results using the SPSS program. One of the most prominent results at the dimensional level was the varying impact of strategic thinking dimensions on strategic success. At the overall level, a high impact was evident.

Keywords: Strategic thinking, Strategic success.



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Introduction

When an organization seeks to achieve its strategic goals, this requires moving from the current reality to the future situation. This is not an easy matter, as it requires many factors and options. Choosing the best of them depends on rational analysis, available resources, and the costs required. (Lagaru et al, 2023:1). In this case, strategic thinking is embodied.

Many topics have attracted high attention from researchers, but strategic thinking is at the forefront of these topics, as it has aroused the interest of specialists in the field of strategic management. This type of thinking has become a transformation that has attracted researchers and practitioners. This is attributed to the changes that have occurred in the world in general and the business environment in particular, as traditional thinking no longer meets the aspirations of managers. Thus, strategic thinking has emerged as a philosophy adopted by organization's management.

In today's dynamic and rapidly changing business environment, organizational leadership realizes that success and survival depend on outperforming competitors, and this depends on the availability of strategic thinking characterized by innovation and creativity (Imuetinyan & Ngon, 2023: 134).

The real emergence of the concept of strategic thinking occurred in 1994, following the publication of Mintzberg's article in the Harvard Business Review. Mintzberg emphasized that the conceptual overlap between planning and thinking confuses senior management and negatively impacts the organization's vision. Thinking, in general, is a high-level mental product that undergoes a set of mental processes, including analysis, synthesis, and the formulation of assumptions. Its final outcomes are embodied in the form of concepts, judgments, and theories. Thinking interacts with reality and is a reflection of it, and is linked to the social and psychological system (Hassan et al., 2021). Mintzberg described the concept of strategic thinking as a special way of thinking that focuses on insight, the use of intuition, and creativity in strategy (Hadi, 2019:375).

The initial features of the emergence of strategic thinking are attributed to the beginnings of human existence, as the strategic orientation at that time was represented in preserving survival, moving to invest in opportunities in the environment, and avoiding risks. This was represented at that time simply in exploiting opportunities for food availability and avoiding the risks of exposure to death, and thus strategic thinking developed with the development of human life (Abdul Qader, 2022: 523).

On the other hand, strategic success is a topic closely related to an organization's adaptation and growth, through interaction with its changing environment, and it is also a fundamental goal that organizations strive to achieve

Theoretical review

Strategic thinking

Strategic thinking appeared widely in the literature of strategic management at the end of the last century, as strategic thinking refers to the processes related to reason and knowledge, which the manager adopts in order to anticipate the future and explore opportunities and challenges in the organization's environment, including its rapid changes, all for the sake of the organization's survival and continuity (Abdul Rasool and Kazem, 2022: 652).

Much of the literature has included aspects regarding the importance of strategic thinking for organizational excellence. Aaltola (2019) described it as a vital factor, Chevallier (2016) identified its association with solving highly complex dilemmas, Dixit et al. (2021) pointed to the importance of strategic thinking in achieving organizational success and enhancing its competitive advantage, and Ershadi et al. (2019) emphasized the effective role of strategic thinking in developing competitive advantage, while explaining the role of strategic thinking in achieving organizational excellence.

Strategic thinking is the basic pillar upon which managers rely in the strategic planning process. Without strategic thinking, managers lack the ability to plan strategically and confront problems, and this impacts the effectiveness of the organization (Sorkheh et al,2023:39). Therefore, strategic thinking is a crucial factor for organizations, as it enables managers to anticipate the future in an environment characterized by high ambiguity (Watkins, 2024).

Amanah et al. (2022:393) defines strategic thinking as defining long-term goals to help leaders prepare for the future by focusing on structure and intuition to manage the organization strategically and creatively. Jalbt (2023:453) describes it as intertwined and integrated skills that cannot be separated from one another, representing optimistic, humane thinking that embodies the individual's belief in his or her mental abilities and energies.

Strategic thinking represents an indicator of the critical points, goals and strategies of the organization, as well as the continuous improvement of its operations (Lazarus et al, 2024:190).

Strategic thinking is a creative mental activity that develops effective strategies for the organization, enhances the ability of leaders in the organization to deal with unexpected changes in the organization's environment, and is characterized by being comprehensive and embodied in all stages of the strategic process (Alabbadi et al, 2019: 170).

