

# THE IMPACT OF STRATEGIC THINKING ON THE QUALITY OF DECISIONS

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## ABSTRACT

*The aim of the research is to identify the impact of strategic thinking on quality of decisions, as strategic thinking and quality of decisions represent two cognitive areas that have been the focus of many studies, university of almuthana and thiqr university was selected as a site study and the analytical descriptive research method was used, also a questionnaire was adopted as a main tool in the collection of in depth data and information, after that it was distributed to a sample of (41) members of the high leadership only , The researcher used correlation coefficient (Spearman) and regression analysis for relationship analysis and hypothesis testing.*

*Key Words: Strategic thinking , quality of decisions*

## LITERARY REVIEWS

### A. Strategic thinking

Organizational process to solve problems in an innovative way based on the development of the current reality of the Organization in preparation for the future by relying on the strengths and strengthening and focus on the weaknesses and try to reduce the effected

### The Dimensions of Strategic thinking :

- **Systemic Thinking:** The method of analyzing objects and events and dividing them into their basic components to reach the main cause of the problem or to study the state of interdependence and analysis, and then to create a comprehensive vision .
- **Creativity:** The process of finding solutions to problems by conceiving unguarded proposals and alternatives aimed at finding new solutions to unusual problems, targeting new ideas and spaces.
- **Vision:** A forward-looking process through a future picture of what the organization will be based on the current reality in light of the organization's potential, mission and strategic direction.

## B. Quality of decisions :

The process of making high-value decisions to the organization based on accurate factual information about each of the alternatives presented to indicate which one can achieve the highest value of the organization, whether that value material or moral by committing to a series of procedures

### The dimensions of Quality of decisions :

- **Appropriate fram:** Surrounding the problem with a suitable framework that relies on a strong communication network from top to bottom and vice versa and surrounding the problem from all sides .
- **Creative, Doable Alternative:** New alternatives depend on guesswork and experience and need to be skilled and know-how and put it in front of the decision-maker to choose between them..
- **Relevant and Reliable Information :**Accurate, up-to-date and unbiased information on the problem and alternatives .
- **Clear Values and Trade-offs :**The clarity of the considerations taken in making decisions to ensure that the decision is consistent with those considerations to facilitate the differentiation between the alternatives offered.
- **Sound Reasoning :** Thinking based on logical arguments in choosing the most appropriate and appropriate alternative to the reality and future of the Organization.
- **Commitment to Action :**Proper implementation and must be compatible and derived from the previous steps so as to lead to achieve the objective of the resolution or achieve the highest possible value .

## RESEARCH METHODOLOGY

### a) Research Problem :

There is a relative weakness in the adoption of strategic thinking by the top leaders of both universities and the lack of benefit from the advantages they provide. Therefore, they need to increase the attention to strategic thinking in solving problems and formulate future strategies and thus contribute to raising the quality levels in the decisions taken within the different levels of the two organizations.

### b) Research Hypotheses:

Research hypotheses are formulated as follows:  
**The first main hypothesis:** There is a significant correlation of statistical significance between strategic thinking and the quality of decisions, and the following sub-assumptions emerge:  
1. There is a significant correlation between the factor (systemic thinking) and the quality of decisions in their sub-dimensions

2. There is a significant correlation between the factor (creativity) and the quality of decisions with their sub-dimensions
3. There is a significant correlation between the factor (vision) and the quality of decisions with their sub-dimensions .

**The second main hypothesis:** There is a significant statistical significance between (strategic thinking) and (quality of decisions), and the following sub-assumptions emerge:

1. There is a statistically significant effect of the values of (systemic thinking) on the quality of decisions in its sub-dimensions
2. There is a significant relationship of significance to the values of (creativity) in the quality of decisions in its sub-dimensions
3. There is a significant relationship of the values of (vision) in the quality of decisions with its sub-dimensions

**The third hypothesis:** There are statistically significant differences between the responses of respondents on the effect of the dimensions of strategic thinking on the quality of decision due to personal and functional variables (gender, age, scientific title, job title, number of years of service, participation in training courses)

**c) Research Sample and Community**

- d) The research community included the top leaders only of the Two universities almuthana&thiqar and the sample of the study consisted of (41) individuals (40 males and 1 female).

