Abraheem, M., Mustafa, A. (2021). Strategic Thinking, Productivity, And Efficiency: Evidence From Iraq. *Akkad Journal of Contemporary Management Studies*, *1*(3), 164-181.

STRATEGIC THINKING, PRODUCTIVITY, AND EFFICIENCY: EVIDENCE FROM IRAQ

Mohammad Abraheem
University of Misan,
Misan, Iraq
E-mail:
dr.abraheem.m.k@gmail.com
ORCID:0000-0003-3506-1797

Alaa Abdeslam Mustafa
University of Misan,
Misan, Iraq
E-mail: alaaslam353@gmail.com

ABSTRACT. This study aims to ascertain the influence of strategic thinking in enhancing Misan Oil Company's production efficiency. The purpose of this study is to determine whether or not there is a link and effect between strategic thinking and increased production efficiency. The researchers collected data using the questionnaire approach. The replies of 66 individuals were evaluated using "central tendency measures" in addition to "correlation and regression analysis." The study's primary finding is a link between strategic thinking and increasing production efficiency, at least from the perspective of the Misan Oil Company's administrative officials.

Received: May 2021
1st Revision: June 2021
Accepted: July 2021

JEL Classification: D02, O17, P31

Keywords: strategic thinking, strategic planning, productivity, oil industry

Introduction

The significant administrative problems experienced by government institutions in Iraq make strategic thinking of great importance for examining the possibility of improving the efficiency of those institutions in creative ways away from routine or traditional methods that may be causing their efficiency to decline. An organization's ability to devise and execute new strategies and improve its performance can be traced back to its use of strategic thinking and its accompanying set of concepts, tools, and activities. Given the apparent lack of Arab studies and research in general and Iraqi in particular dealing with the topic of strategic thinking, and its related other topics (Ibrahim, 2018), the problem of the study is therefore crystallized in an attempt to identify the relationship and impact between strategic thinking and improved productivity efficiency at Maysan Oil Company. The problem of study can be summarized in the following question: Is there a relationship and impact between strategic thinking and improving production efficiency in Maysan Oil Company?. Theoretically, this study attempts to address a question about the connection between strategic thinking and increased production efficiency. It makes a significant scientific contribution by filling even a tiny portion of the need for this study among academics. In reality, this study seeks to investigate the link and

influence between strategic thinking and better production efficiency. Strategic thinking is an essential tool for developing and improving government institutions. This research attempts to make that point clearer to government decision-makers for their jobs and decisions.

1. Literature review

First: Strategic thinking

1. The concept of strategic thinking

Strategic thinking has received significant attention from researchers in strategic management as an essential tool that enables business organizations to shape their future strategies and determine their strategic directions (Bonn, 2001). According to Al-Dejani (2006), the concept of strategic thinking is based on a deep reflection on what the organization will be in the future and its strategic direction to take advantage of opportunities and meet strategic challenges and future changes. Zand (2010) introduced a definition of strategic thinking that demonstrates that it is creative thinking that provides decision-makers with valuable insights into developing the strategic analysis process. From the preceding, it is clear that strategic thinking is synthetic rather than analytical thinking based on the orientation towards the future by studying and analyzing the realities of the past and the present to extrapolate and analyze the future.

The importance of strategic thinking

Strategic thinking is to identify long-term outcomes and objectives, build paths to achieve those goals and objectives, and allocate the necessary resources, so strategic thinking helps decision-makers prepare and prepare for the future (Khafaji, 2008). Therefore, strategic thinking is one of the most critical challenges facing the organization's management. According to Al-Kubaisi (2008), strategic thinking contributes to creating a frequent reference for the organization to anticipate future challenges, the results of which are difficult to bear without prior preparation. In addition, strategic thinking means having the capabilities and skills required to predict the future with the possibility of developing strategic strategies and decision-making adapted to the organization's internal environment to improve its competitive position with its limited resources and capabilities (Solomon, 2004).

In addition, strategic thinking arranges, identifies, and disseminates priorities among workers, develops the organization's ability to shape the future, clarify the vision for the future, reduce the proportion of mistakes in the face of strategic positions and decision-making, and continuous development and modernization, which requires improved performance, improving the organization's ability to deal with events through the excellent use of the time element and the appropriate physical, human and intellectual readiness (Al-Halbawi, 2004).