Strategic thinking critically complements the field of strategic management (Piorkowska et al., 2021: 316). Therefore, strategic management and strategic thinking are viewed as the process of developing a strategic plan to achieve goals, as shown in Figure (1).

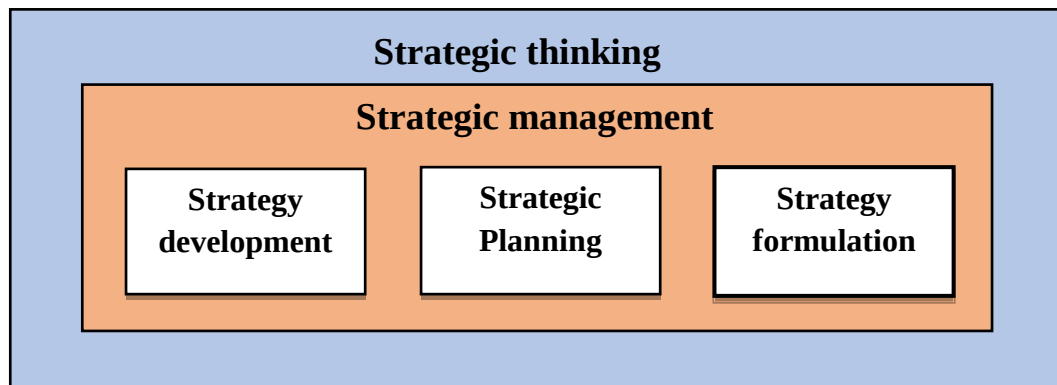


Figure (1) Strategic management and strategic thinking

Source: Loncar, M.(2017), The Impact Of Strategic Management And Strategic Thinking Approaches On Business Performance Of Companies Operating In The Retail Industry, European Project Management Journal, Volume. 7, Issue. 1, P.86

Strategic thinking is distinct from other types of thinking due to a number of characteristics that define it. Strategic thinking is a thoughtful approach to thinking that aims to change, advance, and achieve what is best for the organization (Al-Zalzali, 2022: 782). Strategic thinking is the process of generating business-related ideas to achieve competitive advantage. It is an essential component of strategy development, a mental and reflective process for developing new strategies, setting long-term organizational goals, implementing plans to achieve these goals, and allocating the necessary resources to achieve them (Olaniyi & Lucas, 2016:23).

Strategic thinking derives its importance from being a means of shaping the future of the organization by extrapolating environmental requirements (Mureethi et al., 2018: 2). (Hasnawi and Moussawi, 2021: 40) pointed out the importance of strategic thinking as it helps organizational leadership capitalize on opportunities and address challenges within the organizational environment. The importance of strategic thinking is evident in the shift from a traditional approach to a more innovative one (Amanah et al., 2022: 393-394). It is essential for the organization's survival as it is linked to dealing with a highly changing external environment (Karami & Gorzynski, 2021: 381), and it enhances convergence within the organization and spreads optimism (Arayesh et al., 2017: 265).

Strategic thinking enables managers to understand what drives the achievement of objectives and generate value for customers, as well as to define the strategy necessary to achieve said value (Jafari et al., 2017:5), provide the best products to customers (Ginanneschi, 2021:2), generate innovative and creative ideas related to the organization's sustainable technological development (Danook, 2016:28), and contribute to building connections between various parties (Srivastava & D'Souza 2020:55).

Three main dimensions have received attention in a number of literatures concerned with strategic thinking, and these dimensions are the ones that the current research will address: systems thinking, time thinking, and opportunity thinking.

Systems thinking is based on a holistic perspective, which views the organization as an integrated system of a group of internal subsystems represented by the organization's various formations, or external subsystems embodied by external environmental factors (Bakir, 2019: 247). Therefore, this type of thinking is called holistic thinking (Abu Junaib, 2020: 14). Systems thinking contributes to analyzing the causes of problems and then solving them appropriately, based on an in-depth study of the problem's data (Jalbet, 2023: 468). Managers who think strategically must possess knowledge of the future states they seek to achieve (Al-Zalzali, 2022: 783).

