

# **The impact of strategic thinking on the performance of industrial companies listed on the Amman Stock Exchange**

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**Abstract:** *This study aimed to identify the impact of strategic thinking on the performance of industrial companies listed on the Amman Stock Exchange. The study population consisted of industrial companies. A sample was taken from 3 companies (Al-Thiqa Jordan Investments - Golden Horse Project Management and Consulting - Jordan Medical Materials Industry Limited Shareholding). The study sample was selected in a simple random manner. The number of workers reached (150), 90 of whom are valid for analysis, and the study tool was the questionnaire, and its validity and reliability were verified. The study reached the following main results: The impact of strategic thinking on performance in industrial companies listed on the Amman Stock Exchange, where the results of the hypothesis test showed that "intelligence has an impact on performance in industrial companies. The variables of the dependent variable (profitability, return on investment, market share) in the industrial companies listed on the Amman Stock Exchange are due to the high regression according to the variables of statistical analysis. It is "the employee is quick and intuitive, which helps in the accuracy of work in the Jordanian industrial companies, where it was found that there is employee awareness of the problems facing the business and their solution. The study recommended the following: 1 - setting clear and specific work priorities in line with the organization's strategic vision 2 - ensuring work in accordance with the mission of the organization Its objectives, and the consolidation of the principle of specialization in work away from competition in the collection of grants 3-Adoption of rewards policies and material and moral incentives for the creator yen new. 4-Establishing a special section to follow up on ideas and suggestions related to companies to increase profits and market share.*

**Keywords :** *Strategic thinking , performance , Organizational thinking , Intelligence*

## **I. Introduction**

The world is going through a period of major economic, political and social transformations that present challenges to all institutions, whether governmental or private, which has led to a radical change in the areas, patterns and standards that govern the work of these institutions. Strategic thinking is a guide, guide and paths that organizations work on at different levels aiming for survival and continuity. It is a binding and obligatory state, not a formal and discretionary process for managers. Dealing with the organization's goals and strategies, as well as thinking according to the activities or divisions that are directed towards achieving the national goals that contribute to achieving the basic goals. Hence the so-called strategic thinking arose, which is a specific intellectual path that has a clear itinerary of its own and has specific goals. It is an intellectual (channel) that transmits and receives images between planning and strategic thinking through which we can obtain distinctive results from the planning processes that we carry out, whether in the world of money Or realization, and that strategic thinking is distinguished from executive thinking of a procedural nature, academic thinking of a scientific nature, and political atonement that has an institutional advantage. And principles, theories, and rational approaches that are taught over the years in specialized academies and are called "strategy science."

The performance process is one of the important processes practiced by human resource management. Through measurement and evaluation, the organization can judge the accuracy of the policies and programs it adopts, whether they are policies for recruitment, selection and appointment, or training, development and follow-up programs and policies for its human resources. The process can also be used, if the organization is good at accomplishing it, as a means of attracting newcomers and human resources with a good qualitative structure for the organization.

The performance appraisal process may reflect the legal, social and ethical image of the organization. The interest in how to find smart organizations is an interest in the field of business management. Recently, business organizations have been looking for methods and best practices that make them different from others, such as becoming high-performance organizations and distinguished organizations. The future forecast is from the management that is important in development and a description of a better future image that the organization aspires to and that excels with it over its current conditions in one or more aspects of this image. Studies have shown that systemic thinking is a process through which all aspects of a situation or problem are taken into consideration, and that the organization is facing many of these problems. Therefore, organizational thinking works to solve organizational problems in institutions. The goal of making profit is one of the goals of business projects, in addition to its interest in achieving other social and economic goals, but it is not an indicator to

always judge the success of projects, as projects achieve an increase in profits, as the market share is also based on the distribution of profits in institutions and the need to increase the return on investment from an increase in profits. And raising the market shares in business organizations. Therefore, this study came to know the impact of strategic thinking on performance in industrial companies to clarify each of these variables.

