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The impact of strategic thinking on enhancing entrepreneurial performance: A field study in commercial banks

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Abstract

This study aims to examine the actual role of strategic thinking (intentional thinking, opportunistic thinking, timely thinking, and holistic thinking) in achieving entrepreneurial performance. The study is based on a real-world problem, which is framed as: "What is the strategic role of strategic thinking in achieving entrepreneurial performance in commercial banks?" Using a descriptive-analytical approach to diagnose and study the reality in greater detail, the study employed a questionnaire as the main tool for data and information collection in commercial banks, with a random sample of 52 respondents. The study focused on several statistical tools, including frequencies, percentages, means, standard deviations, correlation coefficients, and simple and multiple linear regression in the statistical program (SPSS V.26). The main findings revealed that the managers of the investigated banks play an effective role in utilizing strategic thinking with its dimensions (intentional thinking, opportunistic thinking, timely thinking, and holistic thinking) to enhance entrepreneurial performance.

Keywords: Strategic thinking, entrepreneurial performance, commercial banks

Introduction

In today's turbulent business environment, organizations face numerous challenges to keep up with and adapt to changes in order to make informed decisions and establish the best management systems. This means that strategic thinking can be one of the best strategies to reconcile organizational tensions. When a decision-maker has the ability to think critically, they are able to look at issues more deeply within the organization, becoming more open and comprehensive. Those engaged in the process of strategic thinking find themselves with a deeper understanding of themselves and others. All organizations recognize that strategic thinking provides knowledge, numerous skills, and contributes to facing and solving crises and problems. Strategic thinking strengthens thought, communication, and decision-making in a wise and creative manner, with many practical applications beneficial to professional fields.

Strategic thinking is one of the most important tools in forming creative practices and benefiting from them in the business field. It enhances communication skills, dialogue, and expression, and is instrumental in forming workgroups, planning, resolving conflicts, resisting pressures, problem-solving, and crisis management. Entrepreneurial performance can be expressed as adapting to the organization's environment. With rapid development, the focus on entrepreneurial performance has increased in organizations around the world due to its contribution to economic and social development, job creation, and fostering generations of innovators and creators. Therefore, the trend toward entrepreneurial performance is steadily growing due to its role in sustainable development, educational programs, and actions that contribute to supporting organizations and achieving their goals.

To answer the study's questions and achieve its objectives, the research is divided into three sections. The first section addresses the study's methodology, while the second includes the theoretical and conceptual frameworks for the study's variables. The third section presents the practical framework of the study, which includes the key findings and recommendations.

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Chapter One: Research Methodology

First: Problem of the Study

Organizations, whether service-based or production-oriented, face significant environmental challenges, including growing risks, uncertainty about the future, and rapid changes in the environment that pose threats across various aspects-human, social, economic, cultural, technological, and political. This has compelled organizational leadership and human resources to address the new reality characterized by uncertainty, fast-paced changes, and the acceleration of events among organizations. Consequently, organizations strive to obtain valuable information and keep up with global developments. The problem of the study, from a practical perspective, lies in the need for the management of the investigated commercial banks to study these variables. This need was identified by the researcher, who is an employee at one of these banks. During the researcher's period of service, it became evident that there is a real need to study these variables in the work environment at the Charmo University due to the complex environmental challenges that have been increasing with disturbances and uncertainty, which signal risks and administrative confusion. To improve entrepreneurial performance, a clear understanding and interpretation of strategic thinking is necessary, as it represents ideas and visions for the future. The main research question is the extent of strategic thinking's impact on entrepreneurial performance according to the responses of department heads and sections at Charmo University. To answer this question accurately, the following sub-questions were raised:

1. What is the level of interest in strategic thinking and its dimensions in the investigated banks?
2. What is the level of interest in entrepreneurial performance and its dimensions in the investigated banks?
3. What is the nature of the impact of strategic thinking on entrepreneurial performance in the investigated banks?

Second: The Importance of the Study

The importance of this study arises from the need to develop the services provided by the investigated commercial banks, as they are among the most vital organizations in society due to their central role in spreading knowledge and learning in human and economic life. The current study gains its significance through the following points:

1. The study derives its importance from the significance of its variables, as they are crucial and influential topics affecting the nature of organizational work, particularly in educational organizations.
2. The connection between the decisions of the investigated banks' management and their future aspirations, based on the results of strategic thinking, is of great importance for the advancement of these banks towards becoming innovative institutions.
3. The potential benefit to these banks at various organizational levels from enhancing their

entrepreneurial performance and making their operations distinct, as they possess a futuristic and entrepreneurial character.