Thinking in time, sometimes called Timely thinking, helps managers adopt an appropriate strategy to deal with the gaps between the past situation, the current reality, and the desired future form (Al-Wahidi et al., 2020: 78). This thinking is employed when there is a specific and clear strategic intent, and all efforts are harnessed, starting with preparing the strategy from senior management all the way down to employees, with a clear understanding of it, far from any ambiguity (Bakir, 2019: 247). Thus, thinking about time represents the ability to invest the contents of organizational memory in the right path to build the future, and this is achieved by exploiting information about the organization's past and present to determine what should be done to develop its future (Amanah, 2022: 395). Therefore, this thinking is a link between the past, present, and future, and what each time period includes in the relevant performance (Ibrahim and Mustafa, 2020: 15).

Opportunity thinking involves managers exploiting opportunities to address environmental challenges. Opportunity thinking contributes to investing in alternative opportunities that achieve greater benefits than current strategies (Jalbet, 2023: 470). In this case, opportunity thinking should take into account the available opportunities in the environment and the mechanism for seizing them, as well as directing all efforts to seize them, learning from the experiences of others, and empowering employees to achieve compatibility with rapid environmental changes and awareness of strategic issues (Amanah, 2022: 395). Regarding this type of thinking, two strategic trends emerge: the intended strategy and the emergency strategy. The second type usually drives strategic thinking towards exploiting opportunities (Abbas, 2019: 623). In short, opportunity thinking is concerned with the opportunities available in the organization's environment (Abdul Qader, 2021: 527).

Strategic success

Researchers' opinions differed regarding the concept of strategic success. There are several concepts of strategic success, including the results of the activity of employees, owners, and customers with all stakeholders from the perspective of the general and specific external environment and from the perspective of the internal environment (Ahmed, 2020: 1186).

Strategic success is defined as the formation of a concise and clear vision, the adoption of a stimulating culture to achieve goals effectively, the departure from routine, and the provision of opportunities for innovators to ensure the achievement of these goals (Hassan and Al-Shaikhli, 2020: 4). (Baqader and Alali, 2020: 11) define it as a leader's ability to develop a long-term plan, understand the organizational environment, and anticipate its future. (Orlov et al., 2020: 5) describe it as the level of strategic capability necessary to achieve break-even activity. (Salman et al., 2021: 75) believe that strategic success is represented by the organization's ability to implement its pre-defined strategies and adopt a positive organizational culture and climate, ensuring success at the strategic level

The concept of strategic success has gone through three stages to reach its current content. These stages were in harmony with the development of administrative thought. In the first stage, it was

expressed as efficiency and effectiveness, in the second stage it was represented as organizational success, and in the third stage it was represented as strategic success, which is the most important goal (Kaliannan & Adjovu, 2015: 162).

Wheelen & Hunger (2005:3) describes strategic success as successful leadership and management that understands the organization's purpose and what is happening in its environment, improving employee performance, enhancing intellectual capital, and achieving their satisfaction.

Strategic success is referred to as a series of decisions made by managers to enhance the competitiveness of the organization and ensure its sustainability for the longest possible period, in light of the contemporary dynamic environment (Amoli & Aghashahi, 2016: 448).

The importance of strategic success is evident in its motivation to capitalize on opportunities and confront challenges (Saeed et al., 2018: 311). Strategic success provides decision makers with confidence and insight (Paudel & Kumar, 2021: 118). It contributes to enabling the organization to achieve survival and growth (Sadq et al., 2019: 631). Strategic success is an indicator of achieving competitive advantage (Orlov et al., 2020: 1), achieving cognitive maturity and advancing organizational learning (Jabbar & Wali, 2021: 20), and enhancing efficiency and effectiveness within the organization (Mahdi et al., 2020: 180). Strategic success works to build an effective system to determine the organization's priorities and secure its resources to meet customer requirements (Atta et al, 2020: 165), in addition to strengthening the organization's position in the market (Al-Kaabi, 2021: 284), identifying customer needs, and enhancing their loyalty to the organization (Al-Kubaisi & Hassan, 201: 23).

The model most widely used by researchers to define the dimensions of strategic success is the three-dimensional model: survival, adaptation, and growth. An organization's survival in the market is the foundation of strategic success (Haleg, 2021:521). Survival is accompanied by keeping pace with environmental changes, such as technology and intense competition. It is worth noting that survival supports all other organizational goals (Glanz, 2010:645). An organization's survival is linked to many aspects, the most important of which is dealing with future opportunities by achieving customer satisfaction (Sadiq, 2020:686). Survival requires an organization to consider all stakeholders (Hlehel, 2022:79). An organization's ability to change is an effective indicator of its survival in a dynamic environment (Othman, 2020:37).