### **1.1 problem of the study:**

Many organizations face problems that occur within management, and thinking is a series of complex processes that take place in the human brain at an amazing speed, whose task is to simplify the things that increase the burden, and analyze them into primary elements that can be linked, compared, presented, represented and photographed, and then come up with a vision or theory that constitutes a stable base for practical application. . Free thinking constitutes an obstacle to planning because it increases the burden with the abundance of unnecessary information on a topic that is being specifically planned. Therefore, strategic thinking may help organizations to focus on producing more effective decisions that may create general value, in addition to implementing the organization's vision and appropriate delegation. Moreover, it satisfies the main shareholders. The research problem is crystallized in knowing the factors of strategic thinking on performance in industrial companies in Jordan and their impact on their performance. This study attempts to answer the following questions:

- 1- What is the level of strategic thinking on performance in Jordanian industrial companies (Al-Thiqa Jordan Investments - Golden Horse for Project Management and Consultations - Jordan Medical Materials Industry Limited Shareholding)?
- 2- What is the level of innovation on the performance of the employees of the Jordanian industrial companies (Al-Thiqa Jordan Investments - The Golden Horse for Project Management and Consultations - The Jordan Medical Materials Industry Limited Shareholding)?
- 3- What is the impact of intelligence on performance in Jordanian industrial companies (Al-Thiqa Jordan Investments - The Golden Horse for Project Management and Consultations - The Jordan Medical Materials Industry Limited Shareholding)?
- 4- What is the impact of future forecasting on the performance of Jordanian industrial companies (Al-Thiqa Jordanian Investments - Golden Horse for Project Management and Consultations - Jordan Medical Materials Industry Limited Shareholding)?
- 5- What is the impact of organizational thinking on the performance of Jordanian industrial companies (Al-Thiqa Jordan Investments - The Golden Horse for Project Management and Consultations - The Jordanian Medical Materials Industry Limited Shareholding)?

### **1.2 importance of the study:**

By studying the impact of strategic thinking on performance, which is of great importance to organizations and institutions. Therefore, it requires providing a clear vision of what the future will look like. It has also become necessary to activate strategic thinking that enables us to confront global and local challenges by developing effective strategies while achieving flexible implementation of these. strategies.

Hence, the importance of strategic thinking has become the core of the essence of strategic management, which requires the need for administrative leaders in organizations to allocate a large part of their time in thinking about future situations instead of being satisfied with confronting and managing current crises, and it has become necessary to take into account the principle that "strategic planning begins with thinking." strategic"

The industrial companies sector is one of the important sectors in the social system that prevails in the Jordanian society. Therefore, because of its great importance, strategic thinking must be developed in the development of the industrial companies sector system.

### **1.3 Objectives of the study:**

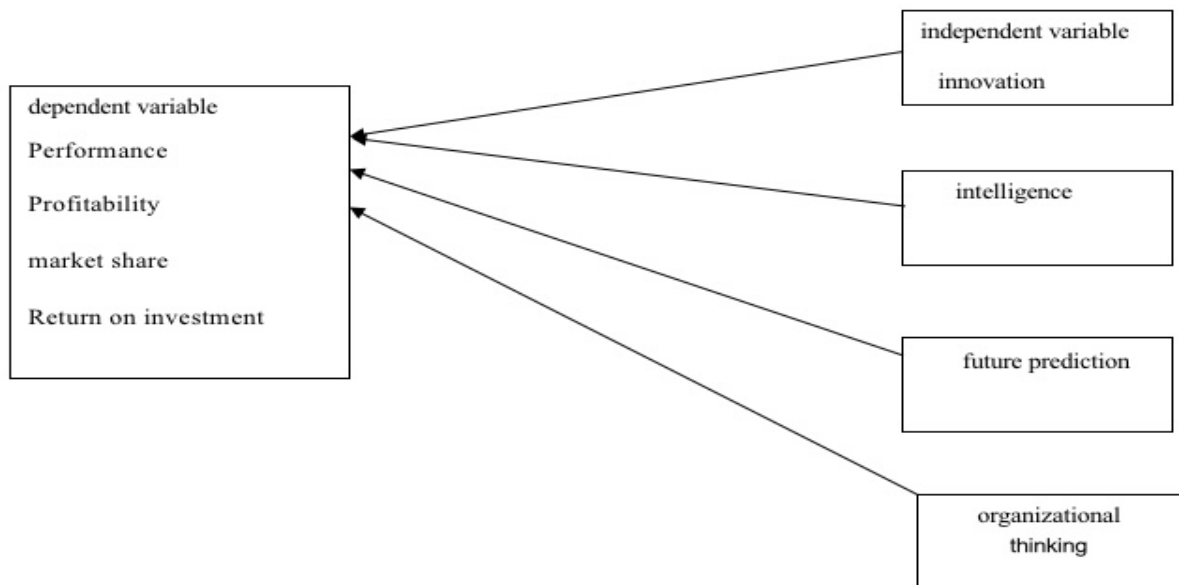
This study seeks to achieve the following objectives:

