

The Role of Strategic Thinking Skills in Strategic Banking Decision Making: Applied Research in a Sample of Banks

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The aim of the research is to shed light on strategic thinking skills in strategic decision-making in a sample of banks as a service provider providing many services to customers and companies. The more banks can adopt new concepts to increase understanding and knowledge of how they care about customers, how they consider the vision of the future, and apply creativity in their banking performance in attracting new customers, the more they are able to build long-term relationships with them. This research poses several questions: what are the skills of strategic thinking and the readiness of banks to apply? What are the factors that help to raise the level of strategic thinking skills? The results showed that there is a positive and positive effect of strategic thinking on strategic decision-making. This is a good indicator of the effect of strategic thinking on the performance of the sample banks.

Key words: *Strategic thinking, Strategic decision, Future vision, Diverse thinking.*

Introduction

The research is characterised by modernity and scarcity at the level of framing and classification and is a modern topic ranging from scarcity to limited, which made many of its concepts and dimensions have not been resolved at the level of thought and theorizing, the reason is the absence of studies in the field of strategic thinking, very few individuals at the senior management level resort to it, with the emergence of the relationship between competitive situation and thinking.

Theorists tended to use the term "strategic thinking", hence the importance of research in this subject through the study of new variables to the dimension of strategic thinking skills, represented by creativity, intelligence, future vision, diverse thinking, that enable improved strategic decision-making, study and analysis of the nature of the relationship between the dimensions of strategic thinking skills and the extent of their impact on the performance of banking activity.

A study (Obeidi, 2013) entitled "Information Technology and Strategic Thinking and their impact on the Strategy of Organisational Creativity" applied its study in the faculties of the University of Mustansiriyah. The study aimed to influence the relationship between information technology and strategic thinking for the purpose of formulating a strategy for organisational creativity and the possibility of its use in the higher education sector. To achieve the objectives of the research this research was applied in the faculties of the University of Mustansiriyah on a sample of (149) members of the deans of the faculties and their assistants and heads of departments. The study relied on the questionnaire in data collection and analysis using percentages and repetitions and simple and multiple regression coefficient. Finally, the research reached a number of conclusions, the most important of which is the existence of an influential relationship between the research variables, and some recommendations were made.

The study, Dibla, University of Mohamed Khader in Sskra, Algeria, in 2015 entitled "The Role of Strategic Thinking in activating the Creative Capabilities of the Institution case study of the Saida Complex", concerns this Complex which is one of the approaches used to stay and adapt to the changes of the rapid work environment and achieve a competitive advantage in the market. The study sought to measure and analyse the correlation and impact of relationships between strategic thinking as an independent variable and its sub-variables, represented by strategic intent, systemic perception, leadership of assumptions, time thinking, smart opportunities, and the creative capabilities of the institution as a dependent variable through its components absorptive capacity, adaptability, thinking ability.

The objective of the study was manifested in two dimensions; the first is theoretical which it was represented by providing an intellectual framework for the subject of the study, the second being field or applied, represented in studying and determining the impact of strategic thinking on the creative capabilities of the Saida complex, a study titled (A Park investigating online decision - making styles 2007).

The objective of the study is to investigate consumer decision-making patterns that are affected by the types of channels through which decision-making is made, to examine whether the pattern of online decision-making is different in the context of different products, and to examine whether online consumer decision-making affects travel agency loyalty

(OTAS) online, the study sample consisted of students enrolled in American universities in the United States. The study followed the descriptive approach. The questionnaire was used in addition to an online survey. One of the most important results of the study was the impact of consumer decision-making patterns on loyalty and the relationships between decision-making patterns on the Internet and the required loyalty (Saidi & Siew, 2019).

Methodology

Research Problem

The problem can be formulated with the following questions:

- 1- What are the skills of strategic thinking and the willingness of banks to apply them?
- 2- What are the factors that help to upgrade the skills of strategic thinking?
- 3- How responsive and aware is the research sample to the importance of the dimension of strategic thinking and its impact on strategic decision-making and the performance of the bank's research sample activity?
- 4- What is the relationship between strategic thinking skills (creativity, intelligence, future vision, diverse thinking) and strategic decision-making?
- 5- What is the impact of the dimensions of strategic thinking skills (creativity, intelligence, future vision, diverse thinking) on the performance of banks' activity in the research sample?
- 6- What is the impact of the dimensions of strategic thinking skills combined in strategic decision-making?