4. The study's variables reflect the reality of the organization at the center of the study, as they provide insights and ideas that predict the future based on solid scientific principles, leading to superior performance and assisting decision-makers.

Third: The Objectives of the Study

The study aims primarily to

1. Highlight the intellectual aspects of strategic thinking and identify its most important dimensions and methodologies.
2. Determine the level of interest that the banks under study have in strategic thinking.
3. Assess the level of awareness of strategic thinking and its dimensions (time-oriented thinking, goal-oriented thinking, holistic thinking, and organized thinking) in entrepreneurial performance as perceived by the study sample.
4. Provide the investigated banks and stakeholders in administrative and service affairs with the conclusions and recommendations reached by the study.

Fourth: Hypotheses of the Study

Main Hypothesis 1: There is no significant correlation between strategic thinking and enhancing entrepreneurial performance at both the overall level and at the level of the sub-dimensions, as follows:

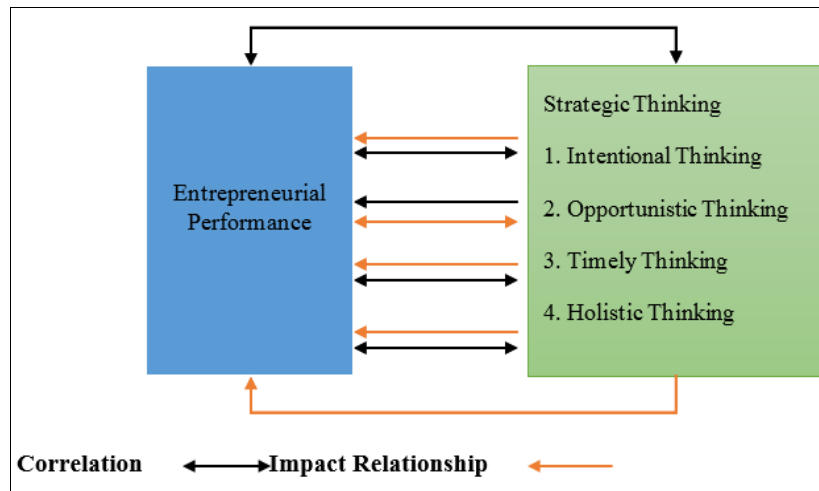
1. There is no significant correlation between goal-oriented thinking and entrepreneurial performance.
2. There is no significant correlation between opportunity-oriented thinking and entrepreneurial performance.
3. There is no significant correlation between timely thinking and entrepreneurial performance.
4. There is no significant correlation between holistic thinking and entrepreneurial performance.

Main Hypothesis 2: There is no significant effect between strategic thinking and enhancing entrepreneurial performance at both the overall level and at the level of the sub-dimensions, as follows:

1. There is no significant effect between goal-oriented thinking and entrepreneurial performance.
2. There is no significant effect between opportunity-oriented thinking and entrepreneurial performance.
3. There is no significant effect between timely thinking and entrepreneurial performance.
4. There is no significant effect between holistic thinking and entrepreneurial performance.

Fifth: Research Model

Based on the study problem and objectives, a hypothetical model was constructed to test the hypotheses and determine the nature of the correlation and impact relationships between the main variables of the study.



Source: Prepared by the Researcher

Fig 1: Hypothetical Model of the Study

Sixth: Study Boundaries

- Spatial Boundaries: The geographical boundaries are represented by the commercial banks in Kirkuk, specifically the Rafidain Bank, Al-Rasheed Bank, and the First of June Bank.
- Human Boundaries: The human boundaries consist of employees working in the relevant departments.
- Temporal Boundaries: From January 1, 2024, to March 1, 2024.

Chapter 2: Theoretical Framework

First: Strategic Thinking

The concept of strategic thinking and its philosophical foundations emerged as a response to research communities that examined the use of strategic management for strategic planning methods and their effectiveness in achieving organizational goals. The concept of strategic planning was common among business management researchers during the mid-1960s and 1970s. However, this concept underwent intensive tests by researchers who found it ineffective when applied in practice. As a result, strategic planning became one of the approaches that failed to address the creative aspects of organizations (Mousa, 2003: 79) [4].

