



INTERNATIONAL JOURNAL OF
TRANSFORMATIONS IN BUSINESS MANAGEMENT

e-ISSN: 2231-6868, p-ISSN:2454-468X

STRATEGIC THINKING AND ITS IMPACT ON
ORGANIZATIONAL INNOVATION

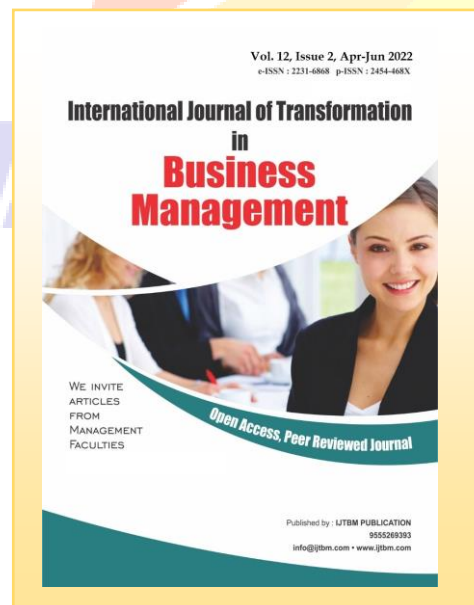
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Paper Received: 17th March, 2022; **Paper Accepted:** 06th April, 2022;
Paper Published: 09th April, 2022

DOI: <http://doi.org/10.37648/ijtbm.v12i02.002>

How to cite the article:

Khaddar H.S, Abbas A.S, Strategic
Thinking and its Impact on
Organizational Innovation, IJTBM,
April-June 2022, Vol 12, Issue 2; 28-
49, DOI:
<http://doi.org/10.37648/ijtbm.v12i02.002>



ABSTRACT

The research aims to test the relationship of strategic thinking as an independent variable with organizational Innovation as a responsive variable, and the researcher set out to identify the problem and expressed it with a number of questions, the most prominent of which were (Is there an effect of strategic thinking on organizational Innovation?), and what is the nature of the relationship between the variables and does one affect the other? What is the nature of the relationship between the variables and does one affect the other? . The research aimed to answer these intellectual questions through practical application on the research sample, where the necessary information was obtained during personal interviews and the questionnaire, where it was analyzed statistically, and the researcher relied on the descriptive analytical approach And he came out with a set of theoretical and practical conclusions that diagnosed the reality of the research variables in the application environment, where he proved the existence of a significant correlation relationship and the presence of a significant impact of strategic thinking on organizational Innovation. Its ability to think and be creative for the benefit of developing and building the educational institution in a scientific building that keeps pace with the rapid scientific development.

Keywords: *strategic thinking, organizational Innovation, Dhi Qar education*

INTRODUCTION

Strategic thinking is one of the most important means that, through its proper and purposeful exploitation, achieve success and excellence for organizations and confront changes with correct steps, as the strategic thinking process is an intuitive, predictive intellectual process that raises the creative abilities of people, and defines clear visions and how to achieve them, and strategic thinking is characterized by prediction and foresight. For the future of organizations in their competitive environment, which leads them to invest opportunities and adapt to environmental changes, as well as helps them

identify the steps that transfer their strategic visions into practical reality. This type of thinking is characterized by the leaders of successful organizations by helping to sense threats or problems and overcome them before they occur, whether in the internal or external environment Given the importance of the independent variable, which is strategic thinking, and its role in achieving organizational Innovation associated with the most important resource, which is the human resource, and its role in achieving excellence and superiority for the organization in question, where organizational Innovation is considered a criterion for the diversity of individuals' abilities to devise each new and

in a variety of ways, which achieves distinction and excellence, so the research tries Shedding light on the importance of strategic thinking and the extent of its impact on organizational Innovation in public education in Dhi Qar Governorate, and whether this organization invests strategic thinking in achieving organizational Innovation in an optimal way .

THE FIRST TOPIC: RESEARCH METHODOLOGY

First: The Research Problem

This research deals with an important topic related to the need of educational organizations in Iraq to understand and exploit strategic thinking to achieve organizational Innovation, which is one of the most important requirements for achieving distinction, excellence and providing the best, in light of an accelerated development in performance and production, and where the educational organization occupies great importance to society, which is A source of awareness for individuals, and a source of intellectual and scientific distinction for them. Therefore, the research problem crystallizes by focusing on the concept of strategic thinking and its role in achieving organizational Innovation for the organization, to achieve keeping pace with environmental changes. Therefore, the research problem can be identified

1- What is the degree of interest of the organization in question in strategic thinking?

2-What is the degree of interest of the organization in question in achieving organizational Innovation for it ?

3-What is the nature of the relationship between the dimensions of strategic thinking and organizational Innovation ?

4-What are the most influential dimensions of strategic thinking in achieving organizational Innovation for the research sample organization ?

Second: The Importance of Research

The importance of the research comes from the importance of the variables investigated and their importance to the organization in question, as strategic thinking is one of the most important factors that determine the location of the organization in relation to the rapid development of organizations in the world and the extent of its impact in achieving organizational Innovation, which in turn achieves distinction and excellence for the organization. Therefore, the importance of the research shows through the following.

1. The importance of the variables investigated, the type of relationships and the links between them, where the research focused on two important variables, which

are both strategic thinking and organizational Innovation, as both variables have a significant impact on the development of the organization's performance.