Research Importance

The research draws its importance from:

1. Study new variables of the skills of strategic thinking (creativity, intelligence, future vision, diverse thinking) that can benefit in improving strategic decisions.
2. Study and analyse the nature of the relationship between the dimensions of strategic thinking and the extent of its impact on the performance of banks.

Research Objective

The research aims to achieve the following objectives:

1. Find the extent to which the research sample banks absorb the importance of the dimensions of strategic thinking skills.



2. Explain the dimensions of strategic thinking skills that are most influential in the performance of the research sample banks' activity.
3. Know the impact of strategic thinking skills in improving strategic decisions.

Research Hypothesis

Research on the following hypotheses:

1. There is a statistically significant correlation between strategic thinking skills and strategic decisions.
2. There is a statistically significant impact of strategic thinking skills in strategic decisions.
3. There is a multiple impact of statistically significant dimensions of strategic thinking skills used in strategic decisions.

Domain and Data Search

Time Limits: The research was completed during the year 2019.

Spatial limits: (National Bank of Iraq, Agricultural Bank, Industrial Bank, Bank of Assyria, Commercial Gulf Bank, Rafidain Bank, Middle East Investment Bank of Iraq, North Bank, Bank of Babylon, Sumer Commercial Bank).

Methodology of the Study

The study adopted the analytical experimental method as well as the use of the descriptive approach; To describe the reality of the variables studied. The analytical approach is used to analyse the results of statistical treatments of research variables, and to draw conclusions on the basis of which the recommendations are adopted.

Analysis Tools

The questionnaire for the research was distributed for the period (1/8/2019) to (29/9/2019). The questionnaire was divided into two main parts, the first was the general information of the characteristics of the research sample, and the second consisted of (30) paragraphs divided on two axes. The first axis consists of (20) paragraphs related to the measurement of strategic thinking skills, and the second axis consists of (10) paragraphs related to measuring strategic decisions.

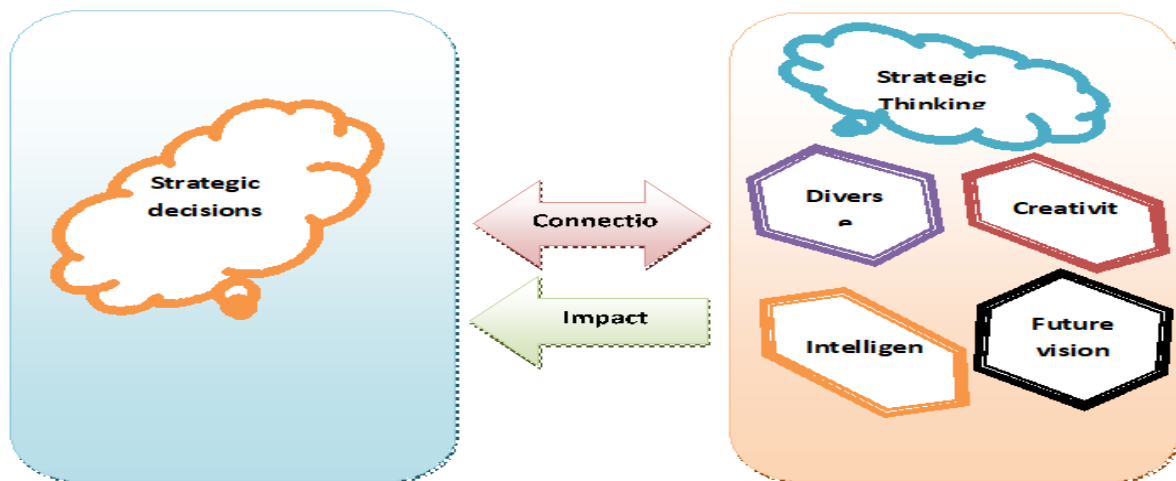
Problems and Difficulties of Research

1. Lack or scarcity of references, studies and scientific research that specialise in the study of strategic thinking skills because this is a new topic in terms of research and studies.
2. Difficulty in obtaining information from banks.