3. Features of strategic thinking

Strategic thinking, as stated (2009), is characterized by the following features:

A. Strategic thinking is optimistic and human, believing in the individual's abilities and intellectual and mental energies to predict the future.

B. Strategic thinking is characterized by a competitive recognition of the realism of conflict and contradiction between opposites and different forces, and aspires to seize the opportunities available before other competitors, and believe that success is for those with brains and insight who precede others in creating new knowledge or applying existing ideas in different formats and methods, and believe that the importance of competition is reflected in the introduction of risk elements that satisfy the customers

of the organization and lead to the creation of added value. Therefore, strategic thinkers tend to risk and compete to continue By thinking about everything new.

C. One of the essential characteristics of strategic thinking is that it is more development thinking than reform thinking, starting from the future to creating the image of the present and starting from the external vision to reach the best use of internal possibilities, so strategic thinking is described as proactive.

D. Strategic thinking is also characterized by a multi-vision and angles, where it requires looking at the imam in his understanding and understanding of the past, looking from above to understand and interpret what is down, employing abstract inference to explain what is total, and using diagnostic analysis to understand the truth of what is happening realistically.

E. The use of quantitative methods characterizes strategic thinking uses the language of numbers and relies on causal laws and the continuity in identifying the relationship between independent and dependent variables to interpret the relationships of things with each other

4. Elements of strategic thinking

Strategic thinking consists of several elements that researchers differ in determining depending on their intellectual and philosophical trends. Still, most agree to identify them within the framework of the Liedtka study (1998). This researcher presented a model consisting of five essential elements of strategic thinking as in Figure 2.

A. Strategic intent element: This element measures the extent to which the organization and its staff focus on its future objectives. It means organizational energy and motivation to achieve the goals by channeling the energies of workers and stakeholders to achieve long-term goals. The strategic intent means reconciling the organization's resources with its future ambitions to prepare new and creative strategies and outperform competitors to gain competitive advantage(Hamel & Prahalad), 1994; Liedtka,1998; Waters, 2011)

B. The element of systemic perception: This element explains that the strategic thinker has a mental model of the system of creating value in the organization from beginning to end, starting from the understanding and interpretation of how this system works and the effects of the internal and external environment, holistic thinking is based on the principle that any system is part of a broader system, and this thinking helps to identify relationships between the various external factors affecting the organization and which

must be taken into account when determining the future directions of the organization (Senge; 1990; Liedtka, 1998; O'Shannassy,2003)

C. The element of thinking at the time: this element means that the strategic thinker does not believe in aligning current resources and organizational potential with opportunities in the external environment, but rather thinking about ways to increase existing resources to achieve future goals, i.e., the strategic thinker must link the past with the realism of the present to extrapolate the future (Muhammad, 2002), so strategic thinking plays an essential role as a link between the past, the present, and the future so that the organization is more adaptable to the future Changes in its outer surroundings by learning from experience and comparing current and previous performance with expected future performance (Liedtka.1998; O'Shannassy,2003; Acur & Englyst, 2006)

D. Assumption leadership element: This element means that the strategic thinker is trying to develop new strategies rather than relying on previous designs, creating alternative ways of competing options, focusing on solving the problem by analyzing the problem, and developing innovative solutions. Creative thinking comes through the leadership of assumptions, as formulating and testing hypotheses leads to innovative solutions. So, through it, it goes beyond the prevailing concepts of discovering new ideas and alternative ways of doing and managing things (Liedtka, 1998; O'Shannassy, 2003).

E. Innovative Opportunity: Strategic thinking is intelligence in capturing opportunities, i.e., business is moving towards exploiting opportunities, unique experiences, and new ideas that enable it to find alternatives for improvement and development.

Second: productive efficiency

The concept of productive efficiency

Production efficiency means that it is the ratio of outputs of the production process to its inputs and even divides it into the worker's productivity, machine, capital, and energy (Evans,1993).

The productive efficiency of the organization is the result of the efficiency of the use of the production elements combined and not the efficiency of one of the elements, as the interconnection between the different production elements used to achieve the objectives of the project makes it difficult to view each piece independently of the rest(Rusell & Taylor, 1998).

As indicated (Daft, 2000), the extent to which the organization can benefit from Available For human and material facilities to get the most significant return with less. The Productive costs efficiency is, in fact, a sign of a comparison between the value of the material and moral results achieved by the Production, Between the value of the elements used in production, whether natural or human.