2. The possibility of education benefiting the research sample from both sides of the theoretical and field study, as they are a source of information, which helps it to improve the level of thinking of its members towards drawing future plans.

3. The possibility of this research to develop appropriate solutions to the problem that the organization under discussion suffers from.

4. Giving a clear picture of the higher management levels in the organization under consideration, to the importance of supporting and encouraging individuals at the middle levels to produce practical ideas and to achieve a level of organizational Innovation for them.

Third: Research Objectives:

The research aims to achieve several things that can be clarified as follows

1. Determining the level of strategic thinking in education, the research sample.
2. Determining the level of organizational Innovation in the education under study.
3. Determine which of the dimensions of strategic thinking has the most impact on organizational Innovation
4. Diagnose the relationship and influence between strategic thinking and organizational Innovation at the macro and individual levels

Fourth: The Hypothesis of The Research

It determines the purpose of the research and to reach its specific objectives, the researcher designed a scheme that identifies the main hypotheses with the degree of influence between them, and Figure (1) shows:

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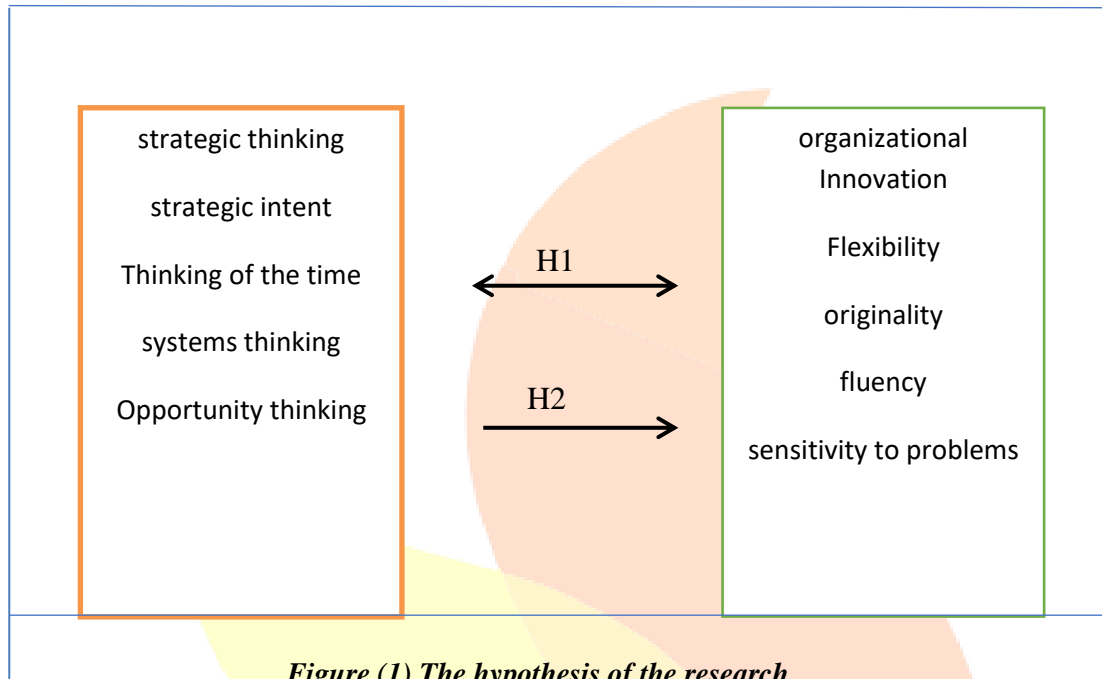


Figure (1) The hypothesis of the research

1. The first main hypothesis H1: There is no significant correlation between the dimensions of strategic thinking and the dimensions of organizational Innovation.
2. The second main hypothesis H2: There is no significant effect of strategic thinking in its dimensions of organizational Innovation.

Sixth: Research Community and Sample

- 1- Research community: The General Directorate of Education was chosen because it is an important sector in reviving the community and raising its level. The research community was all sexual education departments (24)
- 2- Research sample: the research sample from (the general manager and his assistants, department managers and their

assistants, and officials of the divisions and units), where it was intentional, and the number of its members was (130) according to the structural system of education, and the questionnaire was distributed to them by (100%) and (121) questionnaires were retrieved They were valid for statistical analysis.

Seventh: The Approved Measurement Tool

It was relied on some previous studies dealing with research variables and their dimensions, as the current research scale relied on the main and secondary variables, as shown in the table below

Table No. (1) The main variables, their sub-dimensions, and the approved measures for their measurement

sequence	variable	Dimensions	number of paragraphs	approved scale
1	strategic thinking	strategic intent Thinking of the time systems thinking Opportunity thinking	4 4 4 4	has been relied upon Attractive Ali Kazar Model 2018 And the model of Sherwan Omar Omra 2019
2	organizational Innovation	Flexibility originality fluency sensitivity to problems	4 4 4 4	The model of Musab Ibrahim 2020, and Amad Ail Kasasbeh2014, was relied on

Eighth: Methods and Means of Data Collection

1-The theoretical side: this aspect was covered using desk research, as this is one of the most important requirements of the research, through which solid scientific evidence was obtained so that the research results would be of scientific value. The researcher relied on many references and sources approved from books, letters and theses, in addition to Arab and foreign articles, periodicals and magazines available from them on the Internet

2-The practical aspect: the researcher relied on multiple methods for collecting data and information, using the field approach by the researcher to obtain honest and accurate information that was obtained through the following.