Research Model

Based on the opinions of a number of researchers in the previous studies that review the independent variable (strategic thinking skills) and defined in four dimensions (Creativity, Intelligence, Future Vision, Diverse Thinking), and its impact on the dependent variable (strategic decisions), as illustrated in Figure 1.

Figure 1. Hypothesis diagram



Source: Prepared by the researchers

Community and Sample Research

The researcher selected the sample (probability stratification) from the study population in banks represented by senior administrations, and considering that these higher departments of banks are closer to the subject of study, the size of the society according to the statistics of banks sample research, (130) individuals, the sample from this community was selected according to the model (D. Morgan), the size of the sample according to this model (97) individuals, or 75% of the total population of the study, as shown in table (1).

Table 1: Determination of sample size from a given population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	370
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

"N" is population size Note

"s" is sample size

Ninety-seven questionnaire forms were distributed to the sample, in contrast, the number of forms received, meeting the requirements of analysis and study of the sample that was answered were 92 questionnaire form. Table (2) shows the sample of the study, the number of forms distributed, received and the percentage of recovery.

Table 2: Sample distribution

Sample Society	Number of distributed forms	Number of received forms	Redemption%
Banks	97	92	95%

Measuring Honesty and Consistency

First: Honesty test: The researcher presented the questionnaire form to a group of arbitrators with specialization in the field of research. The researcher responded to the opinions of the arbitrators and made the necessary changes in the light of the proposals submitted, and finalized the questionnaire in its final form. **Second: stability test:** stability test under the

equation (Cronbach Alfe) Kronbach alpha (Jadri, and Abu Hilou, 2009: 171). Table (3) shows the stability test for the study variables.

Table 3: Stability test of search variables using the Kronbach alpha coefficient

No.	Variables	Alpha Cronbach coefficient
1	Strategic Thinking Skills	0.923
2	Strategic Decision	0.905
3	Total	0.914

It is clear from the table above that the value of the Kronbach alpha coefficient is high for each of the variables of research, and the total value of the search variables for the coefficient of alpha (0.914), a high stability value, and this result confirms the validity and consistency of the questionnaire of the study and its validity for application to the main study sample.

Statistical Programs Used in Data Processing and Analysis

Researchers used data analysis and processing on a number of statistical programs, as follows:

1. Ready Statistical Package (Spss - Ver - 19): used; to extract the results.
2. Microsoft Excel; used for data analysis.

Theoretical Review

The Concept of Strategic Thinking

The concept of strategic thinking and its philosophical perspectives emerged as a reaction of the research community that emerged in the uses of strategic management of strategic planning method and its effectiveness in achieving organisational goals. Strategic thinking is a station that needs to meditate and dialogue between researchers because of scarcity and the absence of research and field studies according to the evidence indicated by the literature of strategy science in the field of business (Khafaji, 216 2008).

The strategic process is not a mechanical process, but rather a manager's ability to creatively address organisational problems. He/she then tries to use his/her maximum mental abilities to rearrange or form the elements in the best possible position, especially when the problems or attitudes facing organisations are of a complex nature. (Al-Salem, 2005, 57). The act of thinking consists of a series of complex processes that take place in the human mind with amazing speed, whose task is to simplify the things that occupy the mind and analyse them into linkable, comparable, presentation, representation and imaging elements and then come

up with a concept or theory that constitutes a firm basis for practical application Free thinking is an obstacle in the face of planning because it exhausts the mind with a lot of unnecessary information on a subject being planned specifically, hence the so-called strategic thinking, which is the subject of our study (Ben Ali, 2002: 30). Ann Herrmann-Nehdi defined this as thinking that allowed one to anticipate future events and problems and to create alternative scenarios, enabling the organisation to understand its options and decide the objectives of the organisation, and to determine the direction of achieving those goals on the basis of benefit.

Overall matters of vision and grand goals require strategic thinking as an integral part of the work, and important strategic thinking is the one that moves the establishment from reality to reality (26: 2012, Herrmann-Nehdi A).

