

-RESEARCH ARTICLE-

IMPROVING ORGANIZATIONAL COMMITMENT BY ENHANCING STRATEGIC THINKING

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—Abstract—

This research aims to investigate the impact of organizational commitment, in all its dimensions, on enhancing strategic thinking within the General Company for Pharmaceutical and Medical Supplies/Samarra Pharmaceutical Company. The study addresses the problem that the company is facing significant challenges in effectively implementing strategic thinking within its organizational structure, challenges that may be linked to varying levels of organizational commitment among employees. To understand and address this issue, the research will conduct a comprehensive literature review and examine the conceptual mechanisms that connect organizational commitment and strategic thinking, which are essential for developing a successful action plan within the organization. The research sample consisted of 192 employees, yielding a response rate of 78.36% from the target population. The descriptive-analytical method was employed to fulfill the research objectives. The research findings revealed several outcomes, with particular

Citation (APA): Ibrahim, N. K., Salman, S. M., Faisal, M. Z. (2025). Improving Organizational Commitment by Enhancing Strategic Thinking. *International Journal of eBusiness and eGovernment Studies*, 17(1), 427-453. doi:10.34109/ijepeg.2025170120

emphasis on "the implementation of strategic thinking within the company." Furthermore, the research identified a statistically significant positive effect of organizational commitment on the enhancement of strategic thinking and its various dimensions. This research contributes to the existing literature by exploring the relationship between organizational commitment and strategic thinking, particularly in the context of the General Company for Pharmaceutical and Medical Supplies/Samarra Pharmaceutical Company. Based on these results, the research suggests that the investigated company should embrace organizational commitment as a factor in strategic planning and implement organizational strategies that promote strategic thinking to strengthen its competitive position. Additionally, it recommends the development of managerial capabilities in organizational commitment by fostering employee discussions to identify work-related issues and cultivating a supportive organizational culture conducive to strategic thinking.

Keywords: Organizational Commitment, Strategic Thinking, Affective Commitment, Continuous Commitment, Normative Commitment, Systemic Thinking, Divergent Thought Process, Reflective Thinking.

INTRODUCTION

Improving organizational commitment is crucial for employee retention because it signifies their willingness to actively participate in and be a part of a specific organization (Werang & Pure, 2018). Employees with high levels of organizational commitment are more likely to align themselves with desired organizational behaviors, leading to a decrease in turnover rates (Meilisa & Bernarto, 2020). Continuous engagement can be fostered by soliciting valuable input from team members, addressing their concerns, and involving them to some extent in the decision-making process (Hanaysha, 2016). Organizational commitment serves as an indicator of employees' affinity or dissatisfaction with the organization (Jufrizen, Nadia, & Muslih, 2022). Organizations must attract and retain employees by prioritizing the fulfillment of their expectations (Upadhyaya & Ayari, 2019). Organizational commitment encompasses three key factors: a strong belief in the organization's goals and values, a strong motivation to exert maximum effort in achieving the organization's objectives, and a desire to maintain affiliation with the organization (Abuzaid, 2018). In a rapidly evolving and dynamic business environment, managers need to discover strategies to enhance commitment (Çınar, Çapar, & Mermerkaya, 2022). While external commitment motives hold significance in organizations, internal motives tend to be more enduring as they are rooted in employees' beliefs (Krajcsák, 2019). Thus, it is crucial to identify the factors influencing organizational commitment and develop them through effective managerial interventions (Heidari et al., 2022). Consequently, it is essential to explore the factors that impact organizational commitment (Sriphong et al., 2022), such as ownership, employees' roles within the organization, and the work environment, which influence employees' attitudes (Riwukore, Marnisah, & Habaora,

2022).

Traditionally, strategic thinking has been primarily associated with the field of strategic management, and research has consistently highlighted the importance of strategic thinking abilities for managers. Its significance has been emphasized as a means to address the limitations of traditional strategic planning and to emphasize its value. Furthermore, fostering strategic thinking facilitates the development of strategies and enables managers to enhance "creative problem-solving" to drive organizational success (Tooranloo & Saghafi, 2019). Strategic thinking is a methodology that aims to uncover the underlying motivations of businesses and challenge rigid, traditional modes of thinking (Bani-Hani, 2021). Some argue that strategic thinking is a common skill possessed by certain individuals, while others argue that it is not merely the ability to recover from a situation or to rely solely on cognitive mechanisms. Literature predictions and hypotheses have identified significant gaps in understanding strategic thinking, including its conceptualization, measurement, and adaptation to the global context (Dhir, Dhir, & Samanta, 2018). Strategic thinking is widely recognized as one of the most essential skills for managers. Over the past two decades, both researchers and practitioners have increasingly focused on the concept of strategic thinking. Numerous studies have explored its role and impact in various domains, including talent management (Bani-Hani, 2021), operational performance (Ahmed, Ahmed, & Atiyah, 2020), strategic human resource management (Alomari, 2020), and family firms (Khokhar & Jalbani, 2018), among others. While the definition and importance of strategic thinking have remained relatively unchanged since its initial introduction, subsequent studies have further refined and explained the concept, highlighting its significance and positive effects on organizations and their performance (Shaik & Dhir, 2021). Therefore, understanding the significance of strategic thinking within the operational context is crucial (Smriti, Dhir, & Dhir, 2021).