1. Identifying some factors of strategic thinking on performance in Jordanian industrial companies (Al-Thiqa Jordan Investments - The Golden Horse for Project Management and Consultations - The Jordan Medical Materials Industry Limited Shareholding)
2. Getting acquainted with the reality of performance in the Jordanian industrial companies (Al-Thiqa Jordan Investments - The Golden Horse for Project Management and Consultations - The Jordan Medical Materials Industry Limited Shareholding)
3. Knowing the impact of strategic thinking on the level of performance in Jordanian industrial companies (Al-Thiqa Jordan Investments - The Golden Horse for Project Management and Consultations - The Jordanian Medical Materials Industry Limited Shareholding)
4. Identifying the factors affecting profits, return on investment and market share in the Jordanian industrial companies sector (Al-Thiqa Jordanian Investments - Golden Horse for Project Management and Consultations - Jordan Medical Materials Industry Limited Shareholding)
5. Providing recommendations and results from the scientific study, which can contribute to enhancing the level of strategic thinking on performance, which will reflect positively on their performance and thus help them in

providing distinguished services to the Jordanian industrial companies sector. (Al-Thiqa Jordanian Investments -

**1.5 study model:**

**(1-1) Study model**



Source: (Al-Badah, 2016, Douai, 2015)

**1.6 procedural terms:**

**1- Strategic thinking**

It is a special way of thinking, concerned with treating insight, which results in an integrated perspective of the organization, through a synthetic process resulting from the good use of intuition and creativity in drawing directions. (Al Mulla, 2019)

The Golden Horse for Project Management and Consultations - The Jordanian Medical Materials Industry Limited Shareholding)

**1.4 hypotheses of the study**

After the study problem was formulated and identified in a number of questions, the following hypotheses were formulated:

**1.4.1 The first main premise:**

H0: There is no statistically significant effect at an arithmetic mean (M = 3.5) and a significance level ( $\alpha = 0.05$ ), of strategic thinking on the performance of industrial companies whose name is listed in the Amman Stock Exchange, and the following hypotheses emerge from them:

H01: There is no statistically significant effect at an arithmetic mean (3.5 = M) and a significance level ( $\alpha = 0.05$ ), for innovation on the performance of industrial companies.

H02: There is no statistically significant effect at an arithmetic mean (3.5 = M) and a significance level ( $\alpha = 0.05$ ), for intelligence on the performance of industrial companies

H03: There is no statistically significant effect at an arithmetic mean (M = 3.5) and a significance level ( $\alpha = 0.05$ ), for future prediction on the performance of industrial companies

H04: There is no statistically significant effect at an arithmetic mean (3.5 = M) and a level of significance ( $\alpha = 0.05$ ), for organizational thinking on the performance of industrial companies

**1.4.2 The second main premise:**

H0: There is no statistically significant effect at arithmetic mean (M = 3.5) and significance level ( $\alpha = 0.05$ ), on the performance of the variables (profitability, return on investment, market share) in industrial companies whose name is listed in the Amman Stock Exchange, and the following hypotheses emerge from them: H0: There is no statistically significant effect at an arithmetic mean (3.5 = M) and a level of significance ( $\alpha = 0.05$ ), on the

performance of industrial companies to raise profitability. H0: There is no statistically significant effect at arithmetic mean ( $3.5 = M$ ) and significance level ( $\alpha = 0.05$ ), on the performance of industrial companies to raise the return on investment. H0: There is no statistically significant effect at an arithmetic mean ( $3.5 = M$ ) and a significance level ( $\alpha = 0.05$ ), on the performance of industrial companies to raise the market share.

### **2- Innovation:**

Innovation is a dynamic mental process that requires innovative thinking to be one of its interventions to develop new ideas or create new uses for existing services while emphasizing that innovation must be something better. The dynamic of innovation can be described as a cycle that revolves around innovation and change so that this cycle is not linear.

### **3- Intelligence:**

An ability that appears through a wide range of interacting and cooperative functions in an individual's behavior (Al-Surour, 2019)

### **4- Forecasting the future:**

It is a description of a better future image that the organization aspires to and excels in over its current conditions in one or more aspects of this image. (Al-Baqubi, 2016)

### **5- Organizational thinking:**

A system of operations that translates the individual's ability to read the systemic figure, realize its relationships, extract and supplement these relationships, and then draw the figure in all its details. (Al-Yaqoubi, 2016)

### **6- performance:**

The individual's carrying out the tasks, activities and duties related to his job assigned to him by virtue of his work, and the performance of this work can be judged through special standard measures that specify the quantity and quality of the effort expended and the pattern of performance. (Harem, 2019)

### **7- Profitability:**

It is the excess of total revenue over total costs during a certain period, that is, the difference between the value of the revenue generated and its cost. (Abu Nassar, 2016)

