

## The impact of strategic thinking on organizational excellence: An empirical examination in Jordan's ICT sector

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### ABSTRACT

This study empirically examines the impact of strategic thinking on organizational excellence in Jordan's Information and Communication Technology (ICT) sector. Adopting a quantitative methodology, this study surveys a sample of 270 individuals drawn from various ICT companies across Jordan. Utilizing Structural Equation Modeling (SEM) with Partial Least Squares (PLS) for analysis, the study investigates the effects of different dimensions of strategic thinking on organizational excellence. The findings reveal that among the dimensions studied, dynamic and systematic thinking significantly and positively influenced organizational excellence. These results underscore the critical role that adaptive and methodical approaches to strategic thought play in enhancing organizational performance and competitiveness within the fast-paced ICT sector. The study not only contributes to the theoretical understanding of strategic thinking's relevance in organizational success but also offers practical insights for ICT companies aiming to achieve excellence in a dynamic business environment.

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## 1. Introduction

Strategic thinking is essential for organizational management, especially in the dynamic Information and Communication Technology (ICT) sector. It equips organizations to foresee and navigate future challenges and opportunities, thereby contributing to sustained success. This form of thinking, characterized by focused intent, intelligent opportunism, temporal analysis, and hypothesis-driven inquiry, has a proven positive effect on organizational performance (Ho et al., 2019; Ho et al., 2023). Organizational excellence, which encompasses business, customers, people, and societal outcomes, is shaped by factors such as organizational culture and intellectual capital (Kassem et al., 2018). In the ICT sector, strategic acts as a catalyst for adaptation, innovation, and competitive advantage (Hameed et al., 2022). Furthermore, the integration of ICTs bolsters the sector's development and performance, underscoring the role of strategic thinking in achieving organizational excellence (Hafeez et al., 2023; Prahalad & Hamel, 2019).

Extensive literature reviews reveal that strategic thinking's significance in fostering organizational excellence is widely recognized across sectors. Aaltola, (2019) suggests strategic thinking is a vital competency, while Chevallier (2016) connects it to complex problem-solving skills, stressing the need for strategic thinking training. Dixit et al. (2021) examine how strategic thinking antecedents influence competitive advantage, thus enhancing our understanding of its role in organizational success. Similarly, Ershadi and Eskandari Dehdazzi (2019) explore the part strategic thinking plays in establishing models of organizational excellence, emphasizing its importance as a driving factor. Masadeh et al. (2023) focuses on the impact of strategic thinking on competitive advantage within Jordanian pharmaceutical manufacturing, finding a significant positive effect, particularly attributable to the future vision aspect of strategic thinking.

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Despite these valuable insights, a gap remains in comprehending how strategic thinking affects organizational excellence, specifically in Jordan's ICT sector. Current research mentions the interplay between strategic thinking, organizational culture, and business excellence but lacks empirical evidence tailored to Jordan's ICT context. This calls for research that examines the unique contextual factors and specific industry challenges that impact the effect of strategic thinking on organizational excellence in this sector. Additionally, considering rapid technological progress and digitalization, the enabling role of ICT in strategic thinking and its impact on organizational excellence requires closer scrutiny. By delving into these areas, scholars and practitioners could gain a nuanced understanding of the strategic thinking processes that effectively drive organizational excellence in Jordan's ICT sector. Such insights could inform the creation of strategies and interventions to bolster strategic thinking capabilities, thereby enhancing organizational performance and competitiveness in Jordan's evolving ICT landscape.

## 2. Literature reviews

This study critically examines the impact of Strategic Thinking on organizational excellence and provides a comprehensive review of related research on the intricate relationship between strategic thinking and organizational excellence, offering valuable insights and recommendations for both practitioners and scholars. This study serves as a synthesis of the most pertinent and interconnected studies in this domain, providing a holistic perspective on how strategic thinking influences organizational excellence across diverse sectors. Al Najjar and Alajeeb (2022) underscore the role of strategic foresight in the Jordanian private sector, positing a robust correlation between strategic foresight and organizational excellence. While their findings suggest that strategic thinking, coupled with foresight, can propel organizations towards sustained excellence, one must critically question the replicability of these results in different cultural and economic contexts. This study's recommendation for businesses to enhance strategic foresight capabilities raises further queries about the practical steps and resources required to actualize this in diverse organizational settings.