LITERATURE REVIEW

Organizational Commitment

Organizational commitment has been a widely discussed and researched concept, often examined as a dependent variable, an independent variable, or a mediating variable. It encompasses the behavioral characteristics of employees that have been the focus of extensive research. According to literature, organizational commitment reflects the extent to which employees accept and believe in the goals of the organization and their desire to remain and not leave. The multidimensional model of organizational commitment developed by scholars has gained significant recognition and empirical support across different cultures. Employees with a strong commitment to their work represent valuable human capital for organizations to effectively achieve their goals. Consequently, organizations must pay attention to factors that can influence organizational commitment (Sudirman et al., 2021). It also facilitates goal achievement by actively involving employees in task execution (Setyawan, Supriyanto, & Lestari, 2022). Being an important behavioral

dimension, organizational commitment serves as an indicator of employees' willingness to remain within the organization. It is a distinct psychological aspect (Amin, 2022) and plays a significant role in understanding employees' behavior, fostering happiness, efficiency, loyalty, and a sense of responsibility (Aminzadeh et al., 2022). Organizational commitment includes employees' loyalty and willingness to be part of the organization, as stated by Castellano et al. (2021), and involves employees' agreement, loyalty, and drive to achieve organizational goals, as mentioned by Zhang et al. (2019). Additionally, Schwepker & Dimitriou (2021) affirmed that organizational commitment is an attitude that reflects employees' understanding of their organization, their commitment to its goals, and their active engagement in building relationships to contribute to the organization's success. Highly committed employees demonstrate a strong inclination to exert efforts to achieve organizational goals, which holds significance for individuals, organizations, and society as a whole, ultimately enhancing productivity (Ha & Lee, 2022). According to literature, commitment is defined as a driving force that binds individuals to exhibit rational behavior towards one or multiple goals. It is important to note that commitment does not solely generate negative loyalty; instead, it can be positive and involve an active relationship with the organization, with the aim of exerting every effort for its success (Abdullah & Hasma, 2017).

Organizational commitment signifies the ability and willingness of employees to align their behaviors with the organization's needs, priorities, and goals, actively working towards their accomplishment. Sumarsi & Rizal (2021) propose three dimensions of commitment: understanding and defining organizational goals, fostering loyalty and engagement in organizational tasks, and involving employees in the pursuit of optimal goals (Setyorini, Manafe, & Nino, 2022). Having committed employees is a valuable asset for organizations as it contributes to the delivery of high-quality services and products. As a result, employees are likely to perform their duties optimally and achieve high levels of performance (Winarsih & Riyanto, 2020). The relationship between organizational commitment and various behavioral variables has been extensively examined, showing influences from multiple factors such as leadership behaviors, personal traits, social responsibility, organizational support, spirituality in the workplace, emotional intelligence, demographic factors, job development, organizational justice, organizational climate, employee motivation, job performance, role behavior and organizational citizenship behavior (Hameli & Ordun, 2022), job satisfaction, ethical culture, leadership styles (Tohidian & Rahimian, 2019), occupational health and safety (Suárez-Albanchez et al., 2021), organizational support, and many others (Suárez-Albanchez et al., 2022). Organizational commitment can be defined simply as employees' loyalty to the values and goals of the organization, their sense of belonging, and their ethical commitment to staying within the organization (Phothiwan & Suntayakorn, 2018). It represents the employees' desire and need for the organization (Novitasari et al., 2020) and reflects their identification with the organization through various means. This commitment is seen as the employees' affiliation with the organization (Doan, Nguyen, & Nguyen, 2020). It is characterized by the employees'

willingness to work hard for the organization, their intention to stay, and their increased engagement and motivation to contribute to their work (Chen et al., 2022). High organizational commitment is associated with employees who contribute actively, have a strong understanding of the organization's mission and values, demonstrate a readiness to work diligently, and have a strong desire to remain in the organization (Dewi, Supriadi, & Iswanto, 2022).