-The questionnaire: the researcher relied on the questionnaire as an effective tool that provides him with a great opportunity to obtain data and information and collect it by the target group, to complete the requirements of the scientific aspect of the research and to reach the final results of the research. The questionnaire represented the main research tool that the researcher adopted as a primary source in collecting data and information related to this research, and it was designed through a field survey of Arab and foreign sources and the collection of available measurements related directly and indirectly to the topic of research, and they were adapted To suit the nature of the Iraqi environment and the study orientations, it was relied on the (Ligert quintuple) scale, where the items were distributed as follows (Fully agree, agree, neutral, disagree, strongly disagree) and according to the values and weights (1, 2, 3, 4, 5)

-Personal interviews: the researcher conducted a set of personal interviews with a number of sample members, the subject of the research, and these interviews included a group of senior leaders at the University of Dhi Qar, and the purpose of these interviews was to introduce the variables of the study, and crystallize its problem. And discussion and clarification of some paragraphs of the questionnaire to prepare it in a way that achieves what is required of it.

-Records of the Directorate of Education: In order to be acquainted with education and its various activities and works, this study has relied on some of its documents and pamphlets and within what is related to the scope of the study.

THE SECOND TOPIC: THE THEORETICAL SIDE STRATEGIC THINKING

First: The Concept of Strategic Thinking

Strategic thinking is a means and an end for organizations that seek to create future value (Young, 2016 7). He also interpreted strategic thinking as a specific method of solving strategic problems at the individual and institutional level and the level that combines rational and generative thinking processes and is the starting point where it combines Innovation and analysis that facilitates problem-solving or hypothesis-oriented approach (345: 2014,Pang, Pisapia). Strategic thinking also represents the method

of analysis of situations - the orientation of the organization - characterized by challenge and change, and dealing with them through strategic vision to ensure the survival of the organization and its rise to its social and moral responsibility, present and future (Abu Salim, 2019: 19). The purpose of strategic thinking is to discover new and visualize strategies and vision towards the desired future, as it is an intangible tool, but it constitutes the mentality of the planner, as it represents a necessity for building the leader and making transformations because the leader acquires a new and effective mind (Taha, 2019: 20). Strategic is gathering information, formulating ideas, and planning action. For each of these three activities, they consider three useful steps to take: Each step involves a different thinking skill, when you can use all the thinking skills involved, then you can think strategically Strategic thinking also includes moral and ethical thinking and propagation of five basic groups, five groups and three high-level thinking skills, and the five basic skills are memory, imagination, arithmetic, empathy, and conversational thinking (2014: 867, Hani). Strategic thinking helps you to overcome limitations, because when you think strategically, you go beyond the daily work, and think about the larger environment in which you operate, asking questions and challenging assumptions about how things work in the company, collecting and interpreting

complex and sometimes ambiguous data, and using the insights gained To carry out smart tests and choose the appropriate paths for the initiatives (Al-Gharbia, 2004: 16).

Second : Dimensions of Strategic Thinking

-Strategic Intent 1

Thinking with the intent of imitating the competitor or with the intent of taking initiative may be strategic thinking in this context a phrase that directs senior management in achieving its future strategic objectives. The strategic intention may revolve around the directives of the strategic decision maker towards the market or (good, service) or both, and it appears Here is the characteristic of diversity in strategic thinking in determining competition options through patterns of thinking and objectives (Bar Essam, 2010: 49). (Liedtka, 1998) indicates that “strategic thinking is a process driven by strategic intent It provides focus, attention and energy that secures individuals and organizations to achieve the goals, and therefore, the strategic intent is the desired position by the leadership and preparation for the desired future, as well as the goal that the organization focuses on (Al-Abadi, 2019: 72).

- Thinking Of Time2

Thinking about time is one of the important things that bridge the gap between the reality of the present and the intention of the future, as strategic thinking in this case does not recede in aligning the current resources and capabilities of the organization with the opportunities available in the environment, but rather includes in the means of increasing the current resources to achieve expansion goals in the future. This vision 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 (Ibrahim, 2014: And that the strategy is not led from the future only, but through the gap between the current reality, and (Liedtka 1994:73) clarified that the future intent that is decisive. The strategic intent indicates the expansion of the organization’s size, and accordingly, the current capabilities and resources are insufficient, which motivates the organization to be more innovative and make full use of the limited resources (Abdul Reda, 2014: 29).