**e) Research Tools**

The researchers adopted the questionnaire as one of the means of completing the research as the main source of data and information related to the practical aspect and part of the research where the questions were organized according to the main axes, the first axis is strategic thinking that was included as an independent variable and has three dimensions (system thinking ,innovation, vision), and the second axis being quality of decisions as a six-dimensional variable (Appropriate fram,Creative Doable Alternative, Relevant and Reliable Information,Clear Values and Trade- offs, Sound Reasoning ,Commitment to Action ). Table (1) shows the the number of questionnaires' paragraphs and approved sources used to construct the paragraphs of this questionnaire, the questionnaire was submitted to 25 qualified professors, the Likert scale was used to deal with respondents' answers for being more appropriate with responding to the questionnaire, the Alpha Cronbach coefficient was calculated for each axis of the questionnaire and it got an excellent percentage of 97.9% which enable the results of this questionnaire to be relied on in this study.

*Table 1 (Variables, sub-variable, number of paragraphs, the source adopted in the scale)*

Variables	Sub-variables	Number of Paragraphs	Source
Strategic thinking	System thinking	6	Boon, 2005
	Creativity	6	
	Vision	6	
Quality of decisions	Appropriate fram	5	Spetzleret al.,2016
	Creative, Doable Alternative	6	
	Relevant and Reliable Information	6	
	Clear Values and Trade-offs	5	
	Sound Reasoning	5	
	Commitment to Action	5	

*Table 2 (Options according to the Likert scale)*

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

*Table 3 (Stability Alpha Cronbach coefficient value)*

Questionnaire axes	Alpha Cronbach coefficient value
Strategic thinking axis	0.88
Quality of decision axis	0.90
All axes	0.93

## DATA ANALYSIS

The results of the sample of responses show that the top leaders of the Muthanna and DhiQar Universities have an interest in strategic thinking and that the two dimensions (vision and systematic thinking) are the most important in the research sample. This indicates that both organizations have a positive level in the investment of strategic thinking. In the quality of decisions, and the results of deviation show a decrease in the dispersion of the views of the research sample

Table 4 (The results of the statistical analysis of sample responses)

Variables and sub-variables	Arithmetic mean	Standard deviation
<b>Strategic thinking</b>	<b>3.83</b>	<b>0.47</b>
System thinking	3.88	0.48
Creativity	3.83	0.53
Vision	3.78	0.65
<b>Quality of decisions</b>	<b>3.89</b>	<b>0.37</b>
Appropriate fram	3.85	0.47
Creative, Doable Alternative	3.58	0.61
Relevant and Reliable Information	4.03	0.46
Clear Values and Trade-offs	3.74	0.57
Sound Reasoning	4.20	0.43
Commitment to Action	3.95	0.45

**Results:****•Variables Correlation**

The correlation between the strategic thinking axis and the quality of decisions was high and direct to all levels according to Table (3). Spearman's correlation coefficient was positive and reached (0.88), as reflected positively at a high level (0.01) The correlation coefficient was (0.90 \*\*) at a significant level (0.01). The correlation was statistically significant. The correlation coefficient was 0.93 \*\* at a significant level (0.01) The importance of attention to strategic thinking in its general form, which be adopted To enhance the quality of decisions

**.Method of structural honesty and exploratory analysis:**

Table (5) Results of {KMO and Bartlett} for the study variables

Variables tests		Strategic thinking	Quality of decision
The value of the KMO scale (The Kaiser - Meyer - Olkin measure)		0.854	0.720
Bartlett Test	value of the Chi Chi Square is calculated	399.82	948.38
	Probability Value Sig.	0.00	0.00
	test result	Positive	Positive

The observation of Table 5 indicates that there are significant correlations between the dimensions of strategic thinking and the quality of decisions. The Bartlett test was applied. The test result was positive if the probability value corresponding to the value of the calculated Chi-Square is equal to The moral level used in the study is (0.05) or less. To achieve this, Bartlett successfully passed the test results. Table 5 shows that the Chi-Square values of the strategic thinking variable reached (399.82) and the change in the quality of the decisions reached (948.38) The two values were statistically significant because the corresponding probability value for each was (0.00), which is less than (0.05), confirming that the two variables successfully passed the Bartlett test..