Organizational commitment encompasses not only the psychological connection employees feel but also the behaviors they exhibit to contribute to goal achievement. It involves employees' willingness to make sacrifices for the organization due to their emotional attachment and leads to a reduction in counterproductive work behaviors that impede organizational success (Kim, Jung, & Jung, 2022). Therefore, employees with lower commitment to their organization are more likely to be prone to turnover compared to those with higher commitment, as they may perceive greater opportunities to invest in alternative options (Jolles et al., 2023). Researchers have consistently emphasized that commitment is a desired goal for achieving compatibility and intentional commitment, as it serves as a motivator for organizations to retain and develop their competencies as a sustainable advantage. Both self-commitment and organizational commitment hold significant importance, with research affirming that self-commitment has a direct relationship with affective and normative commitment, as well as an inverse indirect relationship with continuance. This understanding has led researchers to place more emphasis on testing applicants during the recruitment phase or providing training programs for current employees to enhance self-commitment, which in turn leads to improved levels of organizational commitment (Cicekli & Kabasakal, 2017). Numerous studies have demonstrated that organizational justice positively impacts organizational commitment, as the implementation of fair practices within an organization supports the state of commitment among employees (Minibas-Poussard, Le Roy, & Erkmén, 2017). This underscores the importance of fostering a collaborative and fair work environment that enables employees to fully utilize their potential (Afshari & Gibson, 2016). Furthermore, researchers have focused on studying commitment from the perspective of managers' fairness in transactions and have considered psychological factors to enhance organizational productivity and effectiveness. Effective organizational commitment holds special significance, particularly in the context of small organizations, as highlighted in the literature (Gomez-Mejia et al., 2011). High levels of organizational commitment, characterized by a long-term orientation, are recognized as valuable advantages for organizations. According to prior literature, employees who possess strong organizational commitment not only believe in the organization's goals but also demonstrate motivation to make positive contributions to its success. As a result, they are more likely to play a cooperative role during leadership transitions and experience higher satisfaction with the succession process (Hoekx et al., 2022).

According to literature, organizational commitment is conceptualized as the degree to

which employees identify with the organization, desire to engage in its activities, and adhere to its ethics and expectations. This level of commitment influences employees' inclination to either stay with the organization or seek alternative employment (Wangloan et al., 2022). These factors foster a sense of organizational defense, motivate improved work performance, and instill a strong belief in achieving organizational goals. Consequently, employees feel a sense of responsibility to report potential threats to protect the organization from potential collapse (Safitri, 2022). However, the impact of these factors on employee organizational commitment remains a topic of debate and lacks consensus among researchers (Akingbola & van den Berg, 2019). Some studies measure organizational commitment as predictors of job satisfaction and other organizational outcomes, while others conceptualize it as an outcome influenced by organizational factors (Wang, 2022). Over the past two decades, researchers studying the organizational commitment model have focused on three elements, including individual data analysis techniques, organizational analysis, and analyzing the organization's profile. These elements include (Pinho et al., 2024):

1. "Emotional commitment" focuses on the emotional relationships of employees with the organization. Emotional commitment deals with the emotional attachment and contributes to the identification and engagement of employees with the organization they work for. It also reflects the extent of employees' engagement with their organization, indicating a psychological connection with them (Sobaih et al., 2022). This suggests a psychological bond with them (Ampofo, 2020).
2. "Continuance commitment" revolves around the anticipated costs of leaving the organization (Deressa et al., 2022) and also refers to the losses incurred upon leaving the organization. Employees have no reason to contribute to and stay in the organization other than the difficulty of resignation, which can be attributed to negative or fluctuating psychological ties with the organization.
3. "Normative commitment" refers to the expected commitment to remain within the organization, responding to the way the organization treats them. It involves the ethical duty that employees owe to the organization, making it what is required, i.e., an ethical obligation. Normative commitment develops when employees internalize a set of practices that indicate proper behavior and generate a sense of commitment to the organization (Moreira, Sousa, & Cesário, 2022). It represents employees' sense of duty and responsibility in maintaining a long-term connection with the organization (Ampofo et al., 2023b), and organizations should adopt appropriate strategies to enhance normative commitment among employees (Ampofo et al., 2023a). This is particularly important for large organizations that strive to provide high-quality services to discerning customers (Kim, Kim, & Lee, 2022). Normative commitment is associated with a sense of responsibility, loyalty, and the willingness to remain connected to the organization (Fukuzaki et al., 2023). Behavioral outcomes linked to employee commitment include higher retention rates, improved attendance, enhanced performance, increased work quality, and individuals' willingness to make sacrifices to

support the organization's success.

Strategic Thinking

Management experts today widely acknowledge that the organizational environment and supporting processes are critical elements that determine the success or failure of any organization in the short term. In the face of current global economic challenges, numerous struggling organizations with poor performance are actively seeking strategies to survive and thrive. Strategic thinking is the art of surpassing competition by adopting an innovative and self-reflective approach (Adiguzel, 2020). Among the essential leadership skills for achieving effectiveness, strategic thinking holds significant importance. Scholars have developed various models that highlight strategic thinking as a key ability associated with leadership effectiveness. According to literature, strategic thinking contributes to planning, organizing, coordinating, monitoring, and leveraging available resources. This notion is supported by a scholar, who confirms that proficiency in strategic thinking enables organizations to adapt and thrive amidst future challenges. Prior studies emphasize that leaders who possess strategic thinking capabilities are adept decision-makers and bring greater value to their organizations. Moreover, proficiency in strategic thinking is considered a fundamental requirement for leadership in the contemporary volatile environment (Muriithi, Louw, & Radloff, 2018). Salavati et al. (2017a) emphasize that the ultimate goal of strategic thinking is to envision future changes and make strategic choices (Shaik & Dhir, 2020). Strategic thinkers are individuals who effectively utilize past experiences and plans to navigate challenges. Thus, strategic thinking can be seen as the art of outperforming competitors by anticipating their efforts to overcome you with a similar mindset (Kula & Naktiyok, 2021).