### **8- Market share:**

It is the percentage of total industry or market sales that a company receives over a specified period of time. This can be calculated through the volume of units sold or through the volume of revenue generated. (Abu Nassar, 2016)

### **9- Return on investment**

It is the ratio of money gained or lost in an investment to the amount of money invested. (Friday, 2014)  
limits of the study:

A- Spatial limits: This study relied on a number of industrial companies (Al-Thiqa Jordan Investments - Golden Horse Project Management and Consultations - Jordan Medical Materials Industry Limited Shareholding) in Amman

B - Time limits: The study is expected to be completed during the year 2021/2022

C. Human limits: The study will depend on the target groups of workers (administrative) in these Jordanian industrial companies (performance).

d- Scientific limits: the independent variable (innovation, intelligence, future prediction, organizational thinking) was relied upon, which was derived from strategic thinking as it is in the study model, and the dependent variable (performance, profitability, market share, return on investment).

## **II. Theoretical framework**

### **2.1 strategic thinking**

The importance of strategic thinking is that it is a contemporary approach and an intellectual pattern that contributes to achieving harmonization between organizational capabilities, the reality of competition, and the future of the organization by studying the foreseeable relationships of all activities and their interactions with various environmental patterns. Where strategic thinking is one of the challenges faced by senior management in any organization, as it is a tool that enhances the organization's ability and competitive advantages by creating a degree of readiness that constitutes a leap for success. (Al-Douri, Salih, 2019: 27, and Salih Arafah Al-Zahir. It is an intellectual path that has its own itinerary that relieves the mind of the trouble of intertwined thoughts, impurities and perceptions that the mind does not need while thinking about a specific topic that has specific goals, and thinking is effective only if It led to the required results with the least possible effort and in the shortest possible time, and this is what strategic thinking aims at. We can plan for the future, and then achieve acceptable results without resorting to the theories of great thinkers about how to plan, its methods, and its problems if thinking is committed to a specific strategy that ensures not deviating from the path. (Al-Zahir et al., 2019) see that strategic thinking is an intellectual channel that transmits and receives images and ideas that are appropriate to the desired goal, and does not capture images and ideas sent from another intellectual channel that exhaust the mind, confuse it, and hinder its speed and effectiveness, except for those related to the subject (Al-

Ghaliby and Idris, (2017) An opinion emerged that strategic thinking is the basis for the formulation of strategy and strategic planning, since they flow into major work programs used by the organization to achieve its mission and goals. It comes according to an epistemological view that it is an essential element that determines the survival of business organizations that operate in a changing environmental environment. It was expressed in the strategic poster that shows the organization's direction towards its environment (Al-Khafaji, 2016.) Al-Mulla (2016) sees that thinking is a series of complex processes that take place in the human brain at an amazing speed, the task of which is to simplify the things that occupy the mind, and analyze them into primary elements that can be linked, compared and presented Acting and imaging, and then coming up with a conception or theory that constitutes a stable base for practical application, and free thinking constitutes an obstacle in the face of planning, because it exhausts the mind with a lot of unnecessary information on a topic that is being specifically planned, and from here the so-called strategic thinking arose.

### **2.2 Elements of strategic thinking**

Structured thinking: represents the ability to synthesize and integrate the various elements to understand how they interact with each other to reach the goals of the organization, so that the parts are studied in terms of their relationship to the whole, and evaluated where the strategic vision is a challenge facing the management of the organization to draw a future picture of managers from its current environment and position Competitiveness (Al-Barwari, 2016) indicated that the strategic vision is the future aspirations of managers that determine the nature of the organization's future business and the market position it wants to achieve based on the environment in which it operates.

### **2.3 Features of strategic thinking:**

Strategic thinking has the following characteristics:

- 1- Optimistic and humanistic thinking that believes in human capabilities and mental energies to penetrate the world of the unknown and predict the possibilities of what will happen and urges the necessity of employing the available knowledge and providing an atmosphere that encourages participation in creating the future.
- 2- Competitive thinking whose supporters recognize the reality of the conflict between opposites and forces and look forward to seizing opportunities before others and believe that minds and insightful people who precede others in discovering new knowledge, or applying ideas in different formats, prevail. Strategists are prone to risk and competition to keep thinking about what's new.
- 3- Strategic thinking is more developmental than reformist because it starts from the future to derive the image of the present and proceeds from the external vision through which it deals with the internal environment.
- 4- Strategic thinking is multi-vision and angles, it requires looking forward in his understanding of the past, adopting looking from the top to understand what is below, employing abstract reasoning to understand what is total, and resorting to diagnostic analysis to understand the reality of things realistically.
- 5- It employs quantitative methods, the language of numbers, and the laws of causation and consistency in understanding the independent and dependent variables in the relationships of things with each other (Al-Zahir, 2019).