Janatyan et al. (2021) delve into the components of strategic thinking within the framework of the EFQM excellence model. They identified market orientation, systems thinking, and creativity as critical elements, particularly within a steel firm's context. However, a critical lens is needed to assess whether these components alone can suffice for the successful adoption of the EFQM model across industries with varying dynamics and challenges. The intriguing study by Ershadi and Dehdazzi (2019) introduced the concept of organizational forgetting as a moderator in the strategic thinking-organizational excellence relationship. While the recognition of purposefulness and randomness in organizational forgetting is noteworthy, the findings could potentially oversimplify the interplay between knowledge management and strategic thinking. A more nuanced exploration of how organizations can balance knowledge retention with the inevitable reality of forgetting would enrich this discourse. Bratianu (2017) presented a structural analysis of strategic thinking models in turbulent times, recognizing the necessity for adaptive thinking models amidst volatility. The study's identification of models that are responsive to time, complexity, uncertainty, and novelty is compelling. However, the discussion would benefit from a critical examination of how these models are operationalized in practice, especially in less turbulent contexts. Al-Jedaiah and Albdareen (2020) investigated the influence of strategic human resource management on organizational excellence in Jordanian industrial companies, identifying recruitment, training, and job responsibility development as key factors. While these components are undoubtedly vital, a critical discussion should consider how SHRM practices interact with broader strategic objectives and adapt to technological and competitive shifts in the marketplace.

In summary, while these studies collectively affirm the importance of strategic thinking in driving organizational performance, a critical discussion reveals a spectrum of complexities and contextual dependencies. The insights provided are invaluable, yet they also necessitate a more profound, context-aware, and diversified investigation to support the strategic thinking-organizational excellence paradigm. This nuanced understanding would not only guide future research, but also inform the development of practical, strategic management frameworks capable of fostering organizational excellence across various sectors.

### 2.1 Strategic thinking

Strategic thinking, as an advanced approach to strategy formulation, has evolved from recognizing the pivotal role of visionary leaders in an organization's success. Gross (2017) emphasizes this evolution, noting that strategic thinking has become a cornerstone of strategic management, embodying individual leaders' abilities to prepare for unexpected changes and craft conditions for organizational goal achievement through creativity, insight, and a vision-oriented mindset. Goldman (2012) furthers this by framing strategic thinking as a managerial activity focused on conceiving and executing innovative competitive strategies. It transcends mere strategic planning and involves the mental models held by decision-makers, which are crucial for translating plans into tangible outcomes. The conceptualization of strategic thinking encompasses several dimensions: vision, creativity, systemic analysis, and dynamic adaptation. Mintzberg (1994) characterizes it as a holistic style of thought, which Liedtka (1998) expands upon by identifying five interrelated elements: systemic perspective, focused intent, thinking in time, hypothesis formulation, and intelligent seizing of opportunities. Furthermore, Bonn (2005) portrays strategic thinking as a mental model used in strategic planning, alternative selection, and strategy implementation, marked by a comprehensive understanding of the organization, its environment, and a creative, visionary scope. This is supported by Al-Amleh and AlAdaileh (2022), who describe strategic thinking as preceding strategic planning that drives strategic choices and decisions at all strategic stages. Bratianu (2017) asserted that strategic thinking is instrumental in achieving organizational

excellence, attributing this to its ability to craft strategies that are responsive to changes in the work environment and unforeseen events. Haddad (2020) delineated its dimensions as vision, creativity, and systematic and dynamic thinking, each contributing to a leader's core competencies in a business organization. In the complex and fast-evolving world of today, Ershadi and Eskandari Dehdazzi (2019) argue that strategic thinking is a critical competence for both organizations and individuals, encompassing the capacity to envision future possibilities, innovate, assess systems, and adapt. Creativity thinking, as Aldeen and AlJundi (2021) note, involves breaking conventional boundaries to forge new paths, a practice exemplified by Google's "20% time" policy which has led to innovations like Gmail and Google News. Systemic thinking requires an understanding of complex systems and their interdependencies, which is exemplified by Amazon's use of data analytics and logistics optimization (Alhawamdeh & Alsmairat, 2019).