-Systematic Thinking3

Strategic thinking was diagnosed as a shift from the vision of the organization as a fragmented company consisting of separate parts competing for resources to a vision and

dealing with it as a comprehensive system that integrates each part in a relationship with the whole. This, in turn, requires the ability to stay away from daily work problems, and Liedtke sees how the different problems and vital issues are related to each other, and that the solution that affects one area has the same effect in other areas. He called this entry systemic thinking, and he says in this regard, we must look beyond the characters and events, and we must look at the basic structures, those that shape the actions of the individual and create conditions, in which events of all kinds become a possible thing (Al-Marsoumi, 2009: 48). Systemic thinking represents the ability to synthesize and integrate the various elements to understand how they interact with each other to reach the goals of the organization, so that the parts are studied in terms of their relationship to the whole, and evaluated, in terms of their success in serving the goals of the system (Rania, 2010: 23)

-Opportunity Thinking 4

The goal-oriented thinking characterizes the element of seizing smart opportunities, and this intellectual accompaniment is considered a container that contains the possibilities of dealing with two types of strategies, "one is the intended strategy and the other is the episodic strategy , as the episodic strategy is one of the axes of strategic thinking directed

towards seizing smart opportunities. That these opportunities may go when not anticipating emergency environmental changes, and therefore ignoring any possibility of mobilizing emergency opportunities may lead to an unforeseen loss in the calculation of strategic thought (Ibrahim, 2014: 38) An opportunity to represent the spirit of the idea of seizing the opportunity. The opportunity. The opportunity. The opportunity to enjoy starting to benefit from the introduction and new ideas that seem more related to the dynamically changing market environment (Al-Abadi, 2018: 73).

ORGANIZATIONAL INNOVATION

First - The Concept of Organizational Innovation

The concept of organizational Innovation carries multiple implications and interpretations. Every researcher or scientist explains this term by referring to one or more of the distinguishing factors of Innovation, such as the characteristics or personal traits and mental skills of creative workers as well as the characteristics or variables that characterize each organization from others that affect its role in the level and type of Innovation in it (Safar, 2016: 41). Therefore, organizational Innovation is defined as a new idea that is implemented in order to develop a production, process or service (Robbins 1988:20). Or that it is the adoption of new

and modern thought, through a different content, either by ways of identifying hidden potentials or that can be used differently by linking unrelated ideas with each other (Daft, 2001: 327). It was also defined as a single intellectual process that combines brilliant knowledge and creative work, touching various areas of life, dealing with reality and striving for the best, as well as Innovation resulting from the interaction of subjective, objective, personal, environmental or behavioral variables, led by distinguished people (Khairy, 2012, 40).

Second : The Dimensions of Organizational Innovation

Fluency 1-

Fluency means the ability of a person to produce a large number of ideas that exceed the general average within a specified period of time, and it is said that fluency is the bank of creative ability (Al-Qahtani, 2016: 72). Fluency also means the ability to produce a large number of values and ideas in a specific unit of time, and each integrated step constitutes a new starting point in solving problems (Al-Ithawi and Al-Kuwari, 2011: 249). , 2013: 10). Also, intellectual fluency refers to the ability to produce the largest number of ideas appropriate to a particular situation or topic during a specific specified period of time (Atoudi, 2020: 6). Fluency also means the ability to recall the largest

possible number of ideas appropriate for a particular situation, within a short period of time.

Relatively, and therefore if this recall process is compared to other types of thinking other than innovation, where the ability of the creator in terms of recalling appropriate ideas is much greater than other people with traditional thinking

(Al-Ajla, 2009: 28).

-Flexibility 2

Flexibility is defined as the individual's ability to change a viewpoint of the problem he is dealing with from different angles, i.e. looking at things with a new perspective other than what people are accustomed to, and flexibility has a great role in the inventions that we touch and see (Delman, 2017: 76). It is changing the state of mind of the individual by changing the situation. (Khairy, 2012: 52). Flexibility is also known as the ability of the mind to adapt to changes and emerging situations and to move from a rigid angle to a free angle required by the confrontation process. (Al-Azzawi and Naseer, 2012: 46). It was also known as the ability to transform the course of ideas as required by the situation under discussion and research, to abandon old ideas if they are proven false, and to accept new constructive ideas if they are proven correct, i.e. looking

at things from different angles (Muslim, 2014: 92). Organizations today work in a competitive environment and continuous change, and therefore, in order for the organization to keep pace with this change, it must be characterized by the necessary flexibility with the ability to Innovation and innovation (Al-Hallaq, 2020: 6).

-Sensitivity to Problems³

Sensitivity to problems is represented in the individual's ability to explore the problem that revolves around him and to define it precisely, to realize the problem, to delve into it, and to accurately identify its various aspects that suggest creative ideas to overcome this problem (Atudi, 2020: 6). He defined the sensitivity of problems as the ability to Finding and discovering problems, identifying missing information and defects in it, and asking good questions to anticipate what might result from its practice (Al-Ethawi, 2011: 249). It also means receiving and accurate monitoring of problems, delving into them, and realizing their dimensions and effects (Al-Saadi, 2013:12). Also, sensitivity to problems was defined as awareness of the existence of problems, needs, or elements of weakness in the environment or situation, and this means that some individuals are faster than others in noticing the problem and verifying its presence in the situation, and there is no

doubt that discovering the problem represents a first step in the process of searching for a solution to it. It is linked to this ability to notice unusual, abnormal or confusing things in the surroundings of the individual, or to re-use them and raise questions around them (Al-Ajla, 2009: 29).

- Originality⁴

Authenticity is the production of new ideas that no one has thought of before, out of the ordinary, expected and traditional as it explores original ideas. It has been imitated, and the deficiency in it has been completed, then striving to present it in a new form (Safar, 2016: 47). It also means that the creative person does not think about the ideas of those around him, so his ideas are new (Al-Anzi, 2014: 35). Just as authenticity means innovation or individualization with ideas that the individual brings with new ideas in relation to the ideas of his colleagues (Muslim, 2014: 92). Authenticity also indicates that the creative person is characterized by new and different ideas that are far from the ideas of those around him (Gati, 2019:13).