### **2.4 Advantages and benefits of strategic thinking:**

Strategic thinking is characterized by the presence of several advantages and benefits, including the following:

- 1- Crystallizing the intellectual framework for looking at the organization in its total surroundings and its holistic relations instead of describing it as a closed box, neither affecting nor being affected by the variables surrounding it.
- 2- Emphasis on the importance of anticipating the future and determining its trends and possibilities, instead of being preoccupied with the present and the total ramification of its problems, which are an extension of the past.
- 3- Unifying efforts and mobilizing energies towards goals and objectives instead of focusing them on means and details.
- 4- It has improved the functionality of human resources, their energies and their correct and tacit knowledge, and urged them to be creative and innovative.
- 5- Achieving adaptation, harmonization and positive interaction with the external environment and containing the supporting and supporting forces of the organization preparing and preparing or crises and anticipating events before they occur, and preparing workshops and operating rooms to control their conditions.
- 6- Enabling organizations and leaders to involve the operating, client and beneficiary parties in presenting the vision and setting perceptions, and uniting efforts with organizations and civil society to achieve common goals.
- 7- Strategic thinking contributes to strengthening loyalty, belonging and satisfaction among employees and drawing them towards strategic goals and objectives.
- 8- Strategic thinking helps to spread a culture of dialogue, participation, frankness, optimism and transparency in the environment of organizations, and deepen responsibility and self-censorship.
- 9- It enhances the confidence of individuals, groups and organizations in themselves and their identity, unifies their word, inspires hope and makes them feel their ability to contribute to making their own future and to

compare their options instead of surrendering to the other and recognizing his superiority (Al-Ghaliby and Idris, 2017).

### **2.5 Strategic thinking factors:**

The factors of strategic thinking are (recurring patterns of events, choosing a person responsible for strategic thinking, making use of past events to predict the future, and using past knowledge to prepare an appropriate model for decision-making. (Al-Badri, 2015)

Strategic thinking is a more creative and rich way to think about how to identify future issues, opportunities and threats facing the organization and how to deal with them to ensure the continuity and development of the organization. And making accurate predictions with the possibility of formulating strategies and taking appropriate decisions at the required speed. Therefore, strategic thinking produces a successful strategy that combines a large number of factors related to the internal and external environment, the organization's purposes, human resources, issues related to the culture prevailing within the organization and how to take advantage of its scarce resources, in other words, it produces the most successful A strategy that the organization can formulate and implement. Strategic thinking is based on a set of agreed upon visions and is based on following a systematic framework that is oriented towards the future, through which the thinker can direct the organization starting from the transition from daily administrative operations and facing crises to a vision of Different internal and external factors capable of achieving change in the surrounding environment in order to achieve in the end an effective direction in a better way for the organization. This thinking is directed to the future without neglecting the past and realizing the reality in which the organization stands, which leads to avoiding past mistakes. (Al-Badri, 2015).

For the purposes of the current study, the researcher deals in some detail with the following factors for strategic thinking, according to a study (65: 2016. Al et Monnavarian, and we will discuss these advantages as follows:

#### **innovation :**

The general public and some researchers use the terms innovation and creativity to denote the same meaning (Ayoub 2016), but some writers and specialists tend to differentiate between the two terms. Creativity is related to exploring a new and distinctive idea, while innovation is related to putting this idea into practice in the form of a process, commodity or service that the company provides to its customers or dealers. Stamm (2015, Stamm) explains the relationship between innovation and creativity through the following equation: Creativity = innovation + presenting a good or service to the market. Based on this, it can be said that there is a need for innovative people who have the ability to discover these ideas. But the presence of such people It is not enough alone, there must be bodies or institutions that adopt these ideas and turn them into a useful good/service for a particular party, as the prevailing opinion is that most people can be innovative if the appropriate conditions are available for that. Sufficient skill to achieve this goal (Al-Hizan 2015) and based on this differentiation, it can be said that innovation precedes creativity.

Perhaps this concept meets much" with what Amabile (2014) refers to, where she sees that many people link innovation to the originality of the idea. Strategic thinking is one of the The approaches to strategic management, whose management activities require a degree of creativity and insight, or the so-called sudden realization as defined by the Gestalt school.

This concept calls for designing rules and actions in a new way without imitation of the past based on A knowledge base prepared for this purpose. This stands in opposition to the trend that the future is inseparable from the past and the present. In this context, the link between strategic thinking and creativity is called the strategy of creative imagination, and among the aspects of creative thinking is the so-called strategic fit of the organization (Fit Strategic) Younis and Al-Hiti, 2016.)

