

**DESIGNING A MODEL OF STRATEGIC THINKING IN HUMAN RESOURCES  
MANAGEMENT AND ITS IMPACT ON ACHIEVING OUTSTANDING PERFORMANCE:  
AN APPLIED STUDY IN HUMAN RESOURCES MANAGEMENT FOR THE DHI QAR  
MUNICIPALITY DIRECTORATE**

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**ABSTRACT**

This study sought to build a hypothetical plan that describes the effect between the main and sub-study variables in order to determine the scientific and practical feasibility of the hypothetical plan and reach realism in developing conclusions and recommendations in a way that contributes to supporting Iraqi municipal directors in their ability to continue presenting plans with the same method. Strategically, it aims to achieve outstanding performance and diagnosing the level of the study variables (designing models of the dimensions of strategic thinking), (dimensions of human resources management), and (distinguished performance) in the Dhi Qar Municipalities Directorate. And, it is coming up with a set of recommendations for the Dhi Qar Municipalities Directorate, a sample study, in the field of the renewed role of human resources management and distinguished performance for developing administrative and strategic work, as well as identifying important proposals in the field of study within the framework of the topic at hand to complete the scientific path and add new paths to this study. The researchers have chosen the current field of study in the Dhi Qar Municipalities Directorate, which is one of the service institutions affiliated with the Ministry of Construction, Housing and General Municipalities. The Directorate of Municipalities of Dhi Qar Governorate, southern Iraq, was chosen, and a stratified random sample of 106 human resources workers in the Dhi Qar Municipality Directorate was selected. Also, the researchers adopted the qualitative and quantitative approach in the current study, where they worked to describe the variables of the study theoretically and practically. The study reached a set of conclusions, the most important of which is: Strategic thinking is not easy without talented individuals doing it, and organizations can enroll their individuals in training courses in order to develop intellectual skills. Strategic thinking contributes to making rational decisions by revealing gaps that may hinder the work of organizations. Human resources management is the backbone of any organization in terms of its functions, such as training courses, occupational safety, material and moral incentives, recruitment and selection. The human resources management is concerned with the dimensions of organizational loyalty in order to develop

relationships between individuals working within the organization. Individuals working in the Directorate of Municipalities of He are free from unfairness, whether in dealings or in material and moral incentives. The outstanding performance has an essential role in helping organizations build their strategic and administrative structure. At the end of this work, the researchers worked to present a number of proposals, the most important of which are: The directorate's departments should benefit from strategic thinking to develop innovative methods and address problems. This concerns the environment and stakeholders and is followed according to a systematic approach and the use of supporting tactics of strategic thinking and its dimensions in a way that enhances the competitive primacy in the banking sector. The human resources management in the directorate relies on the applied measures of efficiency and effectiveness and follow-up of the achievements achieved from organizational change. The researchers recommend the necessity of benefiting from the results of the current study because it brings together three important and different fields, which enables it to understand and improve the reality of the public sector, as well as control the forefront of its services compared to other departments.

**Keywords:** Thinking, Strategy, Strategic thinking, Human resources management, Outstanding performance

## INTRODUCTION

Today, organizations are driven by competitiveness and competitive advantage. However, in order to achieve competitive advantage, organizations must strategically manage their resources which include human resources. The human resource management has the potential to provide competitive advantage and is therefore essential to the strategic management of an organization. It refers to the intelligent employees of an organization as the human capital pool of the organization. Recently, the competition between organizations has increased, and the challenges have increased, especially with globalization and the technological revolution. One of the most prominent current challenges facing the organizations is their ability to face fluctuations, especially in countries. Strategic thinking uses tools to help managers implement future plans and employ opportunities to enhance the organizational performance. The public sector is considered one of the most important business sectors in Iraq as a result of the development of globalization and technology. The public sector is increasingly facing many challenges, especially with the conflicts and unstable situations witnessed by the countries surrounding Iraq. For this reason, many skilled managers and experts specialized in strategic human resources management in the government institutions have migrated abroad. Therefore, managers began to think seriously about developing the human resources management strategies in order to find solutions that meet the challenges of globalization and competitors. Then, this

study will highlight the importance of the impact of strategic thinking on the strategic management of human resources in Iraqi government institutions.