General Characteristics of Strategic Thinking: (Kubaisi, 2006: 1)

1. It is a differential thinking or dispersed thinking because it adopts creativity and innovation in the search for new ideas or the discovery of applications created from previous knowledge, which is why it needs extraordinary abilities to imagine, visualise and understand the meanings of things and concepts.
2. It is a structural and constructive thinking based on perception, foresight and intuition to evoke distant images and shape the future before it occurs.
3. It is a systematic thinking by adopting the holistic vision of the surrounding world, by linking it to the systematic parts of the system and by starting from the faculties in its analysis of phenomena and its understanding of events.
4. It is an optimistic and humanistic thinking that believes in human abilities and mental energies to penetrate the world of the unknown and to predict the possibilities that will occur and urges that the available knowledge should be used and provide an atmosphere that encourages participation in the future industry.
5. It is a competitive thinking whose supporters acknowledge the realism of the struggle between opposites and forces and aspire to seize opportunities before others. It is believed that minds and visionaries prevail over others in discovering new knowledge or applying ideas in formulas.
6. Strategic thinking is a developmental thinking rather than a reformist because it starts from the future to derive the image of the present and starts from the external vision through which to deal with the internal environment and therefore described as proactive, although some described it as revolutionary at times and as ideal at other times.
7. Strategic thinking has multiple perspectives and angles. It requires looking at the imam in his understanding of the past and adopts from above to understand what is down and employs abstract inference to understand what is holistic and uses diagnostic analysis to understand the reality of things realistically.



Dimensions of Strategic Thinking

Creativity

It means producing something that is spontaneous, authentic, sensitive to problems, an exciting situation, or the ability to gather and come up with ideas in a unique way or to make unusual connections between these ideas (Al-Douri Zakaria, Ali Saleh Ahmed,: 27). The organisation's creative capabilities refer to "high-order integration capability", which enables the moulding and management of several skills. Institutions that have this type of capability mean they can combine key skills and resources to make creativity work (Lawson & Samson, 2001, p.380).

Diverse thinking

It is the creative solution to problems when the institution faces a challenge or problem and then seeks new ideas because it does not have a prior solution to solve problems efficiently. Its officials should use both divergent thinking and convergent thinking. Divergent thinking brings them to many, diverse and unconventional solutions while convergent thinking makes them analyse, evaluate and develop these solutions and alternatives in order to arrive at a sound judgment and an effective decision. Generating many ideas alone does not help solve the problem, and analysing and evaluating a limited number of opinions does not provide the best opportunities for a proper solution, therefore, the integration between the two types of divergent and convergent thinking is the best method, (Waters, 2011).

Intelligence

There are many intelligences that have emerged in the field of administrative work, such as Strategic Intelligence (SI) subject of the current study. Organisations are beginning to recognise the importance of this type of intelligence, and there are several indications of the development of this intelligence. Many agencies in Europe and North America have begun to set up strategic intelligence groups within organisations to provide information to decision makers, training programs for academics in this type of intelligence (McDowell, 2009: 3) Defined strategic intelligence is the intelligence of a certain level of managers used to formulate long-term strategic policies and plans for the organisation (Quarmby, 2004).

Future Vision

A visioning is a prediction that forms a particular picture of future circumstances or events related to a certain form and context. This process goes beyond the process of looking beyond events to include understanding as well (Chalbi & Idris, 2008). It is a description of a better

future image that the organisation aspires to and surpasses its current situation in one or more aspects of this picture (Obeid, 2009: 39). Vision has been described in multiple ways as "The art of seeing the invisible (intangible)", it was seen as a form of leadership and one of the great (sensitive) tasks of the organisation's senior leaders and vision doesn't just mean perception or imagination related to a period or situations to come, but is a tool and a capacity based on potential and experience and a rational study of the reality and future of the organisation, making it achieve the desired goal of uniting workers towards the higher purposes of the organisation (Al-Naimi, 2003).

The Concept of Strategic Decisions

The concept of strategic decision is one that has been chosen from among the strategic alternatives, which represents the best way to reach the goals of the organisation. Strategic decisions are extraordinary decisions made at the time needed by the organisation and are necessary to activate its activity. Such decisions have significant positive effects in the coming periods. They focus on achieving the goals of the organisation through the procedures and steps necessary for its industry, and requires creative skills to be aware of the internal and external environment variables (Al-Sa'adi Mu'ayyad, 2013).