The strategic management process encompasses two essential concepts: strategic planning and strategic thinking. Both concepts hold equal importance in successfully achieving the mission and organizational vision. Strategic management places various demands on managers, including the ability to assess the situation, recognize the need for change, formulate change strategies, implement safe practices during strategic changes, and translate strategy into tangible outcomes. In essence, strategic thinking in management is the key to the success of leaders and their teams (Bikmetov et al., 2020).

While it is acknowledged that strategic planning follows strategic thinking and involves setting goals, selecting product/market options, and performing coordination and control functions, it should be noted that strategic thinking occurs before, during, and after strategic planning. Strategic thinking serves as the foundation, while strategic planning is the outcome (Asobee, 2021). Organizations require leaders and employees who possess strong strategic thinking skills and can enhance their capabilities to navigate unpredictable market dynamics and maintain competitiveness (Salamzadeh, Bidaki, & Vahidi, 2018), thereby gaining a competitive advantage and developing effective strategies (Kaushik & Dhir,

2019). Strategic thinking creates a future by driving changes in the present (Smriti et al., 2021). Strategic thinking necessitates thorough research, analysis, and thoughtful consideration to formulate a plan for organizational development. Organizations that exhibit strategic thinking demonstrate keen perception and the ability to establish long-term objectives (Aydogan et al., 2018). The goals of strategic thinking encompass the ability to analyze, examine, and assess data, make well-timed and precise decisions, optimize the utilization of resources, and deliver the utmost quality, thereby encompassing the capacity to analyze the present and future realities (Alqershi et al., 2021).

Strategic thinking is characterized by literature; as a forward-looking projection of an organization's future, involving Divergent Thought processes that are implemented and supported by groups through interaction and interdependence. It surpasses temporal, spatial, and resource constraints to offer innovative solutions to the complex challenges organizations face in their competitive landscapes. Furthermore, it drives changes in the competitive arena, fostering dynamics of creativity, innovation, and proactivity (Victor, Andy, & Okon, 2021). Strategic thinking is an ongoing process that empowers organizations to create value and gain competitive advantage. Every organization requires new ideas, products, and/or services to not only survive but also avoid stagnation and potential extinction. Literature also highlight the consensus regarding the need for strategic thinking, guiding developing managers' capabilities, and emphasizing the significance of their efforts (Banyhamdan et al., 2020). suggest that strategic thinking involves the adaptation of interpreting, analyzing, applying, and rearranging information in multiple ways to generate a range of alternative courses of action, all aimed at achieving defined goals. Strategic thinking is defined as a Divergent Thought Process employed by individuals to accomplish a set of objectives and represents a mental activity that drives thinking. Organizational strategic thinking encompasses the capacity to generate and develop a vision by monitoring anticipated future organizational events, challenging conventional thinking, and facilitating efficient decision-making promptly (Allen, 2019). Moreover, strategic thinking can be viewed as an organization's collective mindset, driving its intelligent business approach and fostering alignment towards a common goal (Panduru, Scarlat, & Gherman, 2021). Strategic thinking is widely recognized as the generation and application of unique ideas and opportunities to establish a sustainable competitive advantage for businesses. It involves the ability to develop effective plans that align with organizational goals within specific economic contexts (Ibrahim Olaniyi & Elumah Lucas, 2016). Strategic thinking requires managers to go beyond routine procedures and focus on long-term strategic business objectives that are carefully planned (Salamzadeh et al., 2018). Furthermore, it is associated with accurate and holistic thinking, which seeks to understand the interplay of various components that constitute the whole. This involves considering past, present, and anticipated future influences and examining how the parts and their relationships shape the overall picture (Shaik & Dhir, 2021).

In his book "Strategic Thinking" emphasized the importance of discovering distinct

scenarios, as failure and confusion can arise even when significant physical and psychological efforts are exerted by both managers and employees striving to shape their future and work domains. Strategic thinking enables managers and planners to create a positive future for their employees, allowing them to employ appropriate, innovative, and novel strategies (Kheirabadi et al., 2019). The success of any business hinges not only on the qualifications and expertise of its employees but also on strategic thinking, which many researchers consider a crucial component of human capital within organizations (Salamzadeh, Nejati, & Heidari pourafshar, 2015). Strategic thinking plays a vital role in both strategy development and strategic management, as highlighted by literature. It contributes to achieving organizational outcomes and profitability. Kazmi & Naaranoja (2015) propose that strategic thinking enables managers to integrate elements such as analysis, exploration, understanding, and multi-dimensional positioning. By doing so, they can develop action plans that have the maximum positive impact on attaining predetermined goals and objectives. Strategic thinking empowers managers to cultivate a clear organizational vision, creatively solve problems, and engage employees in gathering and comprehending information while adapting to changes in the external environment. In the face of an increasingly unpredictable business environment, strategic thinking has emerged as a critical leadership style within organizations (Dixit et al., 2021). Despite the passage of two decades since the introduction of strategic thinking theory, much of the literature remains theoretical and conceptually driven. A prior study posits that strategic thinking shapes sustainable strategies or business models that are presented to customers (Tajpour, Hosseini, & Moghaddm, 2018). To accomplish this, strategic thinking incorporates central and additional information and employs qualitative synthesis of ideas and perceptions. It is characterized by awareness, specificity, and practicality and becomes a competitive advantage for organizations (Alomari, 2020). Despite the existence of various assumptions, there is a consensus that strategic thinking encompasses a range of elements essential for a strategic thinker. Scholars are credited as a pioneer in presenting the core concept of strategic thinking, while Liedtka (1998) developed a widely adopted model consisting of five elements: systems perspective, intention-focused, thinking in time, intelligent opportunism, and hypothesis-driven (Salavati et al., 2017b). Subsequent scholars have often relied on Liedtka's model. A prior study proposed three elements of strategic thinking: systematic and creative thinking, the ability to progress, and the identification of the organization's future vision (Moh'd Abu Bakir, 2019).