Finally, dynamic thinking, which is the capacity to swiftly adapt and decide amidst uncertainty, is crucial in today's volatile business landscape. Tushman and O'Reilly (1997) highlighted the need for dynamic thinking to balance existing processes with new opportunities, as demonstrated by Netflix's transformation into a streaming giant. In synthesizing these perspectives, strategic thinking is multifaceted, requiring leaders to be creative visionaries, systemic analysts, and dynamic decision-makers to steer their organizations toward long-term success.

## 2.2 Organizational excellence

Organizational excellence, a concept rooted in achieving outstanding performance and continuous development, is a multifaceted pursuit that requires amalgamation of leadership, culture, strategy, and innovation. Al-abbadi (2023) and Akroush (2023) emphasize that organizations excelling in these areas not only surpass their competitors in performance but also exhibit resilience during challenging times. The journey towards excellence, as detailed by Al Zaabi (2019), Shaban (2020), and Nafei (2018), involves the continuous improvement of management practices, learning, and innovation, while balancing the needs of stakeholders and society. The European Foundation for Quality Management (EFQM, 2013) provides a structural model for excellence, advocating principles such as adding customer value, building a sustainable future, and leveraging creativity. This model, which measures excellence through criteria encompassing both enablers and results, is foundational to understanding organizational excellence as a practical application of quality and excellence standards in strategies and operations. The model's focus on leadership, strategy, employees, partnerships, resources, and processes aligns with four components of organizational excellence: Leadership, Organizational Culture, Strategy, and Innovation. Leadership is a driving force in propelling an organization towards excellence. Transformative leadership, as per Avolio and Hannah (2020), plays a pivotal role in inspiring and motivating employees towards collective goals. Similarly, Denison and Mishra (2021) highlighted that a positive organizational culture fosters excellence by nurturing open communication, trust, and adaptability, thereby enhancing performance and creativity. Strategic alignment, as Porter (2019) articulates, is essential for matching organizational goals with resources and capabilities, setting a clear direction for decision-making and resource allocation. The benefits of organizational excellence are manifold and contribute to the long-term sustainability of a business. Anderson et al. (2021) relate excellence to enhanced customer satisfaction, which fosters loyalty and brand advocacy. Employee engagement, linked to excellence, drives productivity and reduces attrition (Saks & Gruman, 2019). Organizational excellence transcends traditional performance metrics to include a holistic approach that embodies leadership, culture, strategic alignment, and commitment to innovation. The confluence of these factors not only distinguishes exemplary organizations but also equips them to thrive amidst the complexities of the modern business landscape.

## 2.3 Strategic Thinking and Organizational Excellence

In the contemporary competitive business landscape, achieving organizational excellence is pivotal for firms that aim for longevity and success. Central to this pursuit is strategic thinking, a multifaceted approach that enables organizations to navigate challenges, innovate, and surpass competitors. This study delves into the intricate interplay between strategic thinking and organizational excellence, drawing from modern research to elucidate this vital relationship. Strategic thinking is characterized by a proactive and forward-looking approach to decision-making and planning, going beyond immediate tactical actions to a broader understanding of both the internal and external forces that shape an organization's environment. It involves executives engaging in a deep analysis of complex issues, anticipating future developments, and crafting novel solutions that align with the organization's mission and vision. Shamkhi and Saleh (2023) emphasize the importance of this alignment, asserting that strategic thinking should be intrinsically tied to an organization's overarching objectives to effectively drive the quest for excellence. Kumar and Puranam (2019) suggest that strategic thinking equips businesses with the foresight needed to identify potential risks and challenges, thereby enabling the creation of proactive strategies to mitigate these risks—a fundamental aspect of organizational excellence. Furthermore, Yang and Choi (2021) demonstrate how strategic thinking cultivates innovation and flexibility, empowers organizations to adapt to market shifts, and drives excellence through continual advancement. High performance, enduring profitability, and distinctive competitive advantage are the hallmarks of organizational excellence. Eisenbeiss et al. (2020) contend that a culture steeped in strategic thinking enhances decision-making and data-driven judgment, leading to superior resource allocation and strategic focus, which are indispensable for achieving excellence. Schildt et al. (2021) note the role of strategic thinking in fostering a learning culture within organizations, which in turn spurs employee growth, increased efficiency, and effectiveness—key indicators of excellence. Kim and Park (2022) highlight that strategic thinking propels firms to remain customer-focused, allowing them to tailor their offerings to meet

customer needs and preferences, a crucial factor in attaining customer satisfaction and fostering loyalty. These insights corroborate the significant link between strategic thinking and organizational excellence documented in contemporary literature.