THE THIRD TOPIC (PRACTICAL): TESTING THE RESEARCH HYPOTHESES

One : Scale Stability and Sample Size Adequacy

1 -Reliability or reliability: It is one of the basic things in measurement. The importance of consistency becomes clear once its meaning is fully and well understood. As the term suggests, a reliable or stable tool is one that works in consistent and predictable ways. For a scale to be stable, the scores that result from its use must represent some of the true state of the variable being evaluated and measured. In practice, this implies that the degree obtained from using the tool should not change unless there is an actual change in the variable that the tool measures. (Rober, DeVellis: 2016:49). As reliability refers to the extent of the internal consistency of the scale, which means that the questions all serve a general purpose to be measured, and the probability of obtaining the same results when the same scale is repeated again (Oppenheim, 2019: 144). The oscillating tool that gives varying results when applied more than once is a cause for concern and lack of confidence in its results, and then it is a waste of effort, time and money (83 2012: Huck,).as Cronbach's alpha coefficient is one of the most widely used internal stability measures in practice, as the value of alpha ranges between Between zero and one, zero

indicates that (a tool that is unstable) as for the right one It refers to (a tool of complete stability), and in general, the scale is considered to have low stability, as its value ranged between (0-40.0) and medium stability, if the value of alpha falls between (40.0 - 70.0), and it has high stability if the value of the alpha coefficient was (70.0 and above), if the scale has a high stability, then this means that the items of the scale are fixed, and then the scale is fixed (Hair et al, 2019: 775). But if the stability is low, this means that there is at least one of the questions or statements of the scale that is not stable and its internal consistency is considered weak, and it does not carry the acceptable level of stability, as it should be identified and treated by deleting the question or statement from the analysis. (Al-Qahtani, 307: 2015). as Table (15) shows that the values of Cornbrash's Alpha) ranged between (745.0 - 929.0). For the variables and dimensions, as it turned out to be greater than (70.0), which indicates that the variables and dimensions have appropriate internal consistency. Repeating the scale and giving the same results, so other statistical tests can be performed based on these results.

2 -As a first step to correctly perform the statistical analysis, it is to conduct a (KMO) test (Kaiser-Meyer Olkin) to ensure the sufficiency of the sample size in the current research, and Bartlett's test to ensure that

there is a statistically significant and moral correlation between the research variables. As shown in Table (15), it is clear that the value of (KMO) for the two variables exceeded (50.0), and this indicates that the size of the research sample is sufficient to conduct the subsequent analysis (Pallant, 2011:192). As it is noted that the value of Bartlett's for the two variables is (000.0), which is less than the level of moral significance adopted in this research, which

is (0.05), which indicates that the correlation between the two variables shown in the table below is statistically and morally significant. This leads to making sure that the correlation matrix is not a unity matrix in the sense that the correlation coefficients between the factors are not equal to zero, as we can generally conclude from the previous results that the sample size was sufficient and it is a good indicator for conducting subsequent statistical analyzes.

Table (2) Cronbach's Alpha and KMO and Bartlett's test and coefficients for the dimensions of the research variables

Dimensions	number of questions	Alpha Crow Nabach coefficients	KMO . test	Bartlett test	Sig
strategic intent	4	0.811	0.902	1020.270	0.000
Thinking of the time	4	0.815			
systems thinking	4	0.778			
Opportunity thinking	4	0.823			
strategic thinking	16	0.926	0.876	824.580	0.000
Flexibility	4	0.779			
originality	4	0.774			
fluency	4	0.776			
sensitivity to problems	4	0.745			
organizational Innovation	16	0.897			

Second, The Descriptive Analysis of The Research Variables Strategic Thinking Variable

- The Strategic Intent 1

In general, it achieved the strategic intent dimension of arithmetic mean (60.3), with a good level and with a standard deviation of

(676.0). This indicates the lack of dispersion of the sample's answers and their affirmation that the management of the organization in question often implements new ideas and strategies that mimic the reality in which they are in, especially since the current environmental situation and the repercussions of the Corona epidemic have

imposed on the Directorate of Education great challenges that forced it to adopt new strategies represented by e-learning in order to Harmony and compatibility with those challenges that will eventually lead to the implementation of the objectives of the Directorate, which in most cases correspond to its mission in order to reach the strategic intent.

2- Thinking About The Time

Overall, it achieved, after thinking about time, an arithmetic mean (88.3) and a good level with a standard deviation of (702.0). Which indicates the lack of dispersion of the answers of the sample and their affirmation of the presence of good interest on the part of the surveyed directorate in thinking about time and considering it one of the basic pillars of strategic thinking, as taking into account the factor of time is a key point invested by the directorate and at the same time it is the directorate in order to invest time correctly. From the first time, it is working on the need for there to be a balance between the capabilities of the Directorate and the goals it sets.