Organizations do not operate in isolation from their environment, and the data within this environment may present opportunities or challenges for the organization. Therefore, a strategy must be chosen that ensures compatibility with the environment. Adaptation is a true measure of an organization's success, as it represents the organization's response to any change in its environment, especially the external environment (Haleg, 2021:521). Therefore, the secret to a successful strategy lies in its ability to adapt (Sadiq, 2020:686) and adopt modifications that will achieve compatibility with these changes (Hlehel, 2022:79). This adaptation represents the organization's keenness to interact with its environment and seize the opportunities available within it (Aba Baker & Ali, 2017:335).

Daft (2001:352) defined growth as an organization's goal through which it expands its operations and increases its profits in a highly complex environment. Jones (2007:312) defines growth as a stage in an organization's life cycle that enhances its resources and competitive advantage. Abbas & Abdul Karim (2021:335) indicate that growth simultaneously enables the organization to adapt to customer requirements. Glanz (2010:645) emphasizes the need for an organization to intensify research and development activities to ensure quantitative and qualitative growth in its operations. Alwan et al. (2019:216) specify that achieving this requires vision, a high level of understanding, and creative capabilities. Hlehel (2022:79) emphasizes that growth can only occur with organizational capabilities, and that growth contributes to enhancing and increasing strategic knowledge.

Methodology

The descriptive analytical approach was adopted as a methodology for the current research, which is based on analyzing the questionnaire paragraphs and extracting results that express the opinions of the respondents. The research problem was represented in neglecting the role of strategic thinking in achieving and enhancing strategic success by organizations. The questionnaire was the main tool for collecting data, which included paragraphs related to strategic thinking and paragraphs related to strategic success. The questionnaire consisted of thirty paragraphs (15) for each variable, with five paragraphs for each dimension. The sample size was (94) of employees at the University of Information Technology and Communications. A number of statistical methods were used to analyze the data using the statistical program SPSS.

The research included the following hypotheses:

H1: There is a significant correlation between strategic thinking and strategic success.

H2: There is an impact of strategic thinking on strategic success. The following sub-hypotheses emerge from this:

H2.1: There is an impact of systems thinking on strategic success.

H2.2: There is an impact of opportunity thinking on strategic success.

H2.3: There is an impact of in-time thinking on strategic success.

Figure (2) shows the conceptual model of the research.



Figure (2) Conceptual model

Source: researcher

Results

Sample size adequacy test

In order for the results to be generalized to the research community, it is necessary first to know the adequacy of the sample that was chosen based on the (KMO) criterion, as it is assumed that all extracted values are greater than (0.50), in addition to adopting the (Barlett) test to achieve the condition of inter-correlations, which should be characterized by significance. Table (1) shows that the tests are within the acceptable limits.

Table (1) KMO & Bartlett's tests of research

Variables	KMO	result	Bartlett	Sig.	result	Decision
Strategic thinking	0.852	greater than 0.50	958.412	0.000	Significant	Suitable
Strategic success	0.876	greater than 0.50	986.598	0.000	Significant	Suitable

Source: SPSS results

Scale reliability

Reliability means achieving approximately the same results if the scale is administered again at a later time. A Cronbach's alpha coefficient of greater than or equal to 0.70 is an indicator of the

scale's acceptance. It is clear from the data in Table (2) that all extracted values for the variables and dimensions exceeded the required value.

Table (2) reliability of scale

Variables / Dimensions	Cronbach's Alpha	Decision
Systems thinking	0.782	accepted
Thinking in time	0.794	accepted
Opportunity thinking	0.840	accepted
Strategic thinking	0.806	accepted
Survival	0.865	accepted
Adaptation	0.824	accepted
Growth	0.818	accepted
Strategic success	0.846	accepted

Source: SPSS results

Descriptive statistics

Strategic thinking

System thinking

Table (3) shows the results of descriptive statistics on the dimension of systematic thinking. The second paragraph had the highest ranking in importance, with a mean value of (3.81) and a S.D value of (0.78), with a C.V value of (20.47). This result means a high agreement among the sample members regarding the embodiment of this paragraph. The third paragraph recorded the lowest ranking, which was fifth among the paragraphs of this dimension, with a mean of (3.39), and a S.D of (0.98), with a coefficient of variation of (28.90). This result expresses a high agreement among the respondents regarding the content of the third paragraph, but at the same time it does not rise to the level of agreement in the remaining five paragraphs of this dimension. The ranking of the remaining paragraphs continued, as the fifth paragraph recorded a second ranking, followed by the first paragraph in third place and the fourth paragraph in fourth rank.