In summary, strategic thinking serves as a navigational tool that guides organizations towards their goals. A culture infused with strategic thinking leads to enhanced decision making, robust risk management, continual innovation, and adaptability, which collectively contribute to the establishment and sustenance of organizational excellence. Therefore, cultivating strategic thinking is an indispensable endeavor for companies seeking to thrive in the rapidly evolving business world.

Based on the above, the following hypotheses are proposed:

**H<sub>1</sub>:** *The implementation of dynamic thinking in ICT companies is positively associated with Organizational Excellence.*

**H<sub>2</sub>:** *The implementation of creative thinking in ICT companies is positively associated with Organizational Excellence.*

**H<sub>3</sub>:** *The implementation of systematic thinking in ICT companies is positively associated with Organizational Excellence.*

**H<sub>4</sub>:** *The implementation of vision thinking in ICT companies is positively associated with Organizational Excellence.*

### 3. Research Methodology

#### 3.1 Research Sample and Data Collection

The current research, primarily quantitative in nature, is based on a survey conducted in the Information and Communication Technology (ICT) sector in Jordan. The study population included managers and employees from all ICT companies in Jordan. These individuals are notably knowledgeable about Strategic Thinking and organizational excellence, as evidenced by the numerous awards for excellence received by a substantial portion of these companies from the King Abdullah II Center for Excellence and certifications such as ISO. Accordingly, a convenient sampling approach was applied to select the research sample. A questionnaire-driven survey was conducted to gather the necessary data. Human resources departments facilitated the distribution of these questionnaires to their employees via e-mail. The survey yielded a substantial response with a sample size of 270 individuals. Out of 232 questionnaires disseminated, a high return rate was achieved with 232 (85.9%) completed submissions. However, after careful review of the responses, 29 were excluded because of the presence of outliers. Consequently, the study proceeded with a total of 204 valid questionnaires for analysis.

#### 3.2 Research Instruments

The questionnaire employed in this study utilized a five-point Likert scale for its questions, which spanned from 1, indicating 'strongly disagree,' to 5, denoting 'strongly agree.' As detailed in Table 1, the instrument includes 20 items that were derived and adapted from existing studies.

**Table 1**  
Dependent and Independent Variables and Questionnaire Questions

The dependent variables, questionnaire questions.	
1.	<b>Vision thinking</b> (Bergeron et al., 2010; Ershadi & Eskandari Dehdazzi, 2019; Stan, 2006).
-	The ICT Companies seek to build a clear vision of the future.
-	The ICT Companies' policies are consistent with its vision.
-	The ICT Companies relies on the organizational foresight methodology.
-	The ICT Companies use the latest technology.
2.	<b>Creativity thinking</b> (Ershadi & Eskandari Dehdazzi, 2019; Oschman, 2017; Stan, 2006).
-	The ICT Companies develop an organizational culture that encourages creativity in various fields of work.
-	The ICT Companies can adapt to emergency conditions and search for alternative solutions.
-	The ICT Companies encourage teamwork and brainstorming.
-	The ICT Companies work to develop and innovate new services that achieve their objectives.
3.	<b>Systematic thinking</b> (Stan, 2006; Ershadi & Eskandari Dehdazzi, 2019; Dominique-Ferreira 2017).
-	The ICT Companies are concerned with uniformity and integrity in their various parts.
-	The ICT Companies analyze the main causes of the results of their business performance.
-	The ICT Companies work to design their operations with high efficiency.
4.	<b>Dynamic thinking</b> (Al Najjar & Alajeeb, 2022; Janatyan, Karavand & Rajabi, 2021; Bratianu, 2017).
-	The ICT Companies are looking for new ways to do business through the resources it has.
-	The ICT Companies solve the problems they face in practical ways.
-	The ICT Companies can adapt to circumstances and look for alternative solutions.
-	The concept of change is one of its strategic priorities.
The independent variables, questionnaire questions.	
<b>Organizational Excellence</b> (Alajeeb & Al Najjar, 2022; Janatyan, Karavand & Rajabi, 2021; Al-Ibbini, 2018).	
-	The ICT Companies leaders are keen on the continuous development of work systems to excel in organizational performance.
-	The overall strategy of the ICT Companies is constantly reviewed and analyzed.
-	The ICT Companies seek to develop the capabilities of employees through various training programs.
-	The ICT Companies have sufficient financial resources to enable them to carry out their tasks.