Considering the nature of unstructured situations in which strategic thinking occurs, it involves grappling with multiple variables and establishing connections between them, incorporating knowledge related to employees' values and beliefs within the organization. The literature review mentioned above indicates that strategic thinking is a multidimensional construct, and when applied in an organizational context, it comprises three dimensions:

1. Systems Thinking: Systems thinking is a crucial aspect of strategic thinking that

emphasizes the holistic view of the organization. It requires managers to understand the complex interrelationships within the organizational system. By adopting a comprehensive perspective, managers can grasp the interconnectedness of various elements and recognize the system's value generation and interdependencies. External changes also influence the decision-making process, highlighting the need for strategic thinkers to consider vertical links within the system from multiple perspectives. This holistic understanding enables managers to identify system characteristics, power dynamics, patterns, and interrelationships, which in turn shape system behaviors and provide options for appropriate actions (Alomari, 2020). It involves gathering information to define the problem as a whole before breaking it down into parts.

2. **Divergent Thought Process:** Strategic thinking empowers managers to embrace diverse perspectives and integrate them to comprehend the complexities of organizational systems. Therefore, dealing with divergent thinking involves a wide range of skills that encompass various thinking approaches present in the scientific processes of strategic thinking, such as creative thinking, divergent thinking, intuitive thinking, and hypothesis-based thinking. In the context of strategic thinking, divergent thinking processing is defined as the ability to identify, differentiate, and employ diverse perspectives to assess the organizational situation. It was explained that strategic thinking produces good strategic planning, rational decisions, and successful implementation of organizational strategies (Moh'd Abu Bakir, 2019).
3. **Reflection:** Thinking represents a recurring process used by managers to analyze the situation by reflecting on current beliefs, perceptions, and experiences. In an organizational context, strategic thinking can occur individually or within a community of managers, where multiple perspectives are considered to make collective decisions. Reflection in strategic thinking involves applying knowledge to new situations and adapting to new facts, enabling managers to navigate evolving circumstances.

The current research represents an attempt to articulate the correlation between the concepts of Organizational Commitment (OC) and Strategic Thinking (ST) to direct the organization's capabilities towards generating ideas for employees to offer new products and services in modern organizations. Based on this, the research problem is manifested in the following question: How can organizational commitment be improved and strategic thinking be enhanced within a pharmaceutical company in Samarra?

Organizational Commitment & Strategic Thinking

The study aims to explore the causal relationship between performance appraisal and organizational commitment, with the mediating role of strategic thinking among employees of the Department of Sports and Youth. This is an applied study in terms of its purpose and can be classified as descriptive-correlational in terms of methodology. The results indicate that strategic thinking does not have a statistically significant mediating role in the relationship

between performance appraisal and organizational commitment. Therefore, it is recommended that managers and authorities in the Department of Sports and Youth encourage employees to engage in forward-thinking and performance identification. This should be utilized to enhance organizational commitment and organizational prosperity through sound planning and a focus on justice in performance appraisal (Khaje & Moghtadi, 2024).

Currently, with the increasing changes and disruptions in the organizational environment, organizations need to adopt strategic thinking to survive and improve their performance relative to competitors. Strategic thinking helps employees move beyond daily challenges and adopt a long-term vision to fulfill their organizational commitments.

Thus, when considering strategic thinking, commitment to the organization surpasses passive loyalty, moving towards active engagement, which leads to performance appraisals based on strategic thinking, thereby promoting the health of the organization. Despite the various definitions of strategic thinking, studies on how to develop this type of thinking and the impact of individual, group, and organizational factors on it remain limited. However, some research has shown that proper performance appraisal can increase organizational commitment, considering employees' strategic thinking. In analyzing the relationship between strategic thinking and organizational commitment, Oliveira & Honorio (2020) found that a strategic approach in the human resources system positively and significantly influences employees' organizational commitment.