3- Systemic Thinking

In general, it achieved after systemic thinking an arithmetic mean (83.3) and at a good level and with a standard deviation of (611.0). Which indicates a good presence of systemic thinking for the Directorate of

Education in Dhi Qar, as we find that it implements the basics of systemic thinking, especially in terms of follow-up and comprehensive monitoring of the environment and the internal and external environment, and work on analyzing those variables and making appropriate decisions while following up on its internal resources of human, information and financial resources and trying to unify them For all departments and units within the directorate in order to reach the general goals sought by the directorate's strategy..

4 - Thinking About The Chances

In total, it achieved arithmetic mean (82.3) after chance thinking, at a good level and with a standard deviation of (697.0). This indicates the lack of dispersion of the answers of the sample and their affirmation of the presence of good interest on the part of the surveyed directorate in thinking of opportunities and trying to invest all the opportunities they face, especially in the external environment and trying to create the appropriate flexible organizational structure that should not constitute an obstacle to the speed of response to those variables In general, the strategic thinking variable achieved an arithmetic mean with a value of (86.3) and at a good level and with a standard deviation of (582.0). dimensions of the strategic thinking variable The coefficient of variation was used, as shown in Table (3)

and Chart (14), as it is clear that the dimension (systematic thinking) came in the first order in terms of the dimensions of the

strategic thinking variable, as most of the sample answers were in agreement about this dimension compared to the other dimensions.

Table (3) order of importance depending on the coefficient of variation for the dimensions of the strategic thinking variable

	variable	mean	ST. D	C. V	Rank
1	strategic intent	3.90	0.676	17.325	The second
2	Thinking of the time	3.88	0.702	18.102	the third
3	systems thinking	3.83	0.611	15.947	the first
4	Opportunity thinking	3.82	0.697	18.267	the fourth
strategic thinking variable		3.86	0.582		

Organizational Innovation Variable

1 - Flexibility

In total, it came after elasticity with an arithmetic mean (81.3) and at a good level and with a standard deviation of (658.0). This indicates that there is a good interest in the dimension of flexibility and an attempt to reach good levels of flexibility in its procedures and operations. At the same time, we find that the directorate's management seeks to achieve flexibility by allowing employees to participate and listen to their views in solving the problems that the directorate suffers from because of its active role On the speed of response and speed of access to solutions, which in turn will lead the Directorate towards reaching flexibility, and at the same time we find that the Directorate is trying to develop working

methods and methods for employees in order to try to reduce work problems and obstacles and at the same time reach speed and flexibility in the manager's work procedures.

2 - The Original

In total, it achieved the dimension of authenticity with an arithmetic mean (85.3) and at a good level and with a standard deviation of (643.0). This indicates the lack of dispersion of the sample's answers and their agreement on the presence of interest in the dimension of authenticity in the Directorate of Education of Dhi Qar, as there is a clear interest on the part of the Directorate in the human resource and considering it an original resource that greatly affects the future of the Directorate, so we find that interest in developing dialogue and discussion skills The employees

and trying to develop it, especially since the core work of the Directorate is the educational sector, which the staffing should excel in this capacity.

3-Fluency

In general, he achieved after fluency in arithmetic mean (92.3) with a good level and standard deviation (.575). This indicates the lack of dispersion of the sample's answers and their affirmation of a good presence of fluency among the directorate's employees in terms of presenting new ideas and proposals that address work problems and work on developing methods and procedures for the directorate's activities. In the presence of fluency.

4 - Sensitivity to Problems

Overall, it achieved a sensitivity dimension to problems with an arithmetic mean (77.3) and a good level with a standard deviation of (644.0). That is, there is a clear interest in the Dhi Qar Education Directorate in the dimension of sensitivity to problems by increasing the skills of workers in the process of addressing the problems they face or that

may face them in the future by predicting and preparing for them with how to develop solutions, and when we find that there is cooperation and openness to the opinion of workers In this aspect, this indicates that the surveyed directorate seeks to activate the levels of organizational Innovation within the directorate in an effective manner.

In general, the organizational Innovation variable achieved an arithmetic mean (3.84 a good level and a standard deviation (0.515), which indicates the lack of dispersion of the sample answers and their affirmation of the presence of a good percentage of organizational Innovation levels in the Directorate of Education in Dhi Qar and all its dimensions

In order to rank the importance of the dimensions of the organizational Innovation variable, the coefficient of variation was used, as is clear in Table (4), as it is clear that (Fluency dimension) came in the first order in terms of dimensions of organizational Innovation, as most of the sample answers were in agreement about this dimension compared to the other dimensions

Table (4) order of importance according to the coefficient of variation for the dimensions of the organizational Innovation variable

	variable	mean	ST. D	C. V	Rank
1	Flexibility	3.90	0.676	17.325	The fourth
2	originality	3.88	0.702	18.102	the second
3	fluency	3.83	0.611	15.947	the first
4	sensitivity to problems	3.82	0.697	18.267	the third
Organizational Innovation variable		3.86	0.582		

Third - Testing Hypotheses

1-Analyzing the relationship between strategic thinking and organizational thinking Agenda (5), Strategic Thinking, Logical Thinking Plans. The organizational researcher and its dimensions are morally related), as the official researcher researcher (100%) of the weak to strong relationships with organizational Innovation and its dimensions fluency, originality, flexibility, sensitivity to problems, there is a correlation relationship between strategic thinking and

organizational Innovation Which indicates that the Dhi Qar Education Directorate, whenever it seeks to pay attention to strategic thinking and try to develop future plans and prepare for it, this will give a large space for the organization to rely on participation with employees and middle and executive departments in order to present ideas and proposals that may lead to the generation of Innovation Organizational, and Figure (2) shows the strength of the link between strategic thinking and organizational Innovation.