Characteristics of Strategic Decisions

1. **Customer Care:** Strategic management aims at trying to attract the customer to the organisation and increase his/her satisfaction with the benefits provided to him/her. The strategic decision is customer-centric and the criterion for its success is satisfaction (Abdel Aziz, 2009).
2. **Attention to environmental variables:** predicting the variables in the internal and external environment and measuring the size and strength of this change so that it becomes more compatible with the current and expected changes (Ismail, 1997).
3. **Long-term impact:** such as entering into joint ventures, adding a new product or buying competitors' factories, decisions that are difficult to change (Abdullah, 1999)

Dimensions of Strategic Decisions

The most important dimensions of strategic decisions were identified and that can be affected by the quality of information (Salmi, 2008)

- 1- **Competition:** means the skills, techniques and resources that the administration can coordinate and invest to achieve, produce greater values and benefits for the customer, and differ from competitors.



- 2- **Control:** Compare the verified scheme of performance and indicate deviations, whether positive or negative.
- 3- **Prediction:** The health information and ease of use.
- 4- **Conflict:** Means confusion and hesitation when making a decision that makes it difficult to differentiate or choose between alternatives.
- 5- **Realism:** Which means supporting organisations to have the ability to accurately visualise each other, accumulate energies, and take action from the position of balanced behaviour.

Empirical Analysis and Test

Empirical Analysis

This topic seeks to clarify the most important characteristics of the members of the research sample, through the information contained in the questionnaire that was distributed to them, and Table (4) shows a brief description of the members of the research sample.

Table 4: Characteristics of sample individuals

No.	Variables	Categories	Repetition	Percent %
1	Gender	Male	50	54.3
		Female	42	45.7
		Total	92	100.0
2	Age	21-30 years	9	9.8
		31-40 years	27	29.3
		41-50 years	26	28.3
		51 years and over	30	231.6
		Total	92	100.0
3	Educational Degree	Bachelor	66	71.7
		Post Graduate Diploma	5	5.4
		Mater	12	13
		Doctorate	9	9.6
		Total	92	100.0
4	Years of Experience	Below 10 years	21	22.8
		From 11 to 15 years	21	22.8
		From 16 to 20 years	14	15.2
		More than 20 years	36	39.1
		Total	92	100.0
5	Scientific specialization	Accounting	22	23.9
		Business Management	13	14.1
		Banking and Financial Sciences	21	22.8
		Others	36	39.1
		Total	92	100
6	Position	General Manger	5	5.4
		Assistant General Manager	7	7.6
		Head of Department	80	87.0
		Total	92	100
7	Banks	National Bank of Iraq	10	10.9
		Agricultural Bank	10	10.9
		Industrial Bank	7	7.6
		Bank of Assyria	8	8.7
		Gulf Commercial Bank	9	9.8
		Rafidain Bank	15	16.3
		Middle East Iraqi Investment Bank	5	5.4
		North Bank	8	8.7
		Bank of Babylon	10	10.9
		Sumer Commercial Bank	10	10.9
		Total	92	100

Test Hypotheses of the Study

In this paper, the hypotheses of the study developed in the study methodology will be tested, which relate to the study variables, which is the strategic thinking as an independent variable, and the dependent variable of strategic decisions.