Productivity efficiency is intended to maximize the organization's potential to reach the best possible production(Reid & Sanders, 2002).

Thus, productive efficiency means maximum resource utilization to maximize the return or benefit possible to achieve the desired goal at the lowest cost and resources themselves.

Factors affecting productive efficiency

Productive efficiency is linked to job performance as a starting point related to working individuals and the level of technical progress in terms of means of production and raw materials used in terms of quantity and quality. Job performance depends not only on the ability of workers. But also on the motivations and incentives associated with work. The motivations of individuals rely on the working conditions and other conditions outside work and social needs and reactions in individuals.

Working to satisfy the needs of working individuals is a health phenomenon to improve job performance. Still, satisfying needs don't need to be the only incentive for individual behavior. Many requirements are mainly satisfied through material income, the creation of safety conditions among workers, and the satisfaction of many social needs. However, things are not upright due to the multiplicity of needs (Lahlah, 2002).

Several factors are affecting productive efficiency, the most important of which is the following (Al-Shamaa and Hammoud, 2009):

A- **Technical aspects**: related to technical progress, which is one of the variables affecting the concept of productive efficiency by influencing functional performance, technological progress is the type of raw materials, methods and methods of manufacture used and functional methods, and technical factors include the following:(Nasser, 1997)

- Technical and technological progress.
- Used raw materials.
- Design and order of work.
- Production methods and methods.

Technical factors have a significant impact on the productivity of the single worker and thus the productive efficiency of the organization's work unit, as well as the development and improvement of machinery, equipment, and materials, the size and efficiency of the equipment used, the proportion of energy used, the design of machinery, equipment and product, the extent of integration of production processes, as well as the development in the use of scientific management and its confirmation in the use of the best plans, simplest methods and measures in production and reduction of damage.

B. **Behavioural factors**: Functional performance results from the interaction of the two factors of ability and motivation associated with human behavior, and ability and motivation are fundamental variables that have a significant impact on job performance. The components of the individual may include the most considerable capacity to work. Still, the lack of motivation to work will be the relationship between power, and job performance will be non-existent. The opposite is true, the individual may have a solid motivation to work, but the ability to perform is non-existent. There will be no relationship between motivation and job performance, so performance results from knowledge and inspiration.

The actual performance of the work and the desire to work include that human factors affect productivity through their impact on how an individual performs their job. The individual's proper use of machines will affect the efficiency of the devices. Therefore the productive efficiency of the organization and several factors have an impact on the ability of the individual and to perform a particular work of them (Lahlah, 2002; Rusell & Taylor, 1998):

- Practical experience.
- Training.
- Personal factors.

The motives represent the second primary consideration related to job performance and result from the interaction of three variables: physical and health conditions surrounding careers, social requirements, and the needs of individuals.

Methods of improving productivity efficiency

Through our study of the factors affecting the productivity efficiency already explained, two essential inputs can be identified to improve productivity efficiency (Al-Lahlah, 2002):

A- Technical input: Productivity efficiency can be improved by following the technical information through development in the processes of making the commodity, by studying and designing the commodity, designing the work, monitoring the quality of production, controlling the movement of materials, etc. The technical input also includes production policies whose aim is to increase production efficiency. Production policies that can be pursued include:

- Large production policy.
- Specialization policy.
- Simplification policy.
- Profiling policy.

B- Humanitarian input: Productivity efficiency can be improved by following the means aimed at increasing the relationship between management and the workforce, by taking care of the supervision system and developing the morale of the workers, paying attention to the training and efficiency of workers, appointing the right person in the right job and paying attention to promotion and good treatment of employees, Social, health and recreational services are provided to them to motivate them to perform and increase productivity.

Productivity efficiency indicators

The current working environment is characterized by highly competitive markets, especially manufactured goods. To survive, enterprises must offer new products of higher quality and acceptable prices, which may increase the likelihood of describing them as effective or efficient. It must be said here that efficiency indicators may interfere with effectiveness indicators. Still, they sometimes match, but it must be noted that it does not crown clear and specific indicators, i.e., D is not a ready recipe for these indicators. Still, it varies depending on the angle from which we look at it and varies according to the organizations and their objectives and ownership, etc., and efficiency indicators can be reviewed:

1. Optimal investment of available resources as an indicator of competitive gains.
2. Achieve a competitive advantage by developing processes and creating products.
3. Add efficient outputs to production processes.
4. Use advanced techniques to develop the new product.
5. Use advanced technologies to increase ROI and capital turnover.