#### **Forecasting the future:**

(visioning) is a description of a better future image that the organization aspires to and outperforms its current conditions in one or more aspects of this image (Obeid, 2019). The process goes beyond just the process of looking beyond events to include understanding and awareness as well (Al-Ghaliby and Idris, 2018). Vision has been described in many ways as "the art of seeing the invisible (intangible) as it was considered a form of leadership and one of the great (sensitive) tasks that It is carried out by senior leaders in the organization and the vision does not mean just a perception or imagination related to a period or future situations, but rather it is a tool and an ability based on capabilities, experience and a rational study of the reality and future of the organization, making it achieve the desired goal in uniting workers towards the organization's higher goals.

#### **Intelligence:**

The concept of intelligence is one of the concepts that has attracted the attention of psychologists and researchers since its appearance, as they have studied it from multiple aspects and presented many theories that explain its nature, dimensions and structure (Mohammed, 2019). Intelligence is defined as the process of processing information by processing raw data before interpreting and transforming it. Understandable and useful information (McDowell, 2019). Intelligence is also the ammunition of management, as it gains the power of acumen and attainment of success. Studies and research have confirmed the existence of a strong relationship

between the success of organizations and the characteristics of their managers and leaders, foremost of which is the trait (intelligence) in a study conducted by the American Robert Half Foundation for information about the influencing factors. In the selection of administrative leaders, it was found that the highest percentage was for the element of intelligence (Saleh et al., 2016).

**organizational thinking :**

Structured thinking embodies the ability to synthesize or combine different elements for the purpose of analyzing them and understanding how they interact to form a system or a clear picture about the things being dealt with (Al Nuaimi, 2018). Life and Environment (Saleh et al., 2016.) There are three types of systems:

1- The mechanical system: where the parts of this system interact in order to serve the goals of the system, such as designing the car for transportation purposes

2- The organic system: it is like the human body, where the parts of this system are genetically designed to interact with the goals of the system and its service.

3- Social system: the human parts of a social system have their own goals. Therefore the leadership must be able to motivate it to serve the purposes of the system. The system that is based on this element is determined by three conditions, namely (Maccoby (2011),

1- Each part of the system can be affected by each part of the system as a whole depends on the behavior and characteristics of at least another part of the system

2- The way each part of the system affects the whole depends on the behavior and characteristics of at least another part of the system.

**performance**

Performance is one of the most important goals that any organization seeks to achieve, as performance contributes directly to the development and increase of services, or perhaps to the weakness and deterioration of these services. During the performance, giving a judgment on the extent of mastery of the work or the extent to which individuals possess a certain skill, information or idea, and thus the ability to determine the individual's positive or negative role in the management hierarchy followed in the organization.

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Job performance at the individual, group and organizational level is a primary goal for organizations, as no organization can survive and continue without judging the effectiveness of individuals, groups and organizations. Robbins (2013)

**Factors that support performance:**

The factors that support performance can be summarized as follows: (Dessler, 2017)

1 - The organization must understand the workers what is specifically required of them in order for the performance in it to be characterized by vitality and effectiveness.

2- It is very important for the organization to find the means that enable the workers to achieve the confidence to work on their own without the support of anyone.

3- Managers have a responsibility to lead both those who report to them and those occupying important jobs who have an impact on their performance to ensure that everyone acts as a source of energy rather than as a consumer of the energy of others.

4- Efficient managers must set clear goals so that employees can know the capabilities of their jobs. Providing new experiences that increase their acquired experiences (Brown, 2016).

5- Managers are responsible for giving advice in the field of improving performance, appreciating and encouraging outstanding performance, and putting their hands on deficiencies and working to avoid them.

6- Adopting the style of management by goals, due to its role in improving performance in the organization, as many studies indicated that, management by goals is linked to positive attitudes towards work, and the participation of employees in decision-making improves performance and job satisfaction.

**The concept of performance appraisal**

The subject of performance appraisal has attracted the attention of many writers and researchers, and this was evident in many researches and studies that provoked controversy and debate about it, as some researchers expressed doubts about its validity and reliability, while others went to consider it an effective tool in the hands of the Human Resources Department. And this is an entrance to determine its idiomatic meaning. (Havard, 2016)

**performance appraisal goals**

**profitability:**

The goal of making profit is one of the goals of business projects, in addition to its interest in achieving other social and economic goals, but it is not an indicator to always judge the success of projects. The projects may achieve an increase in profits due to the lack of maintenance work, for example. Instead, there is a comprehensive quality approach that is linked to indicators such as performance rate and profitability rate. And the efficiency rate and the effectiveness rate, but projects in general are interested in achieving a quantity of profits characterized as a use of funds in the form of distributions to shareholders or to pay dues on the project to external parties. The statements of the financial position and the results of the works published in the annual

reports of the projects, in percentages based on the relationship between profit and sales or available project investments, and among these percentages are the following: (Al-Nuwaisa, 2016, 123).