Table (6) Table (6) The results of exploratory analysis of the independent variable Strategic thinking

<b>Factors</b>	<b>first</b>		<b>second</b>		<b>third</b>	
<b>Dimensions</b>	<i>vision</i>		<i>System thinking</i>		<i>critivity</i>	
	<b>Paragrap hs</b>	<b>Saturatio n</b>	<b>Paragrap hs</b>	<b>Saturatio n</b>	<b>Paragrap hs</b>	<b>Saturatio n</b>
<b>Arrange paragraphs within each dimension as important</b>	6	0.709	5	0.707	6	0.780
	4	0.616	4	0.606	4	0.772
	1	0.605	3	0.591	1	0.717
	3	0.577	6	0.537	3	0.638
	5	0.553	2	0.529	5	0.584
	2	0.501	1	0.513	2	0.505
	<b>Underlying root</b>	35.869%		2.027		1.662
<b>Percentage of explained difference%</b>	35.869%		21.260%		9.231%	
<b>Cumulative percentage of variance%</b>	66.360 %					

**Explanation: Saturation means the link of the paragraph in the dimension to which it belongs**

We conclude from the previous table that the percentage of interpreted variance of the distance of vision was 35.869%, while the explanatory ratio of the theoretical thinking dimension was 21.260% and the explanatory difference of the innovation dimension was 9.231%. As a result of this analysis, The independent variable in the questionnaire represents strategic thinking and constitutes statistically important components of the independent variable. At the same time, the three dimensions of (systemic thinking, innovation, vision) represent the focus of strategic thinking and constitute statistically significant components as an independent variable

**Table (7) Results of exploratory analysis of the dependent variable Quality of decisions**

<i>Factors</i>	<i>first</i>		<i>second</i>		<i>third</i>		<i>fourth</i>		<i>fivth</i>		<i>sixth</i>	
<i>Dimensions</i>	<i>appropriate frame</i>		<i>Creative alternatives</i>		<i>Related Information</i>		<i>Clarity of values</i>		<i>Sound Reasoning</i>		<i>Commitment to work</i>	
<i>Arrange paragraphs within each dimension as important</i>	<i>Paragraphs</i>	<i>Saturation</i>	<i>Paragraphs</i>	<i>Saturation</i>	<i>Paragraphs</i>	<i>Saturation</i>	<i>Paragraphs</i>	<i>Saturation</i>	<i>Paragraphs</i>	<i>Saturation</i>	<i>Paragraphs</i>	<i>Saturation</i>
	1	0.800	5	0.770	2	0.782	4	0.781	4	0.783	2	0.665
	3	0.687	4	0.692	1	0.768	3	0.721	3	0.695	5	0.605
	4	0.686	1	0.669	3	0.716	5	0.666	1	0.640	1	0.631
	2	0.572	2	0.638	5	0.713	2	0.633	2	0.588	3	0.597
	5	0.512	3	0.503	4	0.553	1	0.550	5	0.509	4	0.523
				0.770	6	0.511						
<i>Underlying root</i>	8.403		3.461		2.576		2.256		1.817		1.517	
<i>Percentage of explained difference%</i>	27.107 %		11.164 %		8.311 %		7.179 %		%5.860		%4.894	
<i>Cumulative percentage of variance%</i>	64.614 %											

It is clear from Table (7) that the values of the underlying root of all the dimensions of the dependent variable, the quality of the decisions, formed values greater than the correct one, thus establishing the fulfillment of the third condition of the application of exploratory analysis in the data of this variable. More than 0.50 to confirm the strength of the paragraph link to the dimension it contains, and then make sure that the thirty-one paragraphs contained in the dependent variable actually measures the variable quality decisions.

***Statistical analysis of the relationship between the dimensions of strategic thinking and the dimensions of decision quality***

Table (8) Spearman correlation coefficient values and T large test  
Relationship between the dimensions of strategic thinking and decision quality (correlation)

Y	Strategic thinking deminsionX	Spearman correlation coefficient (r)	Calculated value (T)	Significance
Quality Of decisions	System thinking	**0.660	5.415	Morally significant
	Creativity	**0.482	3.391	Morally significant
	vision	*0.388	2.595	Morally significant