1: Research methodology

This study seeks to achieve the following objectives:

1- To identify the availability of strategic thinking elements among decision-makers at Misan Oil Company.

2- Learn about the reality of production efficiency at Misan Oil Company.

3- Learn about the relationship and influence between strategic thinking and improving production efficiency.

4- Make a set of recommendations that can improve the level of strategic thinking of decision-makers at Misan Oil Company, which reflects positively on their strategic decisions.

Fourth: The hypotheses of the study

The study seeks to test the following hypotheses: -

The first primary hypothesis: "There is a positive and statistically significant correlation between strategic thinking and improved production efficiency," which results from the following sub-hypotheses:

1. "There is a positive and statistically significant correlation between strategic intent and improved production efficiency."
2. "There is a positive and statistically significant correlation between systemic perception and improved production efficiency."
3. "There is a positive and statistically significant correlation between time thinking and improved productivity."
4. "There is a positive and statistically significant correlation between driving assumptions and improving production efficiency."

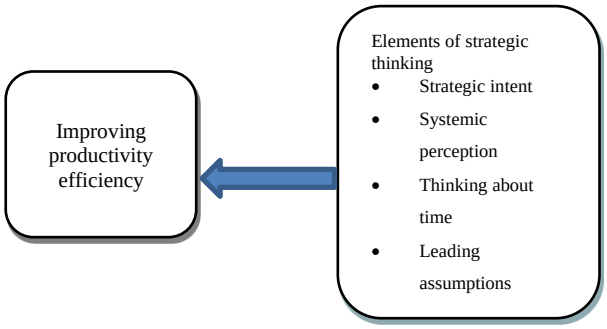
5. "There is a positive and statistically significant correlation between smart opportunities and improved production efficiency."

The second primary hypothesis: "There is a positive statistically significant impact relationship between strategic thinking and improved production efficiency," which results from the following sub-hypotheses:

1. "There is a positive and statistically significant impact relationship between strategic intent and improved production efficiency."
2. "There is a positive statistically significant impact relationship between systemic perception and improved production efficiency."
3. "There is a positive and statistically significant impact relationship between time thinking and improved productivity."
4. "There is a positive and statistically significant impact relationship between driving assumptions and improving production efficiency."
5. "There is a positive and statistically significant impact relationship between smart opportunities and improved productivity."

Therefore, this study is based on the default model described in the following form.

Figure (1). The theoretical model of the study



The results

First: Methods of data collection and analysis

The study used several research tools to complete them, as many scientific sources used theoretical framing. Still, concerning the fieldside, I conducted several interviews with the sample members approved in the study. I used the questionnaire form as a tool, Support, designed to collect preliminary data from the research sample and presented it to a group of competent academics to conduct its arbitration process. After the proposed amendments were made, they were distributed to a sample of directors of the researched organization. The number of forms distributed was (72) and (68) were recovered, so the response rate was approximately

(94%). Therefore, the response rate is high, and (2) of them were excluded due to their invalidity, thus becoming the forms approved in the analysis (66) forms. To test the validity of the questionnaire and its ability to measure variables, the internal consistency between its paragraphs was conducted to ensure the validity of the content of the scale according to the equation (Cronbach's alpha). It was valued at 0.92, indicating that the scale enjoyed a high degree of stability, and the procedures for building and judging the paragraphs of the questionnaire were considered an indication of its sincerity. The study measurement tool includes two parts:

Part 1: Includes general data researchers in terms of (sex, age, school achievement, total number of years of service).

Part 2: Paragraphs for the survey of the opinions of individuals who are encouraged on the research subject, and included the study measurement tool on (38) paragraphs. Table 1 shows the characteristics of the search sample.

We can present the characteristics of responding individuals as follows:

1. **Sex:** Table 1 shows that 78.8% of respondents were male versus(21.2%)female, and the answers show that the most significant proportion is male.

2. **Age: The age of the** sample was classified into four categories, and table (1) notes that the age group (41-50) constituted the highest percentage by (48.4%), thus distributing the percentage of other age groups, which is a good indicator because it reflects the degree of intellectual maturity of respondents to the questionnaire form.

3. **Educational** achievement: The results of table (1) reflect that responding individuals have appropriate levels of educational attainment and have relevant knowledge that enables them to understand and understand the paragraphs of the questionnaire form. In turn, reflect positively on the research results, as the highest percentage is for the bachelor's class (69.7%).