Research began to seek a more modern approach that would overcome these negatives and errors while supporting the strategic directions within organizations. The alternative method came from the scholar Mintzberg, who emphasized that strategic planning is an analytical process, (Al-Sabaawe *et al.*, 2021, p. 1457) while strategic thinking is a way to handle insight. Effective strategic thinking is a continuous process of questioning the organization's position and thinking creatively about issues (Khalil, 2013, p. 43) [2].

It is considered one of the approaches to understanding the future, as it stems from deep reflection to anticipate the future and determine the direction that guides the organization to benefit from available opportunities in society and address challenges and changes (Jassim, 2006: 4) [7].

It is viewed as an expanded and innovative way of thinking based on strategic foundations, while at the same time offering a long-term and more comprehensive perspective on the organization's environment. It is an organization's vision for its future in terms of its position and what it will look like in the long term. This vision requires the organization to design its mission, define its goals and objectives, and identify the means it will use to achieve this future. It also determines how the organization will deal

with its internal and external environment, enabling it to identify its strengths, weaknesses, opportunities, and threats. All of this aims to help the organization make strategic decisions that have a long-term impact and to review and evaluate those decisions. In this section, we will explore the essence of strategic thinking (Abu Al-Nasr, 2009: 45) [1]. Strategic thinking is defined as an effective tool used by organizations to ensure the quality of strategic plans and facilitate their implementation with minimal expected issues. The success of this process depends on the level of support from top management within the organization for this process. It is described as the ability to unite the various visions of the organization, considering the past and present while emphasizing the future and evaluating performance through scientific, dynamic, and creative perspectives. Therefore, it is framed within creativity, excellence, and innovation.

The Importance of Strategic Thinking

The importance of strategic thinking arises from its role as a contemporary approach in the study of strategic management. It emphasizes the effective use of thinking in all strategic management processes. Regardless of the approaches or techniques organizations adopt, they must define their vision based on organized and comprehensive strategic thinking (Al-Salem, 2005: 54) [27].

Strategic thinking's importance can be understood as the provision of essential capabilities and skills needed to make future predictions, formulate strategies, and make decisions that adapt to the organization's life, enabling it to win competitive positions despite limited resources. The importance of strategic thinking is highlighted through the following points (Boutebcha, 2023: 18) [20] (Al-Douri, 2009: 26) [5]:

1. Prioritizing and identifying key areas, and spreading awareness among employees.
2. Efficient handling of events and circumstances by utilizing time, and preparing adequate intellectual, material, and human resources.
3. Developing the ability to shape the future and continually updating what is necessary to improve performance.
4. Clear vision, which is like sight and insight for a person.
5. Reducing the margin of error in handling situations and making decisions.

Types of Strategic Thinking

Strategic thinking is one of the research concepts that has been subject to diverse opinions and perspectives. Researchers have different views and methodologies depending on their approach and research field. However, there is a general agreement among researchers on several dimensions of strategic thinking. The following dimensions are based on studies by Danouk (2016) and Al-Naimi (2012):