**a) Relationship ratios between profit and available investments:**

Available investments refer to many meanings, including the investor’s capital, the total assets and property rights, and also the investor’s capital. It may mean the total invested capital or the net invested capital, and the profit also includes the net operating profits. Therefore, when studying the ratios, it is necessary to note the following:

- 1) The profit in relation to the available investments is calculated in various forms and according to the desire and objective of the analyst.
- 2) Consistency between the numerator and denominator of the ratio. For example, if we want to calculate the return on equity, for example, it is necessary to calculate the return that interests shareholders.
- 3) To avoid ambiguity, clear words must be given to the situation during the research and analysis.

**b) Basis ratios for the relationship between profit and sales :**

- 1) Gross Profit Ratio: This ratio measures the relationship between gross profit and sales or operational performance ratio, where gross profit is the surplus revenue from the sale of goods and its formula is as follows:

$$\frac{\text{gross profit} \times 100\%}{\text{the sales}}$$

- 2) Net Profit Edge Ratio: This ratio reflects the net profit that the buyer gets for each sales dinar after covering all operating expenses and its formula is as follows:

$$\frac{\text{net operating profit} \times 100\%}{\text{Net sales}}$$

market share.:

It is the share in which the share is sold and bought in the markets. It depends on the factors of supply and demand and the extent of market efficiency. It is not necessarily the fair price of the share because it may increase or decrease from its fair price according to the level of efficiency of the market in which the share is dealt. The higher the efficiency level, the closer the market value of the share of its fair price. Market share is what specialized newspapers publish in the information they publish about stocks. (Hanafi, 2013).

**III. METHODOLOGY AND PROCEDURES**

**3.1 Study Approach:**

In the study, the researcher used the descriptive analytical method to classify and classify the data for the sake of the accurate description of the study and the study population. The questionnaire tool was used to collect data related to the study variables, in preparation for reaching the desired results, where the data collection process was carried out using library sources that contain references, scientific journals and books. Related to the subject of the study, scientific databases, sources, websites, and industrial companies available in Jordan.

**3.2 Study community:**

The study population consists of industrial companies in Jordan, and the following table shows the study population:

Companies name	Number
Al-Thiqa Jordan Investments	1
The Golden Horse for Project Management and Consulting	2
Jordan for the manufacture of medical materials limited share	3

Source: Amman Stock Exchange(2022 )

The sample consists of three industrial companies, and this sample was brought from the Amman Financial Market based on the Jordanian Companies Directory, which is (Al-Thiqa for Jordanian Investments - Golden Horse for Project Management and Consultations - Jordan for Medical Materials Industry Limited Shareholding) in Amman.

**3.3 study sample:**

A sample of (90) workers in industrial companies was selected.

**3.4 Study tools:**

In order to reach the results of the study, the researcher resorted to the appropriate statistical methods through the statistical program SPSS (statistical package for social sciences), specifically the researcher used the following statistical methods:

- 1- Measures of central tendency: the arithmetic mean, frequencies and percentages in order to describe the responses of the study sample about the study variables and to determine the importance of the paragraphs contained in the questionnaire, in addition to extracting the standard deviation to show the extent to which the answers are dispersed from its arithmetic mean.



- 2- Cronbach's alpha test: to test the reliability of the data collection tool used to measure the variables included in the study
- 3- Stability test.

### **3.5 Previous studies**

#### **A: Arabic Studies**

1- Al-Badah study (2016) entitled: The impact of strategic thinking patterns on competitive performance, an applied study on managers of financial brokerage companies in Kuwait. The Kuwaiti finance company, numbering 14 companies, and the study sample included all managers working in these companies, and a questionnaire was developed as a tool for data collection.

You will benefit from it in knowing strategic thinking in organizations in order to clarify it in the theoretical framework

2- Al-Fawaz's study (2018) entitled: Strategic thinking (patterns - practices - obstacles) among the principals of public education schools in the city of Jeddah. The study aimed to know the degree to which the principals of general education schools in Jeddah in the Kingdom of Saudi Arabia possess strategic thinking patterns, and a questionnaire was developed to collect information from the members of the study community, which consisted of 209 principals. One of the results of the study is that female directors have a holistic thinking style to a large extent, and the study indicated that there are statistically significant differences in the degree of possession of each of the diagnostic thinking for those who work in an independent government building.