### **The first section: Research Methodology:**

#### **First: The research problem:**

Through the present work in the Dhi Qar Municipal Directorates, it has been noticed that there is a weakness in the strategic thinking process in various aspects, and this led to a weakness in the future performance of human resources and achieving outstanding performance. Therefore, this study will seek to determine the best procedures that can be adopted in measuring the outstanding performance in the Dhi Qar Municipalities Directorate. By focusing on strategic thinking and human resources management, and based on that, the problem of low performance of organizations and individuals is one of the problems that the organizations suffer from, especially in the light of contemporary administrative trends. This is represented by the adoption of technical methods that work to provide services that achieve the organization's goals and customer needs and go beyond traditional performance to achieve high levels.

**The performance of individuals in the today's organizations is considered as intellectual capital**, which works with the support of information technology in achieving the outstanding performance. The dilemma of intellectual study is represented by proposals that question the futility of using information technology in improving the levels of individual and organizational performance, as well as the role of intellectual capital in this aspect. Many studies evinced that the performance of human resources in the organizations faces great challenges as a result of the large and rapid changes in the world, as the traditional leadership ideas and methods are no longer able to keep pace with these changes, and therefore it is necessary to adopt modern ideas towards making the most of human efforts. The human resources management occupies the utmost importance in the organizations. In contemporary businesses, the human resource constitutes a major challenge and an "important" turning point in the course of organizations' competition, especially the organizations that rely on expertise at the core of their performance, as the individuals constitute an extremely important factor for the success of these organizations, so they must be careful to attract the best among them and develop their performance. Motivating and retaining them, especially in the service organizations should provide high-quality services.

The problem of the study can appear more clearly by asking the main question: How can a model of strategic thinking and human resources management is designed to achieve outstanding performance, an applied study in the Dhi Qar Municipalities Directorate?

The study is summarized in the following questions:

The main question: How can a model of strategic thinking and human resources management is designed to achieve outstanding performance, an applied study in the Dhi Qar Municipalities Directorate?

**Study sub-questions:**

1. What is strategic thinking? What are its dimensions?
2. What are the indicators of human resources management in the Dhi Qar Municipalities Directorate?
3. What are the characteristics of outstanding performance in the Dhi Qar Municipalities Directorate?
4. What is the relationship between strategic thinking and human resources management?
5. What is the relationship between strategic thinking and outstanding performance?

**Second: The Importance of study**

1. Highlighting the most prominent recent proposals on the subject of strategic thinking and its administrative system and providing a theoretical framework that contributes to enhancing the cognitive maturity that the human resources management is experiencing in the field of applied and theoretical research and studies.
2. Explaining the aspects of the relationship and impact between strategic thinking and human resources management and their impact in achieving outstanding performance in the Dhi Qar Municipalities Directorate.
3. Determining the impact of strategic thinking variables and human resources management in achieving outstanding performance in the Dhi Qar Municipalities Directorate.
4. Shedding the light on the concept of strategic thinking, its requirements, and its relationship to human resources management for the purpose of achieving outstanding performance in Dhi Qar municipalities.
5. Submitting some suggestions and recommendations to the Dhi Qar Municipalities Directorate regarding the attention to the human resources management for the purpose of motivating individuals towards achieving their outstanding performance in the Directorate.

**Third: The aim of study**

- 1- Preparing a theoretical framework for the topics of the study and providing a modest contribution regarding the variables of the study, especially since it includes two types of variables. The first type is related to designing models of strategic thinking and human resources management as important variables in the management of business organizations. As for the second type, represented by outstanding performance, it is one of the important and renewed topics that accompany the work of business organizations, and the studies that have been reviewed confirmed that it is the basis for the work of business organizations in achieving their environmental adaptation on the one hand, and achieving success on the other hand.

2- Contributing to the transfer of advanced scientific experiments and adapting them to the reality of service companies operating in Iraq by testing the international standards used and trying to evaluate those experiences through analysis and scientific study of each of the research variables, as well as trying to realize its compatibility with the nature of the work of Iraqi companies.

3- Building a hypothetical plan that describes the effect between the study's main and subsidiary variables in order to determine the scientific and practical feasibility of the hypothetical plan and reach realism in developing conclusions and recommendations in a way that contributes to supporting the directors of Iraq's municipalities in their ability to continue presenting plans with a strategic approach, in order to achieve outstanding performance.

#### **Fourth: Study hypotheses**

The study hypothesis is based on two main axes: Correlation and impact:

The first main hypothesis: Is there a significant correlation at the significance level (1%) between the dimensions of strategic thinking and human resources management?

The second main hypothesis: Is there a significant correlation at the level of significance (1%) between the dimensions of strategic thinking and outstanding performance?