1. **Intentional Thinking:** This refers to the "future vision of the strategic goals to be achieved." Liedtka views it as the exciting dream that points to building a long-term vision in the market and the competitive position that the organization wishes to create with a distinctive strategic intent. This vision should be easily understood by all employees within the company, allowing them to work toward a clear, defined goal with a future vision for the strategic objectives the company aims to achieve (Al-Douri & Saleh, 2009: 30) (Al-Mana'i, 2024: 10) ^[5, 21].
2. **Opportunity Thinking:** This involves thinking about seizing available opportunities to achieve goals. It is often associated with intentional thinking and the element of seizing smart opportunities. This intellectual accompaniment serves as a container for the potential to deal with two types of strategies: the intended and the incidental. The incidental strategy is one of the key elements of strategic thinking aimed at seizing smart opportunities. These opportunities might arise when preparing for sudden environmental changes, and failure to seize these opportunities could lead to unexpected losses for the organization in the eyes of the strategic thinker. (Alkhwilani *et al.*, 2021: 24) ^[25] Opportunity thinking is described as providing an opportunity for the strategic mind to use its four capabilities (intuition, logical analysis, emotion, and organized planning) to connect with and analyze the surrounding environmental challenges and benefit from them by creating opportunities and addressing these challenges (Al-Abidi, 2010: 9) ^[8].
3. **Timely Thinking:** This refers to thinking that enables a company to determine the appropriate strategy to bridge the gap between past realities, present conditions, and the critical features of the future. Timely thinking involves borrowing past methods and connecting them with the present and future, thereby constructing perspectives for change. Timely thinking is based on recalling past events and comparing them to the current reality in order to foresee the future. It involves evaluating the inherited practices, discarding the unimportant ones, and preserving those that are relevant to developing the current reality to achieve the desired future (Mohammed, 2020: 45) ^[6].
4. **Holistic Thinking:** Holistic thinking refers to thinking that views the organization as a whole, considering all of its components. Any change in one aspect of the organization affects all other aspects. Holistic thinking requires a shift from linear thinking to comprehensive thinking that focuses on understanding the interrelated and complex relationships within organizations (Abdul Qader, 2022: 67) ^[18].

Researchers argue that with these four dimensions of strategic thinking (intentional thinking, holistic thinking, opportunity thinking, and timely thinking), the full scope of

this concept can be grasped. By leveraging these dimensions, organizations and managers can achieve the maximum benefit in service of their goals, aspirations, and future ambitions, ensuring their growth, sustainability, and continuity in the workplace (Al-Mana'i, 2024: 12) ^[21].

Second: Entrepreneurial Performance

Entrepreneurial performance represents the outcome of the various activities carried out by organizations over a specific, defined period. It is the result of how the organization invests its tangible and intangible resources to achieve its goals. Performance is the final result of the efforts exerted by the organization during a set time frame, reflecting the organization's success, continuity, and ability to adapt to the environment. For an organization to be successful in fulfilling its assigned tasks and have the ability to adapt and change with its environment, its performance must stand out when compared to other organizations (Rashid & Al-Ziyadi, 2013: 209) ^[14].

The concept of entrepreneurship is ancient, first used in French in the early 16th century. The term initially conveyed a sense of risk-taking and the ability to endure the hardships that accompanied military exploration campaigns. By the 18th century, the concept of entrepreneurship entered the economic activities, describing the merchant who buys goods at a certain price to sell them in the future at an unknown price as entrepreneurial. Regardless of its evolution, the spirit of risk and adventure remained a defining characteristic of entrepreneurship (Shaib & Awatif, 2011: 3) ^[11].

The term "entrepreneurship" derives from the French word "Entreprendre," coined in the early 18th century by Richard Cantillon (1775), meaning "to undertake." This word was initially associated with military campaign leaders. Entrepreneurship refers to the process of taking risks with uncertain returns, involving discovering and exploiting profitable opportunities. The English term "entrepreneur" carries a specific connotation, but despite the breadth of the Arabic language, all translations of this term fail to fully express the intended meaning. (Al-Sabaawe *et al.*, 2024: 239) ^[23] In dictionaries and management literature, it has been translated into various terms such as initiator, committed, organizer, risk-taker, planner, opportunity creator, innovator, or investor. These terms describe individuals interested in starting their own business or owning a project and wish to manage it effectively and efficiently. The term "entrepreneur" was first used to describe those leading exploratory expeditions or military campaigns. Many researchers view the entrepreneurial individual as someone who is unconventional and non-traditional, seeking a distinct position that sets them apart from others. Entrepreneurs aim for their ideas to be implemented and seek complete freedom in developing products and services within organizations (Ali, 2017: 66).

Entrepreneurial Performance Concept

In recent years, there has been an increasing focus on the concept of entrepreneurial performance within organizations, driven by technological advancements, globalization, privatization, and the unstable environment faced by organizations, whether locally or globally. Entrepreneurial performance plays a crucial role in the growth and expansion of organizations, especially in rapidly changing environments. As such, it has gained significant

importance as one of the strategies organizations use to adapt to circumstances and align with the changes taking place.