The Practical Aspect

Research Method

To analyze the data collected through the questionnaire, computer software packages (SPSS V.28) were utilized. Various methods were employed, including the use of "Cronbach's Alpha coefficient" to measure reliability, means to gauge sample tendencies, correlation coefficient to assess the strength and direction of relationships between variables, and simple linear regression to determine the impact of organizational commitment on strategic thinking. The reliability values obtained were (68.4%) for organizational commitment and (73.8%) for strategic thinking, indicating a robust and stable measurement tool. These findings demonstrate that the variables are of high quality and suitable for research purposes, as a reliability coefficient (Cronbach's Alpha) above 0.70 is considered acceptable.

Research Community and Sample

The research was conducted among employees at the General Company for Pharmaceutical and Medical Supplies in Samarra, which was selected due to its notable prosperity in Iraq. Due to the unavailability of precise statistical data regarding the

sample size, a random sample of 245 individuals was chosen. After identifying the research community and sample, the questionnaires were distributed, resulting in a collection of 211 responses. Some incomplete questionnaires (totaling 19) were excluded, leading to a final analysis of 192 questionnaires.

Research Instrument

The research instrument utilized was a questionnaire designed based on the Likert scale. It consisted of a set of statements measuring the attitudes of the sample towards the research variables. The questionnaire comprised two main variables, as shown in [Table 1](#).

Table 1: Research Instrument.

Author & Year	Scale Name	Sub-dimension
Hameli & Ordun (2022)	organizational commitment	<ul style="list-style-type: none"> • Emotional commitment • Continuance commitment • Normative commitment
Srivastava & D'Souza (2021)	strategic thinking	<ul style="list-style-type: none"> • Systems Thinking • Divergent Thought Process • Reflection

Statistical Treatment of the Research

Testing the Main Hypothesis

The main hypothesis tested was as follows:

There is a significant effect of organizational commitment on enhancing strategic thinking in the researched company at a significant level greater than ($\alpha \leq 0.01$), as shown in [Table 2](#).

Table 2: Correlation and Impact Table between Organizational Commitment and Strategic Thinking.

The independent variable	Correlation Coefficient	Sig.	The dependent variable	
Organizational Commitment	0.878**	0.000	strategic thinking	
Model	Sum of Squares	Mean Square	Test F	
Regression	79.859	15.570	Value	Sig.
The remaining	448.839	1.144	13.856	0.000
Model	R Square (R ²)	Std. Error	** The influence is statistically significant at the level of ($\alpha \leq 0.01$)	
The coefficient of determination	0.792	0.466		
Model	the value	Sig.		
Beta	0.342	0.000		

Based on the data presented in the previous table, it is clear that there is a significant and

positive correlation between organizational commitment and strategic thinking. The correlation coefficient ($R=0.878$) demonstrates statistical significance at a significance level of ($\alpha \leq 0.01$). This indicates that as organizational commitment increases, there is a corresponding increase in the ability to engage in strategic thinking. These findings validate the regression relationship and underscore the fundamental nature of the association between these variables. Furthermore, the examination of the table reveals a regression relationship between the variables, supported by the test value ($F=13.856$), which indicates statistical significance at a significance level of ($\alpha \leq 0.01$). The coefficient of determination ($R^2=0.792$) signifies that organizational commitment accounts for (79.2%) of the variation in strategic thinking. The remaining proportion is attributable to other variables not included in the regression analysis, as well as factors such as random sampling errors and measurement accuracy. The table also presents an impact coefficient ($\beta=0.342$), suggesting that organizational commitment influences the ability to achieve strategic thinking by 34.2%. This finding reinforces the validity of the main hypothesis.

The First Sub-Hypothesis Was Tested

Which states that there is a significant impact of affective commitment on enhancing strategic thinking in the researched company. The results indicate a statistically significant effect at a significance level of ($\alpha \leq 0.01$), and are shown in [Table 3](#).

Table 3: Correlation and Impact Table Between Affective Commitment & Strategic Thinking.

The Independent Variable	Correlation Coefficient	Sig.	The dependent variable	
Affective Commitment	0.766**	0.000	strategic thinking	
Model	Sum of Squares	Mean Square	Test F	
Regression	47.425	7.904	value	Sig.
The remaining	459.260	1.218	6.514	0.000
Model	R Square (R^2)	Std. Error	** The influence is statistically significant at the level of ($\alpha \leq 0.01$)	
The coefficient of determination	0.583	1.10372		
Model	the value	Sig.		
Beta	0.631	0.000		

Based on the previous table, it is evident that there is a significant positive correlation between affective commitment and strategic thinking. The correlation coefficient value ($R=0.766$) indicates statistical significance at a significance level of ($\alpha \leq 0.01$). This implies that an increase in focus on affective commitment leads to an increase in the ability to achieve strategic thinking. These findings confirm the validity of the regression relationship and highlight the essential nature of the relationship between the variables. Furthermore, the analysis of the previous table reveals a significant regression relationship between the variables, as indicated by the test value ($F=6.514$) at a significance level of ($\alpha \leq 0.01$). The coefficient of determination ($R^2=0.583$) suggests

that affective commitment explains (58.3%) of the variance in strategic thinking. The remaining proportion is attributed to other variables that were not included in the regression analysis, as well as random sampling errors, measurement accuracy, and other factors. Moreover, the table indicates an impact coefficient ($\beta=0.631$), indicating that affective commitment influences the enhancement of strategic thinking by 63.1%. This further supports the validity of the first sub-hypothesis.