The third main hypothesis: Is there a significant relationship of influence at the level of significance (1%) between the dimensions of strategic thinking and human resources management?

The fourth main hypothesis: Is there a significant influence relationship at the significance level (1%) between the dimensions of strategic thinking and outstanding performance?

#### **Fifth: Limitations of the study**

1. Spatial boundaries: The study sample was conducted in the Ministry of Housing and Construction, and a sample was taken (in the Dhi Qar Municipalities Directorate).

2. Time limits: The study was conducted, and the questionnaire was completed for the year (2023-2024 AD).

3. Human limits: This study was applied to a sample of employees of the Dhi Qar Municipalities Directorate.

**Sixth: Research methodology:** The researcher followed the descriptive and applied method, and the researcher, through the aforementioned methods, describes this phenomenon (strategic thinking and human resources management and their impact on achieving outstanding performance), studies the relationship between its variables, and provides data about it, indicating its causes, results, analyses, and identifying the factors affecting them. This is for the purpose of arriving at

conclusions and making recommendations regarding them, in addition to using the (interview) tool to obtain information and data regarding the research topic.

### **The second topic: The theoretical Framework:**

#### **The first requirement: Strategic thinking:**

##### **First: The concept of strategic thinking:**

The concept of strategic thinking: It is working with great distinction, creativity, and richness to think about how to choose future tasks, invest in opportunities, address the threats facing the institution, and how to deal with them in a way that ensures the institution's continuity, development, and growth. The strategic thinking refers to the presence of important capabilities and skills to implement strategic management tasks, so that it helps its owner with the ability to examining and analyzing the elements of the organization's internal and external environment and making accurate forecasts with the ability to draw strategies and make appropriate decisions at the required speed. Accordingly, the strategic thinking is a successful strategy that combines many factors related to the internal and external environment, the needs of the organization, human resources, issues related to the prevailing culture within the organization, and the way to benefit from its scarce resources.<sup>1</sup>

Strategic thinking is not born and grows with people. This skill must be cultivated and practiced in reality, and most people are stuck in a state of cognitive confinement, or fixed thinking, and they even refuse to even think about tomorrow.<sup>2</sup>

Also, strategic thinking is an integral part of the strategic development process as it plays an important role in strategic planning, because the strategic thinking requires developing options for the organization's long-term strategy.<sup>3</sup>

##### **Second: The importance of strategic thinking:**

1. It helps managers respond on an ongoing basis to the environment, its conditions, and the changes that occur in it.
2. It helps in charting the path of the groups so that they are consistent with the organization's general strategy.
3. Obtaining employees' commitment to support the organization's strategies and programs.
4. It contributes to enhancing departmental performance and maximizing business outcomes.
5. It contributes to enhancing employee culture and embracing strategic plans.<sup>4</sup>

##### **Third: Dimensions of strategic thinking**

For the purposes of the research, variables will be adopted that include (thinking about time, strategic intent, discrete thinking, and foresight) that are related to the research variables. The researchers believe that the study variables can be

considered more expressive of strategic thinking, and therefore some of them will be relied upon in the applied aspect of this search, which are as follows:

**The first dimension: Thinking about time:** Thinking about time is one of the important things that bridges the gap between the reality of the present and the intention of the future, as strategic thinking in this case is not limited to aligning current resources and organizational capabilities with the opportunities available in the environment, but rather it includes thinking about ways to increase the current resources to achieve expansionary goals in the future. This vision is based on recalling the past, comparing it with reality, and then anticipating the future to determine what is important from the inheritance, abandoning unimportant things, and developing the present to achieve the future.<sup>5</sup>

**The second dimension: Strategic Intent:** Strategic intent indicates that thinking may be with the intention of imitating a competitor or with the intention of taking initiative. Strategic thinking in this framework is the direction of senior management in achieving its future strategic goals.<sup>6</sup>

**The third dimension: Opportunistic thinking:** Goal-oriented thinking is accompanied by the element of seizing smart opportunities, and this intellectual accompaniment is a container that contains the possibilities of dealing with two types of strategies, one of which is the intended strategy and the other is the accidental strategy, as the accidental strategy is one of the axes of strategic thinking directed towards the seizing opportunities. These opportunities may disappear when not anticipating urgent environmental changes. Therefore, neglecting any possibility of mobilizing emergency opportunities may lead to an unforeseen loss in the calculation of strategic thinking.<sup>7</sup>