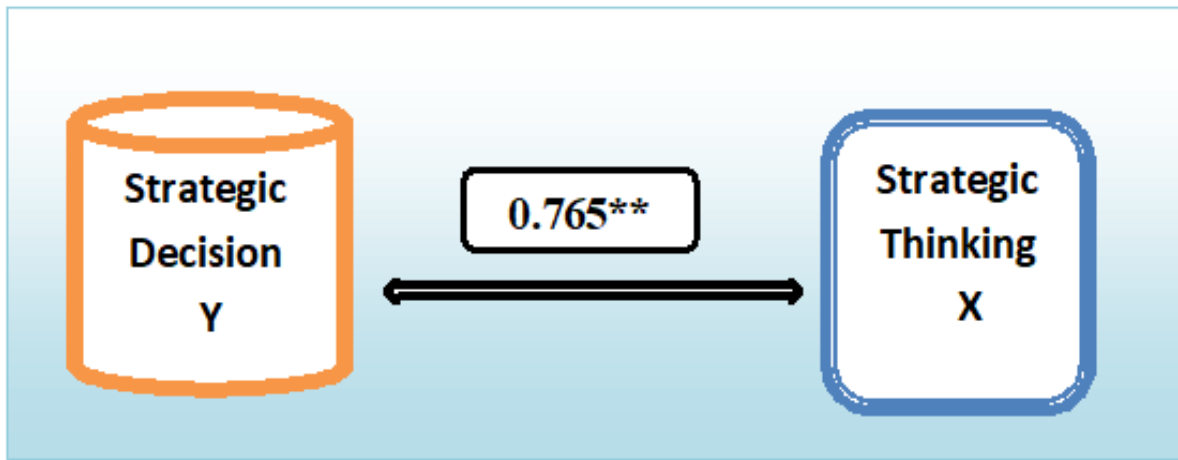
1. Test the Hypothesis of Correlation: This research seeks to determine the nature of the relationship between the variables of the study to determine the extent of acceptance or rejection of the first main hypothesis: that there is a significant correlation of statistical significance of strategic thinking with strategic decisions, using the simple correlation coefficient (Pearson Correlation Coefficient), which is one of the statistical methods used to measure the strength and direction of linear relationship between two quantitative variables. Table (5) and Figure (2) show that there is a positive correlation between the positive thinking (positive) between strategic thinking and strategic decisions. The correlation relationship was (0.765 **) at the significance level (0.01), the number of moral relationships was (5), which constitutes (100%). The significance and significance of the relationship between creativity and strategic decisions is explained. The value of (0.783 **), at the level of significance (0.01), and this reflects the existence of a significant significance and function and explains the strength of the relationship between creativity, and strategic decisions, and here we infer to accept the first main hypothesis that there is a statistical correlation relationship with a positive moral significance for strategic thinking in strategic decisions. As shown in Figure (2) and Table (5).

Table 5: The relationship between strategic thinking and strategic decisions

Strategic Thinking X Strategic Decision Y		Creativity	Intelligence	Future Vision	Diverse thinking	Strategic thinking	Moral relations	
							Number	Percent %
Tax creativity Y	Coefficient of correlation	0.765**	0.662**	0.671**	0.662**	0.765**	5	100%
	Moral level	0.000	0.000	0.000	0.000	0.000		
	The Decision	Function	Function	Function	Function	Function		

(**) Correlation and Moral Strength (1%) - (*) Correlation and Moral Strength (5%)

Figure 2. The relationship between strategic thinking and strategic decisions



Impact Hypothesis Testing

The present study has developed the second and third main hypothesis, Simple Regression Analysis and Multi Regression Analysis.

Simple Regression Analysis

It is clear from Table (6) and Figure (3) that the calculated value of F was 13.80, which is greater than the tabular value of F (7.91) at the significance level (1%), and meaningfully (0.000). , Freedom degree (1,90), this result implies a statistically significant and significant effect of the respondent variable (strategic thinking) in the dependent variable (strategic decisions) in the research sample.

As for the value of the coefficient of determination (R²), the value of (0.520), and this result shows that (strategic thinking) accounted for (52%) of the difference in (strategic decisions), and that (48%) is explained by the variability of factors did not enter the Regression model, accordingly, these findings provide sufficient support for accepting the hypothesis of influence the second hypothesis which states that “there is a significant significance of strategic thinking in strategic decisions”.

In table (6), we notice that the value of the fixed limit ($a = 0.453$) is statistically significant. The calculated value of t (3.532), which is greater than t tabular at the level of moral 1% and the degree of freedom (90), which is (2.35), the marginal slope value ($b = 1.130$) is statistically significant because the calculated t value of 7.620 is greater than the tabular t at the level of significance (1%) and the degree of freedom (90) of (2.35), these results confirm the strong influence of strategic thinking on strategic decisions in banks.