4. **Years of** service: Table 1 results showed that the years of service for the category (11-15) and (16-20)together constituted a ratio (71.2%), indicating that they have appropriate experience reflected to achieve accuracy in their answers and thus search results.

   From the above, responding individuals meet the appropriate requirements to answer the paragraphs of the questionnaire form to reach accurate and objective results.

Table (1). Description of the general characteristics of **the search sample**

to	Variables	Category	Iteration	%
1	Sex	male	52	78.8
		female	14	21.2
2	lifetime	30 and less.	4	6.1
		31- 40	18	27.3
		41- 50	32	48.4
		51 and over	12	18.2
3	Educational attainment	**Doctor**	0	0.0
		Master	3	4.5

		High diploma	8	12.2
		Bachelor	46	69.7
		Technical Diploma	7	10.6
		Prep at least	2	3.0
4	**Total** number of years of service	**Five and less**	1	1.5
		5- 10	6	9.1
		11- 15	16	24.2
		16- 20	31	47.0
		20 and over	12	18.2

Source: Preparing the researchers based on the questionnaire form.

Second: The statistical methods in **the study**

An analysis of the results and data of the research was carried out using the Statistical Analysis Program(SPSS V.24), and the statistical tools used in the current study are as follows:

1. Calculation averages and standard deviations: used to describe and diagnose research variables.
2. Link coefficient: Used to determine the strength and nature of the relationship between two variables and the internal consistency between the paragraphs of the search variables.
3. Linear regression: To identify the impact relationships between the main variables of the research.
4. Cronbach's alpha test: To check the validity of the measurement and the consistency of search variables.

Third: Description and diagnosis of research variables

The research seeks to present a comprehensive vision of the nature of its variables within the framework of the respondents' opinions within the researched organization. Therefore, the symbols of these variables have been identified and classified to address them, namely strategic thinking and improved production efficiency, in addition to the constituent dimensions of these variables. This is important in the process of conclusion shown by Testing and verifying the morale of research relationships.

Description and diagnosis of strategic thinking paragraphs:

The metadata (arithmetic medium, standard deviation, and standard error) of the independent variable sections were as shown in table 2.

Table 2. Arithmetic circles and standard deviations of the strategic thinking variable

Dimensions	to	Paragraph	Mean	Std. D.
Strategic intent	1.	We think about the future in a different and new way.	4.12	1.18
	2.	We are interested in developing a vision for the future to improve production efficiency and how it should be	4.38	.80
	3.	Strategic intent enhances our ability to look ahead	3.98	1.07
	4.	Strategic intent enhances our ability to improve productivity efficiency	4.27	.73
Systemic perception	5.	We analyze the outer ocean and competition factors to identify opportunities and threats	4.20	1.09
	6.	We collect information about the current and future request	4.22	.80
	7.	Our holistic thinking enhances our ability to improve production efficiency	4.40	.76
	8.	Our holistic thinking enhances our ability to look ahead	4.25	.89
	9.	Our holistic thinking enhances our ability to identify relationships between the various factors that improve our production efficiency.	4.38	.85
Thinking about time	10.	We're thinking about the future from the past.	4.18	.95
	11.	We define the appropriate strategy to bridge the gap between the realities of the past, the realism of the present, and the future requirements.	4.05	1.05
	12.	We examine mistakes and draw lessons from them.	3.90	.95

Dimensions	to	Paragraph	Mean	Std. D.
	13.	We constantly compare what has happened in the past with what is happening in the present and what will happen in the future.	4.25	.75
	14.	Thinking about time enhances our ability to improve productivity	3.93	1.25
Leading assumptions	15.	We put in place many hypotheses that we work on.	4.27	1.02
	16.	We rely on creativity when formulating a strategy to improve production efficiency	4.22	1.32
	17.	We rely on intuition when formulating a strategy to improve production efficiency	4.33	.82
	18.	We have enough knowledge experience to find new solutions to problems.	4.28	.98
	19.	We can see things from different angles.	4.12	1.03
Smart Opportunities	20.	We take the risk-taking approach in making our decisions.	4.16	.86
	21.	We open up to new experiences through partnership contracts with foreign companies	4.18	.94
	22.	Smart opportunities contribute to improving productivity efficiency	3.94	.83
	23.	Our organization is taking the lead in delivering what's new.	4.32	.89
Strategic thinking			4.10	.31

Source: Preparation of the two researchers, based on the statistical program (SPSS V.24).