**The fourth dimension: Foresight:** It refers to the close relationship between foresight and strategic thinking. While the foresight through its programs determines its expectations for the future in the field in which it is foreseen, the strategic thinking plays a fundamental role in implementing the results of foresight programs, and this relationship is keen on the complementary role of foresight and strategic thinking together.<sup>8</sup>

**The second requirement: human resources management:**

**First: The concept of human resources management:**

The human resources management is one of the most basic and necessary functions for any organization to achieve its strategic goals. Therefore, the organization must attract these resources and provide them with the necessary skills and capabilities for working individuals through training courses and providing financial and moral rewards according to the individuals' performance.<sup>9</sup>

Also, the human resources management is defined as the process of optimal use of human resources in the organization, which ensures the organization's superiority over appropriate organizations, and determines the sound foundations of human resources practices in an effective manner to accomplish its tasks and objectives.<sup>10</sup>

**Second: The importance of human resources:**

- 1- The human resources management seeks to monitor the external and internal environment to identify the strengths and weaknesses in the organization's performance, as well as to identify the opportunities and threats related to the human resources. Studying the human resources allows learning how to exploit them well. The resource represents the economic activity in the society, because it is the source of the workforce present in society.
- 2- Modern technological challenges and developments necessitated the retention and maintenance of a highly skilled and efficient workforce.
- 3- The responsibilities of human resources management towards improving the productivity to confront the inflation, unemployment, environmental degradation, and poor human relations.
- 4- The study of human resources management is an essential factor for the organization because it helps it identify the activities practiced by the managers of these resources. It also helps the organization choose the working individuals appropriately.<sup>11</sup>

**Third: Dimensions of human resources:**

1. Recruitment and selection: The process of recruitment and selection is no longer carried out on the basis of selecting the appropriate individual with a narrow specialization to work in a specific fixed job in application of the slogan of the right person in the right place. This saying has become outdated, because the modern trend is to attract and select the individual who possesses the multiple skills that enable him to work in different jobs or fields and perform various tasks. As for selection, it is considered one of the most important practices of human resources management, which begins with the job analysis process for the purpose of identifying and describing the jobs, and then followed by the human resources planning process that aims to estimate the demand for human resources and then link this demand to the supply of human resources, within the framework of a comprehensive human resources strategy.<sup>12</sup>
2. Training and development: The training and development process are complementary to each other to a large extent, as the best means of preparing employees is based on the training process and then the development process. Thus, training and development are considered an important practice for the company because of their prominent role in improving the employee behavior. They are also considered one of the most important practices for the company. The basic activities support the human resources in general. Some researchers try to distinguish between the concept of the training process for human resources and the development process for those resources. Abbas and Ali referred to training as the means through which the working individuals acquire the knowledge and ideas necessary to carry out work and the ability to use new means in an effective manner.<sup>13</sup>

3. Compensation: Compensation can play a fundamental role in the lives of employees and the organizations in which they work by improving their performance levels and raising their production efficiency and motivation for the better. Sani emphasized that the companies can influence the employee motivation in many ways, and they can use the performance-based compensation to provide rewards to the employees in order to achieve the company's goals and objectives.<sup>14</sup>

4. Performance evaluation: The process of evaluating the employees' performance is a means that enables an objective judgment to be made on the individual's ability to perform the duties and responsibilities of his job. This is verifying his behavior and actions during the work, and the extent of improvement in the way he performs the duties and responsibilities of his job, and finally verifying his ability to bear additional duties and responsibilities, in order to ensure the effectiveness of the organization in the present as well as its continued survival and effectiveness in the future as well.<sup>15</sup>

### **The third requirement: outstanding performance:**

#### **First: The concept of outstanding performance:**

The concept of Excellence Performance is one of the administrative concepts that have received great attention from researchers and writers because of its close connection to the success and excellence of individuals and thus the success of the organization's work in pursuit of its future goals set in the light of the changing competitive environment.<sup>16</sup> The importance of outstanding performance stems from the fact that it is the performance that does not everyone can do it in the same way, but it is accomplished by a distinguished male or female employee who often loves the work they do or they perform the work with distinction to reach a specific goal. Achieving outstanding performance at work is the demand of every organization and individual working in it, because it means achieving the goals and objectives set or which one aspires to reach. Therefore, the reality of the relationship between the employee and the auditor must be known because they are the standard for excellence in performance, as the employee's behavior. His rights and duties and what he must do to serve the auditor must be clarified in a way that makes him distinguished by respecting the auditor's need and achieving his desires, so the focus here is mainly on the employee's behavior.<sup>17</sup>