Entrepreneurial performance is about adapting to the organization's environment, and with rapid developments, there has been growing attention to entrepreneurial performance in organizations worldwide due to its contribution to economic and social development, job creation, and the fostering of innovative and creative generations. This trend toward entrepreneurial performance continues to rise due to its role in sustainable development, strategic planning, and educational programs that contribute to organizational support and the achievement of their goals (Al-Ramidi, 2018: 372) ^[15].

Entrepreneurial performance is considered one of the most important and promising fields for organizational work, contributing to economic, social, and administrative development. It is the foundation for building organizations and achieving their long-term goals and directions (Ghanam, 2017: 19) ^[9].

Importance of Entrepreneurial Performance for Organizations

The importance of entrepreneurial performance is reflected in its foundation on an ideal work language that is based on goal setting, identifying work-related problems, and continuously focusing on methods of working to identify critical points and pressure areas. It also evaluates performance based on objective high-performance standards. Additionally, it provides the organization with the ability to achieve its strategic goals, improve internal processes, and support organizational growth through learning (Al-Abaidi, *et al.*, 2018: 114) ^[12].

Entrepreneurial performance can help organizations maintain their vitality and contribute to creating value at both the organizational and societal levels. Advocates of entrepreneurial performance for organizations emphasize its importance in revitalizing and energizing existing organizations. (Husien *et al.*, 2020, 215) ^[26] This can involve both formal and informal activities aimed at creating new businesses within established organizations through innovations in products, processes, services, and all developments within the organization. It is applied as a tool for business development (Al-Hussein, 2018: 75) ^[22], revenue growth, improving profitability, leadership in developing new products, services, and processes, focusing on organizational efficiency, adapting to massive environmental changes, and overcoming the perceived limitations of traditional organizational management methods. The importance of entrepreneurial performance can be summarized in several key points (Al-Anbari, 2018: 92) ^[10], as follows:

- It contributes to preparing potential candidates from other organizations for strategic business alliances or acquisitions.
- It helps in reducing risk levels within organizations, thanks to the presence of new and advanced technological developments.

- It encourages and motivates internal talent to remain within the organization, continue working on existing projects, and improve the efficiency and effectiveness of managing value chains and supporting business and service delivery.
- It improves and develops services, adding new value to the organization's research and development department. Currently, organizations and related systems align with macroeconomic changes to find suitable solutions and address difficulties and barriers in survival opportunities. This requires innovation in both processes and methods.

Entrepreneurial performance has held a special place in social, economic, and management theories, with many management philosophies presenting entrepreneurial performance as a key to organizational success. Scholars believe that entrepreneurial orientations are crucial for organizational survival and growth.

Characteristics and Traits of an Entrepreneur

The most important personal traits and characteristics of an entrepreneur, and how they distinguish them from successful managers when establishing an organization, have been highlighted. Some focus on individual characteristics that differentiate entrepreneurs from others, whether they are behavioral traits or personal attributes (Ali *et al.*, 2017, p. 68):

Creativity: This is the driving force that pushes the entrepreneur to develop new products, services, or methods of working in order to innovate and improve every aspect of the organization.

Dedication: This trait motivates the entrepreneur to work continuously, often for long hours or even seven days a week, in order to intensify efforts to achieve the desired goals within the organization and benefit from planning and linking ideas through hard work to ensure success.

Desire: The determination to achieve success in work, demonstrating perseverance under all circumstances.

Flexibility: The ability to move quickly and adapt to any circumstances surrounding the organization.

Leadership: The ability to establish rules and set clear goals within the organization, and to strive to achieve them.

Chapter Three: Field Aspect of the Research

First: Cronbach's Alpha Test Coefficient for Measuring the Reliability of the Questionnaire

To ensure that the questionnaire is valid and reliable, the researchers used Cronbach's Alpha test coefficient. The criterion for differentiation is that a value of ($0.70 \leq \text{Alpha}$) is considered acceptable in studies related to administrative and human sciences. Table (1) shows the results of the reliability test for the research tool.

Table 1: Cronbach's Alpha Test Results for Measuring the Reliability of the Questionnaire

Variable Symbol	Research Variables	Number of Items	Reliability Coefficient (Alpha)
X1	Purposeful Thinking	5	0.880
X2	Opportunistic Thinking	5	0.897
X3	Timely Thinking	5	0.888
X4	Holistic Thinking	5	0.883
X	Strategic Thinking	20	0.958
Y	Entrepreneurial Performance	10	0.933
Overall Questionnaire			30

Source: Prepared by the researchers based on the statistical software (SPSS 23).