Table (2) on the results of the descriptive statistics of the paragraphs of the independent variable shows that there is consistency and harmony in the respondents' answers, as evidenced by the computational circles ranging from (3.90-4.40) to deviation. The standard criteria ranged from (0.73-1.32). The overall arithmetic of the independent variable (4.10) indicates a positive acceptance and great importance of the respondents towards the practice of strategic thinking of the following elements (intent) Strategic, systemic perception, time thinking, the leadership of assumptions, and innovative opportunities). It is because the value of the computational medium is higher than the hypothetical medium of (3). Furthermore, the small matter of the general standard deviation (0.31) indicates that the respondents' answers are not dispersed from

the computational medium. Therefore, there is compatibility and harmony between responses and understanding and perception of paragraphs.

B- Description and diagnosis of productive efficiency paragraphs

The metadata (arithmetic medium and standard deviation) of the approved variable sections was as shown in Table 3.

Table 3 . Arithmetic circles and standard deviations of the productivity efficiency change

to	Paragraph	Mean	Std. D.
24.	The company emphasizes the optimal investment of available resources.	4.35	.90
25.	The company strives to achieve its objectives of enhancing its competitive advantage by developing its operations.	4.02	.83
26.	The production plans for the company's operations in developing its outputs are achieved efficiently.	3.92	1.00
27.	The techniques used in the planning and developing outputs increase the company's profit rates.	3.83	1.08
28.	The company can develop more new products to achieve its goals and directions.	3.70	1.00
29.	The company seeks to satisfy all parties involved in the production process to achieve effectiveness in product planning and development processes.	3.98	1.03
30.	All units or subsystems in the company work in one direction to achieve the goals.	3.97	1.02
31.	The techniques used to plan and develop new products increase the company's total value.	3.80	1.09
32.	You are interested in using quantitative methods and methods to achieve the quality of outputs.	4.05	.89
33.	The company monitors its progress in achieving strategic quality goals.	3.97	.84
34.	The company considers the provision of outputs with low production and marketing costs.	3.97	.86
35.	The system in place to reduce production costs covers all stages of work.	3.72	1.24
36.	There is prior planning to deal with emergencies that the company may face.	3.97	1.22
37.	The company seeks to reduce the time of the production process constantly.	4.20	.81
38.	The company can add efficient outputs to production processes relative to its inputs.	4.37	.80
Improving productivity efficiency		4.01	.30

Source: Preparation of the two researchers, based on the statistical program(SPSS V.24).

Table 3 on the results of the descriptive statistics of the paragraphs of the approved variable shows consistency and consistency in the respondents' answers, as evidenced by the computational circles

ranging from (3.70 to 4.37). Furthermore, standard deviations ranged from (0.80-1.24). The overall arithmetic average of the approved variable (4.01) indicates the respondents' positive acceptance and great importance towards improving production efficiency. The value of the computational medium is higher than the hypothetical medium of (3). the small matter of the general standard deviation (0.30) indicates that the respondents' answers are not dispersed from the mathematical medium and that there is consensus and harmony between responses and understanding and perception of paragraphs.

Fourth: Analysis of the results of the research and **testing its hypotheses**

The study aims to try its ideas to find out the relationship between correlation and impact between its variables. The assumptions will be validated by using several statistical methods that have been tested to analyze search variables, such as:

The correlation between strategic thinking and improved productivity efficiency

Table 4 data indicate the existence of correlations between strategic thinking variables (strategic intent, systemic perception, time thinking, assumption leadership, innovative opportunities) and variable improvement of production efficiency. It is clear from the overall indicator that there is a positive moral correlation between the independent variable and the variable based on the level of the main hypothesis and the five sub-hypotheses that emanate from them. The correlation values ranged from Between (0.134, 0.681) and at a moral level (0.05). These results indicate the strength of the relationship between the research variables.

Table 4. Relationships between strategic thinking and improved productivity efficiency

Independent variable	Strategic thinking				
Approved variable	Strategic intent	Systemic perception	Thinking about time	Leading assumptions	Smart Opportunities
amelioration Productivity efficiency	0.438*	0.134*	0.559*	0.681*	0.571*

*: $P \leq 0.05$ N =66

Source: Preparation of the researchers, based on the statistical program(SPSS V.24), after reorganization.