#### **Second: The importance of outstanding performance:**

1. Improving the performance contributes to enhancing the comprehensive development process, given that this process results in an increase in the development of outputs compared to the cost of the inputs used.
2. Improving the performance plays a prominent role in increasing profits, which in turn are used to serve individuals, by providing goods and services at lower prices than their the original cost.
3. Raising the level of the performance of individuals in the organization is one of the most important duties undertaken by management to increase the level of

services provided, which in turn achieves a number of benefits, including those related to the organization, and enhances its position and ability to improve the quality of services, comprising those related to individuals.<sup>18</sup>

### **Third: Dimensions of outstanding performance:**

1. **Leadership:** In the light of the environmental developments that the modern organizations have experienced since the second half of the twentieth century, and in light of the shift from the industrial era to the knowledge era, it was natural for a fundamental change to occur in the organizational leadership role. While the primary role of the leader in the industrial era was to maximize the use of material assets by using humans, the new role has become the care and development of human assets, or what is called “intellectual capital.” At the end, it is humans who maximize the benefit from materials and not the other way around. The experiences of modern organizations demonstrate that achieving organizational goals through (exploiting) human resources will not work. The role of intellectual capital has increased in the era of knowledge, and in this case, it is logical that the role of the leader should change in response to the requirements of this modern era.<sup>19</sup>

2. **Skills:** They express the level of proficiency with which an individual can perform that work with perfection. While, it is defined as the ability to perform a certain type of administrative functions, such as planning, negotiation, and training. Others defined it as the ability or ability to translate the knowledge into actions that result in outstanding performance.<sup>20</sup>

3. **Satisfaction:** Satisfaction is an obsession of contemporary administrative thought that the organizations seek, and there have been many studies that have dealt with it. Some of them defined it as a widely used measure to measure the happiness that an individual generates as a result of performing his work. And, that the central goal of human resources management revolves around raising the morale of the individual in order to be satisfied with his work and therefore distinguished in his performance. The workers’ satisfaction is the employees’ feelings towards their work and it results from their awareness of what the job offers them and what they should get from their jobs. Therefore, the smaller the gap between the two perceptions, the greater the workers’ satisfaction.<sup>21</sup>

4. **Learning:** Learning plays a vital role in determining the behavior of individuals working in certain situations through the experiences and expertise that the individuals have acquired a great deal of behavioral knowledge, as the learning process helps in understanding the human behavior. Learning, according to what Shehiffman & Kanuk defined, is a relatively constant change that occurs as a result of experience.<sup>22</sup>

**The third section: The practical Aspect of the Research:****First: The research population and sample:**

The researchers have chosen the current field of study in the Dhi Qar Municipalities Directorate, which is one of the service institutions affiliated with the Ministry of Construction, Housing and General Municipalities. The Directorate of Municipalities of Dhi Qar Governorate, southern Iraq, exercises its duties in accordance with the Municipal Administration Law No. 165 of 1964, as amended, and the applicable law. Also, the researchers have chosen a stratified random sample of (106) individuals from the original population of (1060).

**Second: Testing the correlation between the research variables:**

**First:** The correlation for the first main hypothesis states that there is no statistically significant correlation between strategic thinking and its dimensions of human resources management.

The correlation coefficient between strategic thinking and human resources management reached (0.768\*\*), which is at a strong level, as the calculated (Z) value reached (10.306), which is greater than the tabulated (Z) value of (1.96). This result indicates the significance of the correlation value, as it came at a strong level. This means rejecting the null hypothesis and accepting the alternative hypothesis, which states that there is a statistically significant correlation between strategic thinking and human resources management. That is, the greater the interest of the senior management in the Dhi Qar Municipalities Directorate. Under study, the strategic thinking increased the outstanding performance, and the management of the directorate under study must pay attention to the strategic thinking by thinking about the time and strategic intent in the long term. Also, the strategic thinking deals with the departments and branches of the directorate as an entity with harmonious parts, establishes strategic partnerships with its affiliated directorates, adopts a method of a holistic research and development to innovate new services, and adopts an opportunity thinking approach to improve the performance in order to enhance the performance of individuals in the directorate under study.

**Second:** The correlation for the second main hypothesis states that there is no statistically significant correlation between strategic thinking and outstanding performance.