The results in Table (1) show that all values for the validity and reliability test using the Cronbach's alpha coefficient for the research variables and their dimensions were higher than (0.70), which is greater than the assumed value for the validity and reliability of the questionnaire. The questionnaire achieved a high overall reliability coefficient of (0.969), indicating internal consistency within the questionnaire.

Second: Descriptive Statistics Analysis and Presentation of Results in Light of the Sample's Responses

This section aims to explore the independent variable, strategic thinking, by using the arithmetic mean (Mean) as the central tendency measure, which is one of the most important measures in statistical analysis, and the standard deviation (Std. Deviation) as the measure of statistical dispersion. The coefficient of variation will be used to compare the dispersion of responses from the sample in light of the results. Finally, the level of responses from the sample will be determined based on their response

percentages, using the five-point Likert scale, in light of the responses to the questionnaire items as follows:

Table (2) shows the level of responses from the sample, indicating that the highest value was found in the questions related to "holistic thinking," with an arithmetic mean of (3.8509) and a standard deviation of (.83920), and the coefficient of variation was (0.2179). These results confirm that there was little dispersion in the responses of the research sample, indicating that the sample had a clear understanding that using strategic thinking primarily requires holistic thinking. The lowest value, however, was found in the questions related to "opportunity thinking," with an arithmetic mean of (3.6418) and a standard deviation of (0.88041), and the coefficient of variation was (0.2418). This indicates that there was more variation in the responses, specifically regarding the question of whether infrastructure enables achieving a competitive advantage. Overall, the strategic thinking variable achieved an arithmetic mean of (3.7714), which reflects a good level, with a standard deviation of (0.8543).

Table 2: Responses of the research sample regarding the dimensions of strategic thinking

S	Dimensions of Strategic Thinking	Mean	Standard Deviation	Coefficient of Variation	Relative Importance
1	Intentional Thinking	3.8236	0.86469	0.2261	76.4720
2	Opportunistic Thinking	3.6418	0.88041	0.2418	72.8360
3	Timely Thinking	3.7691	0.83290	0.2210	75.3820
4	Holistic Thinking	3.8509	0.83915	0.2179	77.0180
Overall Index			3.7714	0.8543	0.2267

Source: Prepared by the researchers based on the statistical software (SPSS 23).

It is clear from Table (3) for the dependent variable (Entrepreneurial Performance) that at the overall level, it achieved a mean of (3.7873), which is considered good. The standard deviation is (0.81961), with a coefficient of variation of (0.2164), and a relative importance of (75.746%). This indicates that there is little variation in the

responses of the research sample, meaning that the sample has a clear understanding of the concept of entrepreneurial performance. One of the most prominent dimensions contributing to enriching the variable is the positive opinions of customers regarding the services provided.

Table 3 Responses of the Research Sample Regarding Entrepreneurial Performance

S	Entrepreneurial Performance	Mean	Standard Deviation	Coefficient of Variation	Relative Importance
Overall Index		3.7873	0.81961	0.2164	75.746

Source: Prepared by the researchers based on the statistical program (SPSS 23).

Third: Testing the Relationships in the Research Model Correlation Analysis between the Research Variables

This section tests the validity of the first main hypothesis, which states that "there is no significant correlation between strategic thinking and entrepreneurial performance at the overall level." This hypothesis was tested using Pearson's correlation coefficient. The results are as follows:

The content of this relationship suggests rejecting the null hypothesis and accepting the first main hypothesis. The data in Table (4) indicate a significant positive correlation between strategic thinking and entrepreneurial performance at the overall level, with a correlation coefficient value of (0.817) at a significance level of (0.05). This indicates a strong relationship between the two main variables.

Table 4: Correlation Results between Strategic Thinking and Entrepreneurial Performance at the Overall Level and Dimensions

Explanatory Variable	Responding Variable	Entrepreneurial Performance
	Intentional Thinking	0.663
	Opportunistic Thinking	0.748
	Timely Thinking	0.761
	Holistic Thinking	0.766
	Strategic Thinking	0.817

At a significance level of 0.05) N = 110

Source: Prepared by the researchers using the statistical program (SPSS 23).