Table (3) Descriptive system thinking dimension

Items	Mean.	S.D	C.V	Ranking	Level of response
1	3.76	0.82	21.80	3	high
2	3.81	0.78	20.47	1	high
3	3.39	0.98	28.90	5	high
4	4.07	0.91	22.35	4	high
5	4.08	0.88	21.57	2	high
Total	3.89	0.67			

Source: SPSS results

Opportunity thinking

Table (4) includes descriptive statistical data on the dimension of opportunity thinking. It appeared that the highest ranking in importance was for the tenth paragraph, as the Mean value reached (3.75) and the S.D value reached (0.62), with a C.V value of (16.53). This result means a high agreement among the sample members and low dispersion in their responses regarding the embodiment of this paragraph. The eighth paragraph recorded the lowest ranking, which is fifth among the paragraphs of this dimension, with a mean of (3.36), and S.D of (0.92), with a coefficient of variation of (27.38). This result also expresses a high agreement among the respondents regarding the content of the eighth paragraph, but at the same time it does not rise to the level of agreement in the remaining five paragraphs of this dimension. The ranking of the

remaining paragraphs continued, as the sixth paragraph recorded a second ranking, followed by the seventh paragraph in third place and the ninth paragraph in fourth rank.

Table (4) Descriptive opportunity thinking dimension

Items	Mean.	S.D	C.V	Ranking	Level of response
6	3.68	0.72	19.56	2	high
7	3.52	0.81	23.01	3	high
8	3.36	0.92	27.38	5	high
9	3.04	0.74	24.34	4	high
10	3.75	0.62	16.53	1	high
Total	3.56	0.78			

Source: SPSS results

In time thinking

The data in Table (5) show the results related to the descriptive statistics for the time thinking dimension, where it is clear that the highest rank in importance was recorded for paragraph (14), as the value of Mean reached (4.10) and the value of S.D reached (0.79), with a C.V of (19.27), which means that there is a high agreement among the respondents, as well as a low dispersion in their responses regarding the embodiment of this paragraph, while paragraph (15) recorded the lowest rank, which is fifth among the paragraphs of this dimension, with a mean of (3.89), and S.D reached (0.91), with a coefficient of variation of (23.39), and this result also expresses a high agreement among the respondents regarding the content of paragraph (15), but at the same time it does not rise to the level of agreement compared to the rest of the five paragraphs of this dimension, and the ranking of the rest of the paragraphs continued, as the thirteenth paragraph recorded a second rank, then the twelfth paragraph followed it in third rank and the eleventh paragraph in fourth rank.

Table (5) Descriptive in time thinking dimension

Items	Mean.	S.D	C.V	Ranking	Level of response
11	3.65	0.81	22.19	4	high
12	3.78	0.83	21.96	3	high
13	3.69	0.80	21.68	2	high
14	4.10	0.79	19.27	1	high
15	3.89	0.91	23.39	5	high
Total	3.77	0.72			

Source: SPSS results

It appears from the data of the tables of descriptive statistics for strategic thinking that the dimension of systematic thinking achieved the highest mean of (3.89) with a S.D. of (0.67), followed by the dimension of opportunity thinking with a mean of (3.56), and S.D. of (0.78), and the dimension of in time thinking came in third place with a mean of (3.77) and a S.D of (0.72).

Strategic success

Survival

Table (6) shows the results of descriptive statistics on the dimension of survival. The highest ranking in importance was for paragraph (19), as the value of Mean was (4.31) and the value of S.D was (0.76), with a C.V of (17.63). This result means a high agreement among the respondents regarding the embodiment of this paragraph. The twentieth paragraph recorded the lowest ranking, which is fifth among the paragraphs of this dimension, with a mean of (4.12), and S.D of (0.83), with a coefficient of variation of (20.14), which means a high agreement among the respondents regarding the content of this paragraph. However, at the same time, it does not rise to

the level of agreement in the remaining five paragraphs of this dimension. The ranking of the remaining paragraphs continued, as the eighteenth paragraph recorded a second ranking, followed by the sixteenth paragraph in third place and the seventeenth paragraph in fourth place.