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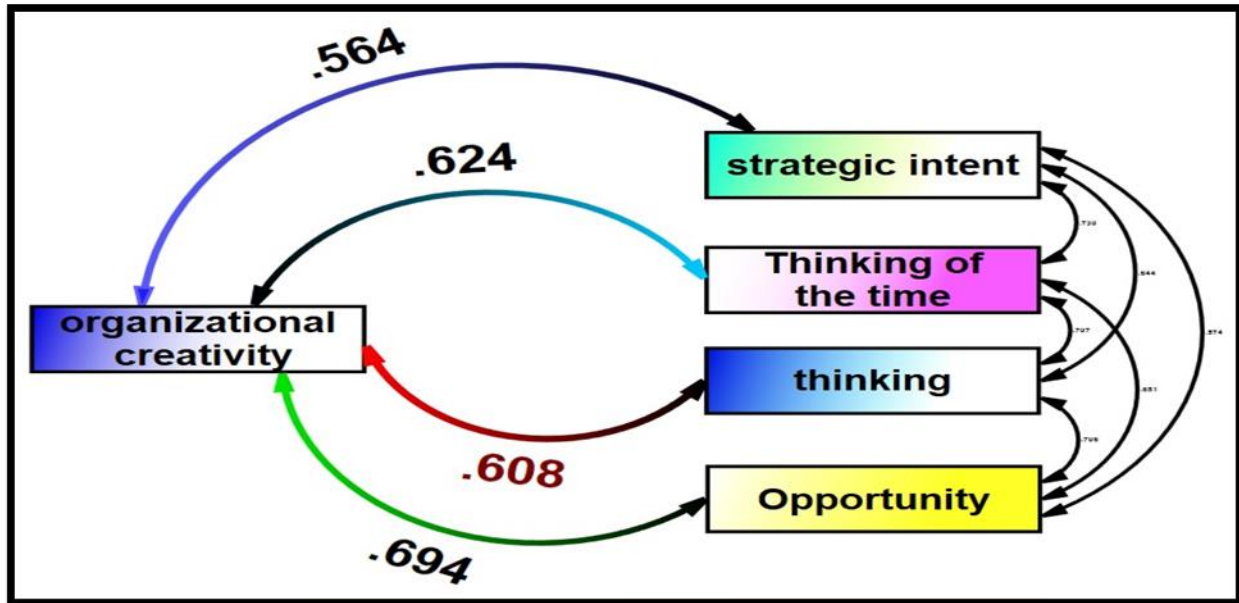


FIGURE (1) Correlation between Organizational Creativity and Dimensions of Strategic Thinking

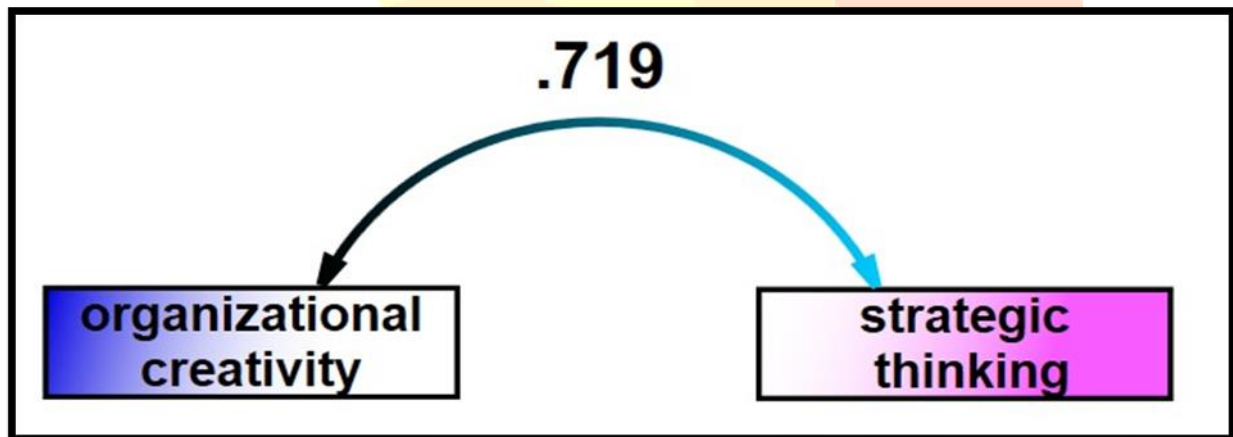


Figure (2) Correlation between Organizational Creativity and Strategic Thinking

Explain the tested model of strategic thinking through its dimensions (strategic intent, time thinking, systemic thinking, opportunity thinking) a rate of (51%) of the changes that occur on organizational Innovation as a whole, if the value of the corrected interpretation coefficient was ($R = 0.513$), what is attributable to The remaining

percentage of the model (49%) for other variables that were not included in the laboratory research model, and recorded (F) calculated between strategic thinking in organizational Innovation (127.473) It is greater than the tabular (F) of (3.94) at the level of significance (0.05), and accordingly, the null hypothesis is rejected, and the