## 4. Research Results

### 4.1 Common method bias (CMB)

Common method bias (CMB) is a methodological concern in which variations in survey responses are attributed to the instrument's structure rather than the authentic attitudes or behaviors it aims to measure (Hair et al., 2019). This bias can skew the results, shifting the focus from respondents' true dispositions to anomalies introduced by the survey itself. To mitigate common method bias, the questionnaire items in this study were carefully crafted in clear and straightforward English. Both academic and practical insights were solicited to validate the clarity and relevance of the survey items. The questionnaire was reviewed by three scholars specializing in research methodologies, and five managers actively working in Jordan's ICT sector. As a result of their feedback, while no items were eliminated, four modifications were implemented to enhance the instrument's precision and comprehensibility.

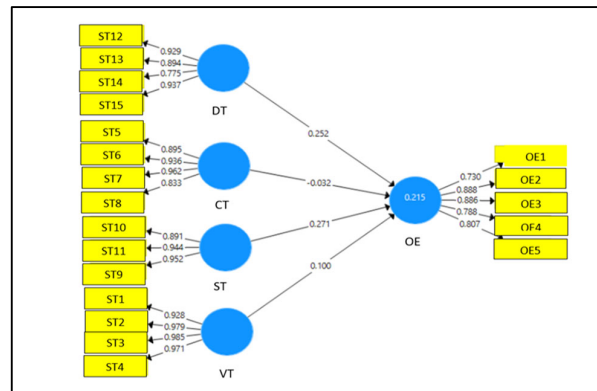
The data collection process spanned a two-week period, ensuring ample time for respondents to reflect and provide thoughtful answers. Additionally, to quantify and control for the potential impact of CMB, Harman's single-factor test, as advocated by Steenkamp and Maydeu-Olivares (2021), was employed. Analysis of the data revealed that the variance explained by a single factor was notably low (3.6%), suggesting that common method bias did not significantly influence the survey results. This low variance indicated by Harman's single-factor test strengthens the validity of the survey findings, confirming that the respondents' answers are likely true reflections of their perceptions and experiences.

### 4.2 Validity and Reliability

The validity and reliability assessment of the research model was conducted using convergent validity, composite, and internal reliability. Convergent validity is confirmed when the Average Variance Extracted (AVE) for each construct exceeds the 0.5 threshold, demonstrating that most of the variance in the items can be accounted for by their respective constructs (Fornell & Larcker, 1981). Furthermore, the Factor Loadings of the items are all well above the 0.7 mark, suggesting a strong relationship with their associated constructs (Carmines & Zeller, 1979). Reliability is also affirmed, with Composite Reliability (CR) and Cronbach's alpha ( $\alpha$ ) values surpassing the accepted benchmarks of 0.7 and 0.6, respectively (Sarstedt et al., 2022), indicating that the items are consistent measures of the constructs. Table 2 and Fig. 1 summarize the results.

**Table 2**  
Validity and Reliability Results.

Sub-Variables	Items	Fac-	AVE	CR	$\alpha$
<b>Vision Thinking</b>	VT1	0.795	0.651	0.882	0.905
	VT2	0.857			
	VT3	0.826			
	VT4	0.746			
<b>Creativity Thinking</b>	CT5	0.755	0.671	0.890	0.817
	CT6	0.842			
	CT7	0.817			
	CT8	0.858			
<b>Systematic Thinking</b>	ST9	0.815	0.676	0.811	0.771
	ST10	0.843			
	ST11	0.809			
<b>Dynamic Thinking</b>	DT12	0.843	0.632	0.872	0.842
	DT13	0.795			
	DT14	0.827			
	DT15	0.707			
	DT15	0.707			
<b>Organizational Excellence</b>	OE1	0.822	0.651	0.726	0.708
	OE2	0.826			
	OE3	0.843			
	OE4	0.795			
	OE5	0.746			



**Fig. 1.** Measurement Model

### 4.3 Structural Model Assessment

Structural model assessment was conducted using the Variance Inflation Factor (VIF), Standardized Root Mean Square Residual (SRMR), and coefficient of determination ( $R^2$ ). The VIF evaluates multicollinearity among the predictors within a regression model. Typically, a VIF value above 10 suggests problematic multicollinearity that could inflate the variances of the parameter estimates, leading to potentially unreliable results (Hair Jr. et al., 2017). The results revealed that all VIF values were less than 3, indicating an absence of multicollinearity.