Table (6) Descriptive survival dimension

Items	Mean.	S.D	C.V	Ranking	Level of response
16	3.98	0.75	18.84	3	high
17	4.20	0.82	19.52	4	high
18	4.16	0.78	18.75	2	high
19	4.31	0.76	17.63	1	high
20	4.12	0.83	20.14	5	high
Total	4.09	0.88			

Source: SPSS results

Adaptation

Table (7) includes descriptive statistical data on the adaptation dimension, as it appeared that the highest ranking in importance was for the twenty-fourth paragraph, as the Mean value reached (4.06) and the S.D value reached (0.78), with a C.V value of (19.21). This result means a high agreement among the sample members and low dispersion in their responses regarding the embodiment of this paragraph. The twenty-fifth paragraph recorded the lowest ranking, which is fifth among the paragraphs of this dimension, with a mean of (3.76), and S.D of (0.92), with a coefficient of variation of (24.47). This result also expresses a high agreement among the respondents regarding the content of this paragraph, but at the same time it does not rise to the level of agreement in the remaining five paragraphs of this dimension. The ranking of the remaining paragraphs continued, as the twenty-second paragraph recorded a second ranking, followed by the twenty-third paragraph in third place and paragraph (21) in fourth place.

Table (7) Descriptive adaptation dimension

Items	Mean.	S.D	C.V	Ranking	Level of response
21	3.91	0.95	24.29	4	high
22	3.98	0.81	20.35	2	high
23	3.96	0.83	20.96	3	high
24	4.06	0.78	19.21	1	high
25	3.76	0.92	24.47	5	high
Total	3.79	0.93			

Source: SPSS results

Growth

The data in Table (8) show the results related to the descriptive statistics for the growth dimension, where it is clear that the highest rank in importance was recorded for paragraph (29), as the value of Mean reached (4.05) and the value of S.D reached (0.86), with a C.V of (21.23). This result reflects the existence of a high agreement among the respondents, as well as a low dispersion in their responses regarding the embodiment of this paragraph, while paragraph (28) recorded the lowest rank, which is fifth among the paragraphs of this dimension, with a mean of (3.99), and S.D of (0.89), with a coefficient of variation of (22.30). This result also expresses a high agreement among the respondents regarding the content of paragraph (28), but at the same time it does not rise to the level of agreement compared to the remaining five paragraphs of this dimension. The ranking of the remaining paragraphs continued, as paragraph thirtieth recorded second rank, followed by paragraph twenty-sixth in third rank and paragraph twenty-seventh in fourth rank.

Table (8) Descriptive growth dimension

Items	Mean.	S.D	C.V	Ranking	Level of response
26	3.95	0.87	22.02	3	high
27	4.04	0.90	22.27	4	high
28	3.99	0.89	22.30	5	high
29	4.05	0.86	21.23	1	high
30	4.02	0.88	21.89	2	high
Total	3.98	0.92			

Source: SPSS results

The data from the tables of descriptive statistics for strategic success show that the survival dimension achieved the highest mean of (4.09) with an S.D. of (0.88), followed by the growth dimension with a mean of (3.98) and an S.D. of (0.92), and the adaptation dimension came in third place with a mean of (3.79) and a standard deviation of (0.93).

Hypothesis testing

Table (9) shows the results of the correlation relationships between strategic thinking and strategic success at the overall level and at the dimensional level. It is clear that all correlation values are statistically significant at two levels, namely (0.01) and (0.05), as the highest correlation at the dimensional level reached (0.558**), and the lowest correlation (0.326**), while the correlation at the overall level between the two variables reached (0.496**).

Table (9) Correlation relationship

Strategic thinking	Strategic success				
	Dimensions		Survival	Adaptation	Growth
	System thinking	R	0.546**	0.496**	0.558**
		Sig.	0.000	0.000	0.000
	Opportunity thinking	R	0.428**	0.418**	0.422**
		Sig.	0.000	0.000	0.000
	Time thinking	R	0.386**	0.334**	0.382**
		Sig.	0.000	0.000	0.000
	Total	R	0.326**	0.402**	0.367**
		Sig.	0.000	0.000	0.000

Source: SPSS results

Table (10) show the results of impact strategic thinking on strategic success at the level of dimensions and at the overall level. Regarding to the impact of the systems thinking dimension on strategic success, it is clear that the calculated (F) value reached (128.59), which is greater than the tabular (F) value, which is (3.92), which means that there is a significant impact of the systems thinking dimension on strategic success, which means accepting the first sub-hypothesis within the second main hypothesis. The adjusted R² value reached (0.560), meaning that systems thinking constitutes (56%) of the changes occurring regarding strategic success, and (44%) is attributed to the influence of other factors. The calculated (t) value reached (11.342), which is greater than the tabular value, which is (1.644), at a significance level of (0.05). The (β) value reached (0.682), which means that a one-unit increase in the (β) value will lead to an increase in strategic success by (68.2%).