alternative hypothesis is accepted (there is a significant effect of strategic thinking with its dimensions in organizational Innovation). Strategic thinking (11.290). It is greater than the tabular value (t) of (1.660) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient of the strategic thinking variable. One will increase organizational Innovation by (64% The value of the constant (α) in equation (1.382), meaning when strategic thinking is equal to zero, the organizational Innovation will not be less than this value. As there is an effect of strategic intent (55,526) at the

significance level (0.05) and the calculated (t) value (7.452) in organizational Innovation, and the effect of thinking time on organizational Innovation was (75,804) at the significance level (0.05) and the calculated (t) value (8.707). And the effect of systemic thinking on organizational Innovation was (69.680) at the significance level (0.05) and the calculated (t) value (8.347), and the last was the effect of opportunity thinking (110.357) at the significance level (0.05) and the calculated (t) value (10.505). As shown in the results of Table (5)

Table (5) analyzes the dimensions of strategic thinking in organizational Innovation

dependent variable	Dimensions of the strategic thinking variable	α	β	R ²	AR ²	Sig	Z	R	(t)	(F)	indication
organizational Innovation	strategic intent	α	2.160	0.318	0.312	0.00	6.938	0.564**	7.452	55.526	indication
		β	0.430								
	Thinking of the time	α	2.062	0.389	0.384	0.000	7.946	0.624**	8.707	75.804	indication
		β	0.458								
	systems thinking	α	1.874	0.369	0.364	0.000	7.666	0.608**	8.347	69.680	indication
		β	0.512								
	Opportunity thinking	α	1.881	0.481	0.477	0.000	9.295	0.694**	10.505	110.357	indication
		β	0.512								
	strategic thinking	α	1.382	0.517	0.513	0.000	9.837	0.719**	11.290	127.473	indication
		β	0.637								
Tabular value (F) = 3.89 // Tabular value (t) = 1.660 // Sample size = 121											

THE FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS

First - The Conclusions

1 -The administrations of the General Directorate of Education in Dhi Qar Governorate give importance to the human resource by developing its skills in dialogue and discussion and in producing advanced ideas and methods for the completion of work.

2 -The employees of the General Directorate of Education in Dhi Qar Governorate have the fluency in presenting ideas and proposals that address work problems and in developing the methods and procedures of the Directorate's activities

3 -The Administration of the General Directorate of Education in Dhi Qar Governorate encourages its employees to anticipate and prepare for problems and how to confront them. This indicates that the Directorate is working to activate organizational Innovation within the Directorate

4 -The results of the analysis of the research sample showed that there is a good percentage of **organizational Innovation levels in the General Directorate of Education in Dhi Qar** Governorate, and the fluency dimension was ranked first in terms of dimensions of organizational Innovation

.5 -The results of the study showed the

existence of a significant correlation between strategic thinking and organizational Innovation, that is, whenever the Directorate of Education in Dhi Qar Governorate seeks to achieve strategic thinking and try to develop future plans that allow employees within the middle departments to present their ideas and Innovation and this leads to the generation of organizational Innovation

.6- There is a positive direct relationship between the dimensions of strategic thinking (strategic intent, time thinking, systemic thinking, opportunity thinking) and organizational Innovation

7 -It was found that the administration of the General Directorate of Education in the province of Dhi Qar uses the dimensions of strategic thinking represented (strategic intent, time thinking, systemic thinking, opportunity thinking) combined to bring about positive changes in achieving more organizational Innovation for it.

Secondly: Recommendations

1 -The senior administration in the General Directorate in Dhi Qar Governorate should take advantage of the high level of strategic thinking among its administrative cadres, which supported the level of their organizational Innovation to achieve the far-reaching vision of education and achieve a competitive administrative level by providing moral and financial support in

realizing their ideas and in achieving their jobs

2 -The senior management should pay attention to the middle levels by exploiting their high level of thinking about opportunities and developing their practical abilities in exploiting opportunities and facing sudden problems by opening development courses and informing them about global methods in managing educational institutions. Courses and support for the distinguished in the required performance

3 -The Directorate General of Education in Dhi Qar Governorate should support its employees in developing their administrative and scientific levels by providing them with opportunities for higher studies by opening channels of cooperation with the Ministry of Higher Education or with Arab or international universities

4- The administration of the General Directorate of Education in Dhi Qar Governorate should encourage and support strategic thinkers by improving their abilities to quickly interact with the requirements of education development in terms of designing schools and educational facilities and developing educational methods, relying on distinguished individuals in building and developing integrated educational projects

5 -The administration of the General Directorate of Education in the province of Dhi Qar should resort to scientific methods and methods in developing methods of completing work to develop the organizational structure of the directorate, its departments and its people through the use of computers in storing and analyzing information and extracting results with accuracy and high speed

6 -The administration of the General Directorate of Education in Dhi Qar Governorate should maintain the levels of organizational Innovation of its employees in a way that contributes to raising the level of its great responsibility through:

- The need to follow up and disseminate innovative programs at the global level within the field of providing educational services

-Moral and material support for creators and support them in a climate based on developing their creative ideas and skills

-The administration of the General Directorate of Education in Dhi Qar Governorate should think and plan strategically to keep pace with the rapid development in the world at the level of educational services and programs, as the management of educational institutions is the most important pillar on which a conscious and scientific society rests.

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