Moreover, SRMR serves as a goodness-of-fit measure for structural equation models, quantifying the standardized discrepancy between the observed correlations and those predicted by the model. A value of 0 denotes a perfect fit, while values

below 0.08 are generally deemed acceptable, reflecting a good fit between the proposed model and the observed data (Hair et al., 2014), which is the situation in this study (SRMR=0.068).

Additionally, the  $R^2$  value indicates the proportion of variance in the dependent variable, which can be explained by independent variables. In structural equation modeling, this metric reflects the explanatory power of the model. An  $R^2$  value approaching 1 implies that the model accounts for most of the variance in the outcome, whereas a value near 0 indicates minimal explanatory power. Benchmarks for  $R^2$  are field-dependent, with values of 0.19, 0.33, and 0.67 indicating weak, moderate, and substantial effects, respectively. Here, the  $R^2$  value was 21.5%, which is considered a moderate and acceptable level of explanatory power. The results suggest that the structural model assessment is robust, allowing research to progress to hypothesis testing.

#### 4.4 Hypothesis Testing

Our study employs Partial Least Squares (PLS) path modeling to test the hypotheses using bootstrapping with 5000 resamples for statistical validation. Path coefficients (beta) and t-tests will evaluate the significance of the relationships between constructs, ensuring a robust and reliable inference of the findings. Table 3 summarizes the results.

**Table 3**  
Hypothesis Results

No.	Path	Original sample	T statistics	P values	Remark
H1.	Vision Thinking → Organizational Excellence	0.100	1.073	0.284	Rejected
H2.	Creativity Thinking → Organizational Excellence	0.032	.301	0.764	Rejected
H3.	Systematic Thinking → Organizational Excellence	0.271	2.600	0.010	Accepted
H4.	Dynamic Thinking → Organizational Excellence	0.252	2.295	0.022	Accepted

The results of hypothesis testing provide insightful revelations about the impact of different dimensions of strategic thinking on organizational excellence. Hypothesis H1, which proposed a positive relationship between vision thinking and organizational excellence, has been rejected ( $\beta = 0.100$ ,  $t = 1.073$ ,  $p = 0.284$ ). This suggests that within the sample and the model tested, Vision Thinking did not significantly influence organizational excellence. Similarly, Hypothesis H2, linking creative thinking to organizational excellence, was also rejected ( $\beta = 0.032$ ,  $t = 0.301$ ,  $p = 0.764$ ). This indicates that creative thinking, as measured in this study, is not a significant predictor of organizational excellence. On a more affirmative note, Hypothesis H3, which considered the effect of systematic thinking on organizational excellence, was accepted ( $\beta = 0.271$ ,  $t = 2.600$ ,  $p = 0.010$ ). These findings support the theory that Systematic Thinking has a statistically significant positive impact on organizational excellence. Hypothesis H4 was also supported, with Dynamic Thinking showing a significant positive relationship with Organizational Excellence ( $\beta = 0.252$ ,  $t = 2.295$ ,  $p = 0.022$ ). This acceptance aligns with the notion that the ability to adapt and think dynamically contributes significantly to achieving organizational excellence.