1. The results of Table (8) showed that the value of the Spearman correlation coefficient between the system thinking and the decision quality was 0.660 and the positive value is statistically significant at (0.05) because the value of (T) (2.024). This result indicates that the great evolution of systemic thinking will lead to future quality of decision because systematic thinking can provide us with the right environment to reach the quality of decision
2. The results of Table (8) also showed a statistically significant correlation between (0.05) after the innovation and the quality of the decision. The value of the Spearman correlation coefficient after the innovation and the decision quality axis (0.482) is positive positive value, (0.05). This result indicates that there is a clear correlation between the dimension of innovation and the quality of the decision. Innovation contributes to the value of (T) calculated by (3.391) Crystallize ideas that lead to finding new alternatives that may be closest to solving the problem
3. The results of Table (8) indicate that the value of the Spearman correlation coefficient between the vision and the decision quality axis reached (0.388), which is a positive positive value that is statistically significant at 0.05 level because the calculated value of (2.595) (0.05). This result indicates that there is a link between the vision dimension and the decision quality axis. The more comprehensive, deep, and forward-looking vision will result in the quality of decisions. This applies to the dimensions of the quality of decisions. The first sub-hypothesis, which states: "There is a significant correlation between vision and quality the decision.
4. As a whole, as a result of the acceptance of all three sub-hypotheses derived from the first main hypothesis of the research (ie, acceptance of 100% of the first main hypothesis), which states: "There is a significant correlation between the dimensions of strategic thinking and decision quality, which clearly indicates the urgent need for The dimensions of strategic thinking to reach the quality of decision.

Table (9) Spearman correlation coefficient values and T large test  
Relationship between the dimensions of strategic thinking and decision quality (impact)

Variables				Transactions		
Y Quality Of decisions	Strategic thinking deminsionX	Fixed limit A	Regression parameter Beta	Calculated value (F)	Selection factor (R2)	Significance
	System thinking	2.70	0.54	16.24	0.30	Morally significant
	Creativity	1.77	0.71	38.28	0.50	Morally significant
	vision	2.43	0.55	16.67	0.55	Morally significant

1- The results of the statistical analysis according to Table (9) showed that there was a statistically significant effect at (0.05) for the dimension of the vision in the quality axis of the decisions. The calculated value of (16.24) was greater than the scale of (5.466) The independent variable (vision) could explain 30% of the total deviations in the values of the dependent variable (the quality of the decisions), which is reflected by the value of the limiting factor. The regression coefficient value of 0.54 indicates that the increase in the distance of the vision by one unit Will be accompanied by an increase in the quality of decisions by 54% and vice versa

2- 2. The results of the statistical analysis according to Table (9) indicate that there is a statistically significant effect at (0.05) for the dimension of (Systemic thinking) in the quality decision axis, since the value of (F) calculated (38.28) 5.466). The independent variable (system thinking) was able to explain 50% of the total deviations in the values of the dependent variable (the quality of the decisions), which is reflected by the value of the coefficient of selection. The regression coefficient value (0.71) ) By one unit will also be accompanied by an increase in the quality of decisions (71%)

3- The results of the statistical analysis according to Table (9) showed that there was a statistically significant effect at (0.05) for the dimension of innovation in the quality of decisions. The calculated value of (16.67) was greater than the scale of (5.466) The independent variable should explain 55% of the total deviations in the values of the dependent variable according to the value of the coefficient of selection. The regression coefficient value of 0.55 means that the increase in the dimension of innovation by one unit will be accompanied by an increase in the quality axis (55%) and vice versa.

4- 4. In general, as a result of the acceptance of all three sub-hypotheses arising from the second main hypothesis of the research (100% acceptance of the second main hypothesis) we conclude the acceptance of the third main hypothesis, which states that "there is a significant effect on the dimensions of strategic thinking on the quality of decisions"

Table (10) Morality Test of Personal and Functional Variables on the Effect of Strategic Thinking Dimensions on Decisions Quality:

Personal and functional variables	The value of the square is KaiCalculated	The value of the square is KaiTable	Degree of freedom	the decision
Gender	36.10	5.02	1	Morally significant
Age	26.40	9.34	3	Morally significant
Scientific title	0	5.02	1	Not significant
Functional address	48.20	7.37	2	Morally significant
Years of service	28.11	12.83	5	Morally significant
To participate in courses related to search variables	25.60	5.02	1	Morally significant