The correlation coefficient between strategic thinking and outstanding performance reached (0.784\*\*), as the calculated (Z) value reached (10.714), which is greater than the tabulated (Z) value of (1.96), and this result indicates the significance. The value of the correlation, as it came at a strong level, means accepting the hypothesis (there is a statistically significant correlation between strategic thinking and outstanding performance). That is, the more interest the senior management in the Dhi Qar Municipalities Directorate under study has in thinking about time, the greater the interest in achieving Outstanding performance. And, the management of the Dhi Qar Municipalities Directorate under study should pay attention to

thinking about time by paying attention to leadership and highly skilled individuals as well as how to perform individual satisfaction and achieve learning and growth.

Third: The correlation for the third main hypothesis states that there is no statistically significant correlation between the dimensions of human resources management and outstanding performance.

The correlation coefficient between the dimensions of human resources management and outstanding performance reached (0.792\*\*), as the calculated (Z) value reached (10.928), which is greater than the tabulated (Z) value of (1.96). And, this result indicates that the correlation value is significant, as it came at a strong level, which means accepting this hypothesis (there is a statistically significant correlation between human resources management and outstanding performance). That is, the more attention the management of the Dhi Qar Municipalities Directorate has, the more it will be able to achieve outstanding performance by attractive choosing those with good skills, placing individuals inside and outside the directorate in training courses in order to develop their capabilities, providing compensation, rewards, and material and moral incentives. Trying to publish the results of the performance evaluation, those with good evaluations become role models for their peers.

Fourth: Testing the impact hypotheses to test the impact of the fourth main hypothesis, which states that there is no a statistically significant effect for strategic thinking and human resources management.

$$Y = 1.258 + 0.704Z$$

Where, Y represents the human resources management variable.

It is clear from Table 4 that the calculated F value is (149.390). It is greater than the tabulated (F) value (3.94), and thus the null hypothesis is rejected. Accordingly, the researchers accept this hypothesis (there is a statistically significant effect of the strategic thinking in its dimensions in human resources management), and through the corrected coefficient of determination ( $R^2$ ) of (0.586). It turns out that the percentage of strategic thinking is (58%).

- The calculated (t) for the strategic thinking variable is recorded (12.223) and is greater than the tabular (t) value (1.984), which means that the coefficient on the marginal tendency for strategic thinking is stable and significant.

Fifth: The effect of the fifth main hypothesis using simple linear regression:

The effect of the fifth main hypothesis, which states that there is no statistically significant effect on the strategic thinking with its dimensions and outstanding performance, has been tested.

$$Y = 1.161 + 0.712Z$$

Where, Y represents the outstanding performance variable.

- The calculated F value is (174.573). It is greater than the tabular F value (3.94) at the level of significance (0.05), and thus the null hypothesis is rejected and therefore this hypothesis (there is a statistically significant effect of strategic thinking on outstanding performance) is accepted. It is clear from the corrected

coefficient of the determination ( $R^2$ ) of (0.623) that the percentage of strategic thinking is (62%).

- The value of (t) calculated for the strategic thinking variable is (13.213). It is greater than the tabular (t) value (1.984), which means that the marginal coefficient, slope, for strategic thinking is significant.

### CONCLUSION

The present research reached many results, namely that the strategic thinking has two approaches, creative and scientific, as thinking supports the development of mental capabilities and creative capabilities for managing the organizations. The human resources management is the backbone of any organization in terms of its functions, such as training courses, occupational safety, material and moral incentives, recruitment and selection. The outstanding performance contributes to creating a creative culture for the internal organizational environment and for all individuals according to their work and specializations, and each of them creates a situation that is harmonious with other individuals. Many proposals have been put forward, the most important of which are: the necessity of paying attention to administrative leaders, introducing them to special training courses, relying on research and development to increase their knowledge about the concept of strategic thought, and allocating consultants to this field to expand the scope of their awareness of anticipating the future, to unify the vision of events and deal with them according to the requirements of each stage, and to make them aware of the issues that have an impact on banks. Under study, the human resources department in the directorate relies on the applied measures of efficiency and effectiveness, following up on the achievements achieved through organizational change, searching for creative solutions through previous experiences, and establishing partnerships with other departments to develop and innovate new and distinctive services that match the aspirations of society. And, the organizations need to pay attention to their outstanding performance and disseminate organizational culture among the organization's employees by holding training workshops and scientific seminars for the benefits they can provide a guidance

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