## 5. Discussion

The results of hypothesis testing provide valuable insights into the impact of different dimensions of strategic thinking on organizational excellence. Vision and creative Thinking were found to have no significant influence on organizational excellence, while the impact of systematic thinking on organizational excellence was accepted. Additionally, Dynamic Thinking shows a significant positive relationship with Organizational Excellence. The evidence supporting the impact of systematic thinking on organizational excellence is consistent with that of previous research. Rabieh et al., (2023) has emphasized the importance of strategic thinking in competitive strategy and strategic management, highlighting the need for systematic thinking to drive organizational excellence. Alatailat et al. (2019) found that specific dimensions of strategic thinking, such as focused intent, intelligent opportunism, thinking in time, and hypothesis-driven analysis, positively impact organizational performance. Furthermore, Ershadi & Eskandari Dehdazzi, (2019) provided empirical evidence supporting the relationship between systematic thinking and organizational excellence, particularly in establishing organizational excellence models. These findings underscore the significance of systematic thinking in driving organizational excellence, and provide valuable insights for organizations.

This result indicates that dynamic thinking has a significant impact on organizational excellence, consistent with previous research. Liedtka, (2020) has emphasized the importance of dynamic thinking in the context of learning organizations and design thinking, respectively. Additionally, Al-Dhaafri & Alosani, (2022) has explored the impact of strategic thinking and organizational performance, providing insights into the multifaceted nature of dynamic thinking and its influence on organizational excellence. These findings underscore the importance of dynamic thinking in driving organizational excellence, and provide valuable insights for organizations in the ICT sector.

This study enhances the theoretical landscape by providing a novel exploration of the impacts of four types of strategic thinking—vision, creativity, systematic, and dynamic—on organizational excellence. Distinctively, it fills a research gap by analyzing these sub-variables together, which previous studies have not concurrently examined to this extent. This study offers a

theoretical framework underpinned by empirical evidence that enriches academic understanding of the influence of strategic thinking on organizational excellence. Notably, it expands the dialogue by including and measuring the fourth dimension of strategic thinking, whereas past literature commonly focused on just three dimensions.

The practical implications of this research are profound in the rapidly evolving business environment. It identifies systematic and dynamic thinking as pivotal for organizations aiming to excel in critical areas, such as leadership, strategy, and customer satisfaction. This study underscores the importance of systematic thinking for organizations to adapt to and identify the levers of change. It also demonstrates that a strategic thinking culture is instrumental in decision-making, risk management, innovation, and adaptability, which are key drivers for maintaining organizational excellence.

This research suggests that strategic thinking serves as a guiding force, steering organizations towards their goals and enabling them to thrive amid global complexities. Thus, cultivating strategic thinking is essential for businesses seeking to successfully navigate the challenges of the modern marketplace.

## 6. Conclusion and Implications

The empirical evidence presented in this study supports the significant impact of dynamic and systematic thinking on organizational excellence. The findings indicate that dynamic thinking plays a crucial role in driving organizational performance, productivity, and competitive advantage within the ICT sector. The positive association between these strategic thinking dimensions of strategic thinking and organizational excellence underscores the importance of fostering a dynamic and adaptive mindset within organizations to achieve excellence in a rapidly evolving business environment.

The implications of these findings are far-reaching, particularly for organizations operating within the ICT sector. Recognizing the significance of strategic thinking, organizations can prioritize the development of a culture that encourages adaptability, innovation, and forward-thinking strategies. This may involve investing in training programs, fostering a collaborative and open-minded work environment, and integrating dynamic thinking into strategic decision-making. Furthermore, the results of this study can guide the development of targeted interventions and initiatives aimed at enhancing strategic thinking capabilities among employees and leaders, ultimately contributing to improved organizational excellence and sustained competitive advantage.

## 7. Limitations and Future research Directions

One potential limitation of the current study is the reliance on self-reported data, which may introduce response and social desirability biases. Additionally, this study's focus on a specific sector, such as the ICT sector in Jordan, may limit the generalizability of the findings to other industries or regions. Furthermore, the study's cross-sectional design may restrict the ability to establish causality between dynamic thinking and organizational excellence. Future research could benefit from longitudinal studies exploring the long-term impact of dynamic thinking on organizational excellence.

Future research could explore the moderating effects of demographic factors such as age, gender, and educational background on the relationship between dynamic thinking and organizational excellence. Additionally, comparative studies across different sectors or regions could provide valuable insights into contextual variations in the impact of dynamic thinking on organizational excellence. Longitudinal studies should also be conducted to assess the sustainability of the impact of dynamic thinking on organizational excellence over time. Furthermore, qualitative research methods, such as in-depth interviews and case studies, can offer a deeper understanding of the mechanisms through which dynamic thinking influences organizational excellence.

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