1- Statistical analysis showed in Table 10 that there are statistically significant differences between the responses of academic leaders on the effect of the strategic thinking dimensions on the quality of decisions of the gender variable. The calculated value of the square (ki) of 36.10 is greater than the scale of 5.02. At a significant level (0.05), that is, there is a significant role for the type of social respondent, whether male or female in the occurrence of those effects in the sense of a difference in the responses of males to females within the sample investigated

2- Statistical analysis showed significant differences between the responses of academic leaders on the effect of the strategic thinking on the quality of decisions of the variable of age since the value of the (kai square calculated) which was (26.40) greater than the comparison of the table (9.34) at a significant level (0.05). This confirms that progress in age gives these leaders greater experience in their lives, which makes their answers vary due to the experience gained from long years of service reflected on their responses on the impact of strategic thinking on the quality of decisions

3- Table (10) There are no statistically significant differences between the respondents' responses on the effect of the strategic thinking dimensions on the quality of decisions of the variable of the scientific title because the value of kai square calculated (0) is smaller than its scale of (5.02) (0.05). Thus, we conclude that the scientific title obtained by these academic leaders does not play an important role in

making a difference in their answers about the effect of the dimensions of strategic thinking on the quality of decisions, especially those who have received high scientific titles (professor, assistant professor).

4- The results of Table (10) showed statistically significant differences between the respondents' responses on the effect of the strategic thinking dimensions on the quality of decisions for the variable (job title), since the value of the calculated kai square (48.20) is greater than the scale of (7.37) (0.05). This gives the impression that the nature of the job title and its acquisition over time and the increase in the years of administrative and academic work are important in making a difference in the sample answers on the effect of strategic thinking on the quality of decisions.

5- The results of Table (10) showed significant statistical differences between respondents' responses on the effect of strategic thinking dimensions on the quality of decisions of the variable (number of years of service) due to the fact that the value of kai square calculated (28.11) (0.05), and this result gives an indication of the great impact of accumulated experience in the work, as with the progress of the age of academic leaders at the universities of Muthanna and DhiQar, as noted in paragraph (2), making a difference in their answers on the impact of dimensions Strategic thinking on the quality of decisions as these experiences are granted Academic leaders greater opportunities in dealing with the problems and the selection of alternatives and the development of optimal solutions and implement informed decisions.

6- The results of Table (10) showed significant statistical differences between respondents' responses on the effect of strategic thinking dimensions on the quality of decisions for the variable (participation in training courses), since the value of kai square calculated (25.60) (5.02) at a significant level (0.05). This gives an important indication of the importance of the training courses in which the academic leaders participate in terms of giving them experience and accumulate skills to deal with problems and the choice of appropriate solutions and alternatives. Strategically in the atmosphere of decisions.

7- Overall, there are statistically significant differences between the responses of academic leaders on the impact of the dimensions of strategic thinking on the quality of decisions for five of the six personal and functional variables (ie, acceptance of 83% of the third main hypothesis), thus accepting the third main hypothesis of research, "There are statistically significant differences between respondents' responses to the effect of strategic thinking dimensions on decision quality due to personal and functional variables (gender, age, scientific title, job title, number of years of service, participation in training courses related to research variables)

- **Results:**

The results of the statistical analysis showed a number of responses, most notably the relationship between strategic thinking and decision quality. Strategic thinking has the ability to make the required strategic changes in the organization quickly and flexibly, and the most important recommendations in working to hold periodic meetings between senior and middle leaders to strengthen the concept of strategic thinking and benefit from its advantages in raising the quality of decisions. The average leaders have broad visions and address the reality of the problems and challenges that the university is going through because they are more urgent and closer to the environment surrounding the university and the formation of a specialized committee that undertakes the training of human staff through the nomination of staff for the courses held by the university to benefit from the strategic thinking of all departments within the university And to know the latest methods of work and access to technology in terms of means and methods used by those sections in the area of interest in innovative ideas and solving problems and all related to raising the quality of decisions through the amendment of the regulations inside To ensure the rights of creative and experienced individuals to help them occupy high positions commensurate with the size of the skills and knowledge they possess and thus ensure that the University has achieved a part of transparency in this half of the staff on the one hand, by investing their expertise in areas and activities that raise levels Performance in general and raising the quality of decisions in particular.

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