The correlation between the dimensions of strategic thinking and entrepreneurial performance at the sub-dimension level can be observed through Table (4). By examining the correlation coefficients, the following points are evident:

1. No significant correlation between intentional thinking and entrepreneurial performance, with a correlation value of (0.663) at a significance level of (0.05). This implies the rejection of the null hypothesis and acceptance of the alternative hypothesis.
2. No significant correlation between opportunistic thinking and entrepreneurial performance, with a correlation value of (0.748) at a significance level of (0.05). This implies the rejection of the null hypothesis and acceptance of the alternative hypothesis.
3. No significant correlation between timely thinking and entrepreneurial performance, with a correlation value of (0.761) at a significance level of (0.05). This implies the rejection of the null hypothesis and acceptance of

- the alternative hypothesis.
4. No significant correlation between holistic thinking and entrepreneurial performance, with a correlation value of (0.766) at a significance level of (0.05). This implies the rejection of the null hypothesis and acceptance of the alternative hypothesis.

These relationships indicate that as the dimensions of strategic thinking are present, they contribute to enhancing entrepreneurial performance to a greater extent.

Analysis of the Impact Relationships between Research Variables

Based on the content of the second main hypothesis, which states that there is no significant impact between strategic thinking and entrepreneurial performance at both the overall level and the sub-dimensional level, the results of the test are as follows:

Table 5: Results of the Impact of Strategic Thinking on Enhancing Entrepreneurial Performance at the Overall Level.

Dependent Variable	Independent Variable		Entrepreneurial Performance		
Strategic Thinking	B ₀	B ₁	R ²	F (Calculated)	T (Calculated)
Combined Dimensions	0.493	0.874	0.668	217.440	2.162 (0.033)

$p \leq 0.05$ df(109) N = 110

Source: Prepared by the researchers using the statistical program (SPSS 23)

Table (5) shows that strategic thinking has a significant effect on entrepreneurial performance. This effect is supported by an F value of (217.440) with degrees of freedom (1091) and a significance level of (0.05). The coefficient of determination (R²) is (67%), indicating that strategic thinking explains (67%) of the response variable, which is entrepreneurial performance. This is further supported by a regression coefficient of (0.874) and a T value of (2.162) with degrees of freedom (1.109) and a significance level of (0.05). These results lead to the rejection of the null hypothesis and acceptance of the alternative hypothesis.

Effect of the Intentional Thinking Dimension on Enhancing Entrepreneurial Performance

The results of Table (6) indicate a significant effect of the intentional thinking dimension on enhancing entrepreneurial performance. This is supported by an F value of (84.571) with degrees of freedom (1.109) and a significance level of (0.05). The coefficient of determination (R²) is (0.439), meaning that the intentional thinking dimension explains (44%) of the response variable, which is entrepreneurial performance. This is supported by a regression coefficient of (0.628) and a T value of (5.175) with degrees of freedom (1.109) and a significance level of (0.05). This means

rejecting the first sub-hypothesis derived from the second main hypothesis and accepting the alternative hypothesis.

Effect of the Opportunistic Thinking Dimension on Enhancing Entrepreneurial Performance

The results of Table (6) indicate a significant effect of the opportunistic thinking dimension on enhancing entrepreneurial performance. This is supported by an F value of (136.816) with degrees of freedom (1.109) and a significance level of (0.05). The coefficient of determination (R²) is (0.559), indicating that the opportunistic thinking dimension explains (56%) of the response variable, which is entrepreneurial performance. This is supported by a regression coefficient of (0.696) and a T value of (5.621) with degrees of freedom (1.109) and a significance level of (0.05). This means rejecting the first sub-hypothesis derived from the second main hypothesis and accepting the alternative hypothesis.

Effect of the Timely Thinking Dimension on Enhancing Entrepreneurial Performance

The results of Table (6) indicate a significant effect of the timely thinking dimension on enhancing entrepreneurial performance. This is supported by an F value of (148.500) with degrees of freedom (1.109) and a significance level of (0.05). The coefficient of determination (R²) is (0.579), indicating that the timely thinking dimension explains

(58%) of the response variable, which is entrepreneurial performance. This is further supported by a regression coefficient of (0.749) and a T value of (4.0701) with degrees of freedom (1.109) and a significance level of (0.05). This means rejecting the first sub-hypothesis derived from the second main hypothesis and accepting the alternative hypothesis.