2. The impact of strategic planning dimensions on improving productivity efficiency

The researchers assumed a positive statistically significant relationship between strategic thinking and improved production efficiency, so a critical hypothesis was developed. Five sub-hypotheses were derived, and their results appear in table 5.

The first primary hypothesis is that strategic thinking has a statistically significant effect in improving productivity efficiency at the macro level. Table data (5) showing the moral value (X) and the T-test calculated at the level of the research sample (2.33) is more significant than its expected value (1.69). In the light of the constant Yusher regression equation (2.37 =a) is the amount achieved by improving productivity efficiency According to the opinions of the research sample when strategic thinking (X) is worth zero improvements of productivity efficiency (y) (2.37). Based on these results, the alternative hypothesis is accepted that there is no positive statistically significant impact relationship between strategic thinking and improved productivity efficiency at the macro level.

Table 5 . Relationship to the impact of strategic thinking dimensions on improving productivity efficiency

prototype	Coefficient(B)	(B)	(T)calculated	Morale level
Hard	2.37	-	-	0.05
Strategic intent	0.43	0.46	2.57	0.05
Systemic perception	0.37	0.39	2.36	0.02
Thinking about time	0.69	0.69	3.32	0.03
Leading assumptions	0.45	0.39	2.33	0.02
Smart Opportunities	0.42	035.	2.42	0.02
R^2	0.39			
F calculated	5.449			
F scheduling	4.17			

Source: Preparation of the researchers, based on the statistical program (SPSS V.24), after reorganization.

A. The first sub-hypothesis: there is a positive statistically significant impact relationship between strategic intent and improved production efficiency, and according to table data (5), the moral value (x1) and according to to the test was 2.57, which is smaller than its expected value of (1.69).

B. Sub-hypothesis II: There is a positive statistically significant relationship between systemic perception and improved production efficiency. Table (5) shows the moral value (x2), and according to the test, the value (t) calculated at the level of the research sample (2.36) is more significant than its scheduled value of (1.69).

The value of the marginal inclination at the level of the research sample wasB=37and the facilities for (x2) indicate a change of (1) in the systemic perception leading to a change in the improvement of productivity efficiency of (37). based on these results accept the alternative hypothesis that there is no positive statistically significant impact relationship between systemic perception and improved production efficiency.

C- Sub-hypothesis III: There is a positive statistically significant relationship between thinking about time and improving production efficiency. Table (5) shows that the moral value (x3) and according to the test (t) amounted to (t) calculated at the level of the research sample (3.32), which is more significant than its scheduled value (1.69).

The value of the marginal inclination at the level of the research sample was(B=69), and accompanying x3indicates that a change of (1) to think about the time leads to a change in improved productivity efficiency of (69). Therefore, based on these results, the alternative

hypothesis is accepted: there is no positive statistically significant impact relationship between thinking about time and improving production efficiency.

D- Sub-hypothesis IV: There is a positive statistically significant impact relationship between leading assumptions and improving production efficiency, and according to table data (5), the moral value (x4) and according to the t-test was 2.57, which is greater than its scheduled value (1.69).

E. Sub-hypothesis **5:** There is a positive statistically significant relationship between innovative opportunities and improved production efficiency. Table (5) the moral value (x5) and according to the test where the value (t) calculated at the level of the research sample (2.32) is smaller than its scheduled value (1.69).

Conclusions

The literature review revealed that many concepts had addressed research variables (strategic thinking and productivity efficiency) by finding a scientific definition of them. The results of the descriptive statistics of the paragraphs of the independent variable show that there is consistency and harmony in the respondents' answers to the existence of positive acceptance. The respondents have great importance towards the practice of strategic thinking consisting of the following elements (strategic intent, systemic perception, thinking about time, the leadership of assumptions, and innovative opportunities). The results of the descriptive statistics of the paragraphs of the approved variable show that there is consistency and harmony in the respondents' answers to the existence of positive acceptance and great importance of the respondents towards improving production efficiency. There are correlations between strategic thinking variables(strategic intent, systemic perception, time thinking, assumption leadership, innovative opportunities) and enhancing production efficiency.