The Testing of the Second sub-Hypothesis

There is a significant effect of continuance commitment in enhancing strategic thinking in the company researched at a significant level of ($\alpha \leq 0.01$), as shown in Table 4.

Table 4: Correlation and Impact Table between Continuance Commitment & strategic Thinking

The independent variable	correlation coefficient	Sig.	The dependent variable	
Continuance Commitment	0.739**	0.000	strategic thinking	
Model	Sum of Squares	Mean Square	Test F	
Regression	9.720	1.944	Value	Sig.
The remaining	496.965	1.315	1.483	0.000
Model	R Square (R ²)	Std. Error	**The influence is statistically significant at the level of ($\alpha \leq 0.01$)	
The coefficient of determination	0.652	0.84661		
Model	the value	Sig.		
Beta	0.411	0.000		

Based on the previous table, it is clear that there is a significant positive correlation between continuance commitment and strategic thinking. The correlation coefficient value ($R=0.739$) indicates statistical significance at a significance level ($\alpha \leq 0.01$). This means that as the focus on continuance commitment increases, the ability to achieve strategic thinking also increases. It confirms the validity of the regression relationship and the essential nature of the relationship between the variables. Furthermore, the examination of the previous table demonstrates the presence of a regression relationship between the variables, as evidenced by the significant test value ($F=1.483$) at a significance level of ($\alpha \leq 0.01$). The coefficient of determination ($R^2=0.652$) reveals that continuance commitment accounts for 65.2% of the variance in strategic thinking. The remaining portion of the variance is explained by other factors not included in the regression relationship, as well as random sampling errors and measurement accuracy. Moreover, the table indicates an impact coefficient ($\beta=0.411$), indicating that continuance commitment has a (41.1%) influence on enhancing strategic thinking. This further supports the validity of the second sub-hypothesis.

The Testing of the Third Sub-Hypothesis

There is a significant effect of normative commitment in enhancing strategic thinking in the researched company at a significant level of ($\alpha \leq 0.01$), as shown in Table 5.

Table 5: Correlation and Impact Table between Normative Commitment & strategic Thinking.

The Independent Variable	Correlation Coefficient	Sig.	The Dependent Variable	
Normative Commitment	0.739**	0.000	strategic thinking	
Model	Sum of Squares	Mean Square	Test F	
Regression	9.720	1.944	Value	Sig.
The remaining	496.965	1.315	1.489	0.000
Model	R Square (R ²)	Std. Error	** The influence is statistically significant at the level of ($\alpha \leq 0.01$)	
The coefficient of determination	0.649	0.86441		
Model	the value	Sig.		
Beta	0.414	0.000		

Based on the previous table, it is evident that there is a significant positive correlation between continuing commitment and strategic thinking. The correlation coefficient ($R=0.739$) indicates statistical significance at a significance level of ($\alpha \leq 0.01$), implying that as the level of continuance commitment increases, there is a corresponding increase in the ability to achieve strategic thinking. These findings provide strong evidence supporting the validity of the regression relationship and the essential nature of the connection between these variables. Further examination of the table confirms the presence of a regression relationship between the variables, as indicated by the significant test value ($F=1.489$) at a significance level of ($\alpha \leq 0.01$). Moreover, the coefficient of determination ($R^2=0.649$) reveals that continuance commitment accounts for 64.9% of the variance in strategic thinking. The remaining variance is attributed to other factors that were not included in the regression analysis, as well as random sampling errors and measurement accuracy. Furthermore, the impact coefficient ($\beta=0.414$) displayed in the table demonstrates that continuance commitment has a notable influence on enhancing strategic thinking, accounting for 41.4% of the variation observed. This additional evidence further supports the validity of the third sub-hypothesis. By establishing the validity of these sub-hypotheses, the main hypothesis has been effectively substantiated.

DISCUSSION OF RESULTS

The search results indicate that organizational commitment dimensions generally have a positive impact on enhancing strategic thinking. These results are consistent with the confirmation by Liedtka (1998) that employing all dimensions of strategic thinking leads to generating value for organizational employees and adapting to environmental changes by leveraging current capabilities. A prior study described that strategic thinking activates organizational commitment. Organizations that rely on strategic