Effect of the Holistic Thinking Dimension on Enhancing Entrepreneurial Performance

The results of Table (6) indicate a significant effect of the holistic thinking dimension on enhancing entrepreneurial

performance. This is supported by an F value of (153.166) with degrees of freedom (1.109) and a significance level of (0.05). The coefficient of determination (R²) is (0.586), indicating that the holistic thinking dimension explains (59%) of the response variable, which is entrepreneurial performance. This is further supported by a regression coefficient of (0.748) and a T value of (3.808) with degrees of freedom (1.109) and a significance level of (0.05). This means rejecting the first sub-hypothesis derived from the second main hypothesis and accepting the alternative hypothesis.

Table 6: Results of the Effect at the Partial Level

Response Variable Explanatory Variable	Entrepreneurial Performance				
	B ₀	B ₁	R ²	Calculated F	Calculated T
Strategic Thinking Dimensions					
Intentional Thinking	1.385	0.628	0.439	84.571 (0.000)	5.175 (0.000)
Opportunistic Thinking	1.253	0.696	0.559	136.816 (0.000)	5.621 (0.000)
Timely Thinking	0.965	0.749	0.579	148.500 (0.000)	4.070 (0.000)
Holistic Thinking	0.907	0.748	0.586	153.166 (0.000)	3.808 (0.000)

p ≤ 0.05 df. (106) N = 110

Source: Prepared by the researcher based on the outputs of the (SPSS) program

Chapter Three: Results, Conclusions, and Recommendations: First Results: Study Results

Based on the findings of this study, which disproved the hypotheses, it was revealed that the most significant attribute is the role of strategic thinking.

1. The study proved that there is an effective role of strategic thinking with its dimensions (intentional thinking, opportunistic thinking, timely thinking, and holistic thinking) in enhancing entrepreneurial performance in the surveyed companies.
2. The study results showed that intentional thinking plays a key role in entrepreneurial success in the surveyed banks.
3. The study revealed that opportunistic thinking has a significant role in achieving entrepreneurial performance in the surveyed banks.
4. The findings of the study confirmed that timely thinking contributes to the process of entrepreneurial performance in the surveyed banks.
5. The study proved that holistic thinking plays a role in enhancing entrepreneurial performance in the surveyed banks.

First: Conclusions

1. The theoretical propositions highlight the importance of strategic thinking, emphasizing that its dimensions should be based on scientifically studied foundations, considering the available resources, and accounting for environmental changes to align the plan with the actual reality.
2. There is a managerial interest and aspirations toward rethinking the dimensions of strategic thinking by the management of the surveyed organization to make them more flexible, aiming to achieve entrepreneurial performance in the dynamic environment in which it operates.
3. Entrepreneurial performance is considered one of the most important solutions to restore the organization's position in the environment it operates in, which is characterized by numerous risks, intense competition,

and effective movements in the private sector. All of this requires the ability to proactively innovate and manage risks.

4. Working with modern dimensions of strategic thinking is one of the best solutions through which the surveyed organization can determine its future path based on a profound strategic vision, a clear mission, and realistic strategic objectives with comprehensive specifications, and values that support positive behavior toward achieving goals with minimal effort, time, and costs.

Second: Recommendations

1. The management of the surveyed organization should focus on rethinking its strategic thinking to make it more flexible in light of the surrounding environmental conditions, and adopt modern programs for its development.
2. Activating an incentive system for employees to provide creative solutions to existing problems and striving to enhance performance to deliver innovative and new ideas.
3. There is a need to work according to new strategic thinking by researching and analyzing the surrounding environment, which is a starting point for building a new market position and rebuilding the capabilities of the surveyed organization.
4. The organization should aim to operate according to strategic thinking based on proactive perspectives, creative approaches, and risk-taking, which will define the best future path for the organization in particular and for Iraqi organizations in general.
5. Encouraging entrepreneurial, creative, and knowledge-based ideas, as well as fostering positive motivational behaviors to build realistic and ambitious values that reflect the true internal image and a good external organizational identity.
6. Organizing specialized training courses on strategic management, entrepreneurial, creative, and knowledge-based approaches to shape a better future for the performance of the surveyed organization.

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