There is no positive statistically significant impact relationship between strategic thinking and improved productivity efficiency at the macro level. However, there is a positive statistically considerable impact relationship between (strategic intent, leadership of philosophical assumptions, and opportunities) and improved production efficiency. The management leaders of Misan Oil Company need to practice strategic thinking as an entry point to improve production efficiency and work to develop their skills and capabilities in this field through specialized training courses, developing their scientific and cognitive abilities. The strategic leader must have the knack of allocating resources and available capabilities and using

them efficiently and effectively in line with the organization's strategic objectives. The need to increase the attention of the management leaders of The Misan Oil Company in ways to improve production efficiency. The management leadership should emphasize technical progress in terms of means of production and the raw materials used in terms of quantity and type. The researchers recommend paying attention to research and studies in strategic thinking and its relationship to other variables to enrich this topic, which expresses contemporary issues and is one of the most critical administrative topics focused on researchers in developed countries.

References

Abraham, S., (2005), Stretching strategic thinking, strategy & leadership, Vol. 33, No. 5.

Acur, N., & Englyst, L. (2006), "Assessment of Strategy Formulation: How To Ensure Quality in Process and Outcome," International Journal of Operations & Production Management, Vol. 26, no. 1, pp. 60 - 91.

Al-Dajani, Iyad Ali Yahya (2006), The Reality of Strategic Planning at the Islamic University in light of quality standards, field study on universities in the Gaza Strip, Master's Thesis, Islamic University, Gaza

Al-Halbawi, Kamal (2004), Strategic Thinking, Dar al-Hikma, Mansoura.

Al-Khafaji, Nema (2008), Strategic Thought - Contemporary Readings, Culture Publishing and Distribution House, Amman

Al-Kubaisi, Amer Khudhair (2008), Strategic Thinking and Future Industry, Gulf Center for Studies, Sharjah

Al-Lahlah, Ahmed Abdullah, "Management of the Production System," Ain Shams Publishing Library - Cairo, Egypt, 2002.

Al-Shamaa, Khalil Mohammed Hassan and Hammoud, Khudhair Kazim (2009), Organization Theory, Al-Serrah Publishing, Distribution and Printing House - Amman, Jordan, 4th edition,

Bonn I. (2001), "Developing strategic thinking as a core competency," Management Decision, Vol. 39, No. 1.

Daft, R., "Organizational Theory and Design," South-Western College Publishing, 2000.

Evans, James R., "Applied Production and Operation Management," 4th ed., New York: West Publishing Co., 1993.

Hamel, G. & Prahalad, C. K. (1994), "Competing For the Future," Harvard School Press, Boston.

Ibrahim, Mohammed Khalil (2018), the impact of the lack of strategic thinking on the lack of development of the reality of ecotourism in the marshes of Misan province, acceptable for publication in wasit journal of humanities, Wasit University

Liedtka, J.M. (1998), "Strategic Thinking: Can it be Taught?", Long Range Planning, Vol. 31, No.1, pp.120 - 129.

Mohammed, Tarek Sharif Younis (2002) "Patterns of strategic thinking and their impact on the choice of decision-making entrance," Dar al-Raed, Amman, Jordan

Nasser, Star Jabbar (1997), "Human Relations and Its Impact on Productive Efficiency in theGeneral Sewing Facility" MBA, Faculty of Management and Economics / University of Baghdad.

O'Shannassy, T. (2003), "Modern Strategic Management: Balancing Strategic Thinking and Strategic Planning for Internal and External Stakeholders," Singapore Management Review, Vol. 25, no.1, pp. 53-67

Reid, R. & Sanders, N. "Operations Management, "John Wiley & Sons, Inc., 2002.

Robert, M., (2000), The power of strategic Thinking: Lock In Markets, Lock Out Competitors, McGraw-Hill, New York.

Russell, R. & Taylor, B., "Operations Management: Focusing on Quality and Competitiveness," 2nd ed., Princes -Hall, Inc. & Upper Saddle River, New Jersey, 1998.

Senge, P. (1990), "The Fifth Discipline: The Art and Practice of the Learning Organization," Doubleday/Currency, New York.

Suleiman, Salman. Strategic count of knowledge. Dubai: Gulf Research Center.

Waters, D. E. (2011), "Understanding Strategic Thinking and Developing Strategic Thinkers," Joint Force Quarterly, no. 63 (4th Quarter), pp. 113-119.

Zahir, Naeem Ibrahim (2009), Strategic Management: Concept, Importance, Challenges, First Edition, Book World Publishing, and Distribution, Jordan

Zand, D.E, (2010), Drucker's strategic thinking process: three essential techniques, Strategy & Leadership, Vol. 38 No. 3.