thinking are better equipped to solve strategic problems, formulate hypotheses, envision their future, and enhance their ability to adapt to a changing environment to improve their competitive position. The results are also in line with a prior study which suggests that strategic thinking provides organizations with several characteristics, including a comprehensive understanding of their environment, focusing on creativity and innovation, investment in new ideas, and utilization of existing ideas. These characteristics serve as essential elements for enhancing organizational commitment. The research results can be interpreted by considering the role of strategic thinking in enhancing the capabilities and skills of top management in formulating strategy and decision-making processes, leading to increased emotional commitment within the organization, even in resource-constrained environments. Strategic thinking motivates both employees and top management to engage in continuous development and updates by promoting processes of creativity and innovation, driven by exploring new ideas and applications to remain competitive. This, in turn, promotes normative commitment. Moreover, strategic thinking assists top management in anticipating environmental changes, enabling them to recognize the need for organizational change and renewal to align with these changes. By leveraging financial resources and reemploying existing procedures, normative commitment is further nurtured. The study revealed that the company researched demonstrates a moderate level of organizational commitment with an average score of 3.10. There is also a statistically significant and positive relationship between organizational commitment and the enhancement of strategic thinking within the researched company. The results indicate that organizational commitment has a statistically significant and positive impact on promoting systemic thinking within the organization. Furthermore, the findings also confirm that organizational commitment has a significant and positive statistical impact on embracing diverse ideas and fostering thinking within the company. The average mean score for strategic thinking activities within the company is 3.37. Based on the results, the study recommends the following actions for the researched company. It is of utmost importance for the company to integrate strategic thinking into strategic planning processes and the implementation of organizational strategies, considering its significant importance in enhancing competitive positioning. There is a need to develop and enhance the competencies of managers at all levels regarding organizational commitment by encouraging discussions among employees to address work-related issues and problems. Efforts should be made to provide the necessary prerequisites for facilitating strategic thinking processes. This includes developing an organizational culture that supports strategic thinking, adopting a clear vision, fostering innovation and creative processes to adapt to market changes, and employing systemic thinking as an approach to handle future challenges and continuously improving strategic thinking through organizational commitment. It is important to utilize research-based measures to assess and improve levels of strategic thinking practices. Continuous efforts should be made to achieve organizational commitment by promoting strategic thinking and considering alternative approaches, given the significance of organizational commitment in organizational performance and long-term sustainability.

It is necessary to establish dedicated units specialized in strategic thinking that emphasize clear managerial practices and procedures, along with providing the required resources for their functioning and obtaining support from top management.

MANAGERIAL IMPLICATIONS

This study explores ways to enhance organizational commitment through developing strategic thinking, focusing on several key managerial points. Firstly, integrating strategic thinking into the organizational planning process is essential. Managers should ensure that their strategies reflect the company's long-term vision and adapt to the ongoing changes in the pharmaceutical sector.

Secondly, enhancing organizational commitment requires strengthening employees' strategic thinking capabilities, which necessitates creating an environment that encourages the development of these skills through effective training programs.

Furthermore, building a supportive organizational culture is a critical factor. Managers should promote innovation and strategic thinking. Effective communication about strategic goals helps employees understand their role in achieving these objectives, thereby enhancing their commitment.

It is also crucial to regularly monitor and evaluate the impact of strategic thinking initiatives on organizational commitment while being responsive to external changes.

By addressing these managerial aspects, Samarra Pharmaceuticals can enhance organizational commitment through improved strategic thinking, thus strengthening its competitive position in the market.

CONTRIBUTION

This study contributes to the literature on organizational behavior and strategic management by exploring the relationship between organizational commitment and strategic thinking. The study provides empirical evidence on how enhancing strategic thinking can lead to improved organizational commitment within the context of the General Company for Pharmaceutical and Medical Supplies/Samarra Pharmaceutical Company. The findings offer valuable insights into the mechanisms through which strategic thinking impacts various dimensions of organizational commitment, providing a nuanced understanding that benefits both theory and practice. Furthermore, the study adds to the limited research on strategic thinking in the pharmaceutical industry, highlighting its crucial role in fostering a committed workforce. By focusing on a specific company within a dynamic and competitive industry, this research also contributes to the broader discourse on how organizations can leverage strategic thinking to enhance employee loyalty and performance, ultimately strengthening their competitive position in the market.

LIMITATIONS AND FUTURE RESEARCH

The research limitations and future research directions are as follows:

Generalization of Results:

Despite the importance of the findings of the current research, there are certain limitations that need to be considered. Firstly, the research was limited to the General Company for Pharmaceutical Industries and Medical Supplies in Samarra. Therefore, the results cannot be generalized to other companies.

Sample Size and Analysis:

Another limitation of the current research is the limited sample size and analysis of respondents. Future research could benefit from larger sample sizes and more robust analytical methods to enhance the validity and reliability of the findings.

Regarding future research, the researcher suggests conducting studies focused on organizations operating in industrial or service sectors. Strategic thinking is important for future management studies, and there is a need for strategic thinking at various organizational levels. This can help determine which sectors exhibit higher organizational commitment and achieve higher levels of strategic thinking. Additionally, conducting studies on organizations of different sizes can help confirm the obtained results. Furthermore, the researcher proposes conducting future research that explores the relationship between organizational commitment and variables that have not been adequately covered in previous studies, such as strategic intelligence, strategic agility, and entrepreneurial orientation. Expanding the scope of the research to include organizations of different sizes to confirm the results obtained in this study. Future research directions may also include testing the impact of strategic thinking in sectors beyond the industrial or healthcare sectors, as well as expanding the use of more robust analytical methods and larger sample sizes to ensure the validity of the results.

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