Table 6: Shows the impact of strategic thinking on strategic decisions

Dependent variable Independent variable	Tax creativity							
Strategic thinking	Fixed Limit a	Calculated Value of T	Marginal slop B	Calculated Value of t	Selection factor R ²	Calculated Value of F	Morality	Decision
	0.453	3.532	1.130	7.620	0.520	13.80	0.000	There is an effect

* (f) spread-sheet is 5% and two degrees of freedom (1,90) = (3.94) - ** (f) spread-sheet is 1% and two degrees of freedom (1,90) = (7.91) - * (t) spread-sheet is 5% The degree of freedom (90) = (1.67) - ** (t) spread-sheet significant 1% and the degrees of freedom (90) = (2.35)

Multi Regression Analysis

The methodology of the third main hypothesis study affects the dimensions of strategic thinking (creativity, intelligence, future vision, diverse thinking) in a combined way, morally and positively in making strategic decisions in banks. It is clear from Table (7) that the calculated value of F is (13.73), which is greater than the (F) tabular value of (3.57) at the level of (0.01), and the significance (0.000), and the degree of freedom (4,87). This result means that there is a statistically significant effect of the respondent variable (the sum of (X) strategic thinking variables) in the dependent variable (strategic decisions) in the research sample. The value of the coefficient of determination (R²) was (0.724). This means that (the sum of variables (X) strategic thinking) account for (72.4%) of the variation in (strategic decisions), and that (27.6%) is explained by the variability of factors that did not enter the regression model. These findings provide sufficient support for accepting the third major multi-effect hypothesis, which provides (there is a significant significance for the sum of the variables (X) combined strategic thinking in strategic decisions).

From Table (7), we notice that the value of the fixed limit (a = 0.831) is statistically significant, where the value of t calculated (3.178), it is greater than t-table at the level of significance 1% and the degree of freedom (87) of (2.35), and the boundary slope value (X1, X2, X3, X4), respectively it was (b = 0.625, 0.346, 0.457, 0.694), respectively, it is statistically significant because the calculated t value of (3.165, 5.182, 2.732, 9.977), respectively, is greater than t-tabular (2.35) at the significance level (0.01). And to a degree of freedom. (87).

In the light of these results, it is clear that strategic thinking with its variables combined has a strong and moral influence in the strategic decision-making in banks.

Table 7: Multiple Impact Total variables (X) Strategic thinking in strategic decision making

Strategic Thinking	Strategic Decision						
	Regression coefficients	Calculated T	Morality	Determination Coefficient R ²	Calculated F	Morality	Decision
Fixed limit	0.831	3.178	0.002	0.724	13.73	0.000	There is Effect
Creation	0.625	3.165	0.003				
Intelligence	0.346	5.182	0.000				
Future vision	0.457	2.732	0.004				
Diverse thinking	0.694	9.977	0.000				

* (f) spread-sheet is significant 5% and degrees of freedom (4,87) = (2.47) - ** (f) spread-sheet is significant 1% and degrees of freedom (4,87) = (3.57) - * (t) spread-sheet is significant 5% And the degrees of freedom (87) = (1.67) - ** (t) spread-sheet significant 1% and degrees of freedom (87) = (2.35)

Conclusions and Recommendation

Conclusions

1. There is a significant and positive correlation between strategic thinking and strategic decisions.
2. There is a moral and positive impact of strategic thinking in making strategic decisions.
3. The presence of multiple positive impact of the total variables of strategic thinking combined in strategic decisions.
4. There is weakness in the knowledge of senior management weaknesses and shortcomings in the work.
5. There is a lack of flexibility in strategic decision-making.
6. There is weakness in transforming the vision into reality that can be applied within the objectives of the bank.
7. There is a lack of alternative plans and ideas for senior management in the event of new and diverse environmental conditions surrounding them.
8. There are weak relations and strategic alliances between banks.



Recommendations

In the light of the findings, the following recommendations can be made:

1. Work to know the weaknesses and shortcomings in the work.
2. Facilitate the work procedures for strategic decision-making.
3. Work to clarify the vision of broad dimensions to determine the direction of work.
4. Propose hypotheses about the work environment, analysing and testing them.
5. Work on the development of plans and alternative ideas in the case of the existence of new and diverse environmental conditions.
6. Strengthen strategic relations and alliances between banks.
7. Increase communication between the parties before the strategic decision.
8. Consult employees when making strategic decisions that facilitate their acceptance of these decisions.



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