Table (10) impact strategic thinking on strategic success

Dependent Variable	Independent Variable/Dimensions	Indicators						Decision
		R ²	Adj. R ²	β	F	t	Sig.	
Strategic success	System thinking	0.562	0.560	0.682	128.59	11.342	0.000	Accept hypothesis
	Opportunity thinking	0.394	0.392	0.539	37.208	5.984	0.000	Accept hypothesis
	In time thinking	0.472	0.468	0.647	86.740	9.164	0.000	Accept hypothesis
	Strategic thinking	0.573	0.569	0.864	128.78	11.280	0.000	Accept hypothesis
F= 3.92 t= 1.644 N=94 Number of accepted hypothesis = 4								

Source: SPSS results

The impact results of the opportunity thinking dimension show that the calculated (F) value reached (37.208), which is greater than the tabular (F) value of (3.92), which means a significant impact of the opportunity thinking dimension on strategic success, and this indicates the acceptance of the second sub-hypothesis within the second main hypothesis. The adjusted R² value reached (0.392), meaning that opportunity thinking constitutes (39.2%) of the changes occurring in strategic success, and that (60.8%) is due to the influence of other factors. The calculated (t) value reached (5.984), which is greater than the tabular value of (1.644) at a significance level of (0.05), and the (β) value reached (0.539), which means that a one-unit increase in the (β) value will lead to an increase in strategic success by (53.9%).

The results of Table (9) reflect the relationship between the impact of the dimension of thinking about the right time and strategic success. It is clear that the calculated value of (F) reached (86.740), which is greater than the tabular value of (F) which is (3.92). This indicates a significant impact of the dimension of thinking about the right time on strategic success. Thus, the third sub-hypothesis within the second main hypothesis is accepted. The adjusted R² value reached (0.468), meaning that thinking about the right time constitutes (46.8%) of the changes that occurred regarding strategic success, and (53.2%) is due to the influence of other factors. The calculated value of (t) reached (9.164), which is greater than the tabular value of (1.644) at a significance level of (0.05). The value of (β) reached (0.647), which means that a one-unit increase in the value of (β) will lead to an increase in strategic success by (64.7%).

The impact of strategic thinking on strategic success at the aggregate level shows that the calculated (F) value reached (128.78), which is greater than the tabular (F) value, which is (3.92). This indicates a significant impact of strategic thinking on strategic success, and thus the second main hypothesis is accepted. The adjusted R² value reached (0.569), meaning that thinking at the right time constitutes (56.9%) of the changes occurring regarding strategic success, and (43.1%) is due to the influence of other factors. The calculated (t) value reached (11.280), which is greater than the tabular value, which is (1.644), at a significance level of (0.05). The (β) value reached (0.864), which means that a one-unit increase in the (β) value will lead to an increase in strategic success by (86.4%).

Conclusions

The University of Information Technology and Communications is one of the most important institutions within the Ministry of Higher Education and Scientific Research, due to its academic, educational, and social role. The university seeks to assume a leading position among Iraqi universities. Strategic thinking is one of the important directions that enable the university to

achieve its desired position by achieving strategic success, survival, adaptation, and continued growth.

The research results revealed a close relationship between strategic thinking and strategic success, and a clear impact of strategic thinking on strategic success at the University of Information Technology and Communications. The impact of each dimension of strategic thinking on strategic success varied.

The results of the data analysis revealed that the dimension of systems thinking ranked first among the universities in the research sample, followed by the dimension of opportunity thinking, and finally the dimension of timeliness thinking. This indicates a lack of sufficient attention by the organization under study to the dimension of timeliness thinking. This is a clear shortcoming, as the failure to implement strategic thinking at the appropriate time can undermine many of its positive repercussions.

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