3- Ayoub's study (2016) entitled Factors Affecting the Innovative Administrative Behavior of Managers in the Saudi Commercial Banks Sector and tried to find out the extent to which the prevailing work climate in the organization affects innovation and the manager's approach to solving problems and concluded that the relationship of understanding and cooperation between the manager and the subordinate is one of the factors Which positively affects innovation while the traditional manager's style affects negatively.

4- Barakat study (2016) entitled: Measuring the impact of the application of the enterprise resource planning system on the return on investment in Saudi industrial companies. The study aimed to find out if there is an actual application for the organization of enterprise resource planning. There is an effect of the level of planning application, and the researcher recommended companies that did not implement the enterprise resource planning system to do so, as he recommended companies that have recently started to implement it by deepening the application until it reaches a high degree of application that urges its financial performance.

#### **B: English Studies**

1- Study (Roorda, 2015) The impact of strategic thinking and leadership on the performance of strategic management in companies: This study aimed to identify effective strategies within the framework of strategic thinking necessary for the development and development of companies in a medium-term framework. The study sample included (145) managers in Britain. The questionnaire was used as a tool for collecting information, as well as conducting interviews. The study used the analytical method. The results of the study indicated that there is a positive relationship between the degree of strategic thinking and the development of strategic leadership, which in itself constitutes a leap in the development of companies in a focused manner, by reviewing the nature of strategy and strategic leadership in companies and moving away from traditional structures and linking to the movement of thinking and strategic planning.

2- A study (Goldman, 2016) entitled: "Strategic development at the summit, what influences the development of expertise." The study aimed to answer the following question: "What experiences contribute to the development of strategic thinking?" To achieve this goal, the study sample was selected: (36) managers and officials in the field of health care in the United States of America and Canada, and the interview method was used to know the algorithms, and hyperparameters.experiences of the participants, and the extent of their contribution to the development of their strategic thinking. The study found three models through which experiences are described. Which contribute to the development of strategic thinking, namely: developing understanding, practicing strategic planning, facing challenges and obstacles.

3- Lim and Welch (2016) study entitled: "Strategic Thinking for Designers: Theory and Application." It aimed to reveal the processes (strategies) used by students who did not receive prior training in design and to reveal the patterns of strategic thinking used in addition to the skills that They developed it, as the study was applied in Washington State schools in the United States of America on two groups of seventh grade students (10 male and female) as an experimental group and a control group. receive any training, skills or description to accomplish the task.The task was to make a model with specific specifications, where they were provided with tools and means used in carrying out the task.The second study sample consisted of (8) male and female students who divided the pairs according to gender into two groups, one of which was a control group that did not receive any Pre-training and the second is an experimental group that was provided with training and experience. The students were filmed executing the tasks via video, and their dialogues and discussions were recorded during work. It was reported that the trained designers had created solutions and carried out the task in a different way from the control group, and they evaluated their work at each stage of the design and implementation process.

4- A study (Kathryn Rude.2014) entitled (The impact of the strategic decision on raising the return on investment) The study was conducted on some company in America about the determinants of performance using that return on investment as a measure of performance and it was found that the greater the exploitation of the production capacity available in the company, the higher the rate of investment, where the researcher recommended the need to raise efficiency and training to raise the return on investment in companies and support them to increase profitability.

**IV. RESULTS AND TEST HYPOTHESES**

**Results**

This chapter reviews the results of the statistical analysis of the response of the sample members and the analysis of the variables that were adopted by presenting the primary statistical indicators for their answers through the arithmetic averages and standard deviations of all study variables and the relative importance.

**4.1The characteristics of the study sample:**

1- Gender

**(1) .Table NoDistribution of the study sample by gender**

ratio %	Repetition	Type
%66	65	Male
%34	25	feminine
100	90	Total

Males make up 66% of the study sample, while females make up 34% of the study sample.

2-age group:

**(2) .Table NoDistribution of the study sample by age gender**

ratio %	Repetition	Age
%66	44	30- less than 40
%23	26	41- Less than 50 years
%11	20	51- Less than 60 years
100	156	Total

We note that 66% of the sample whose ages are 30 - less than 40 years old, which was the largest percentage, 23% of the sample 41 - less than 50 years old, 11% of the sample 51 - less than 69 years old, which was the least percentage.

3-Educational level:

**(3) .Table NoDistribution of the study sample according to educational level**

%ratio	Repetition	qualification
%48	58	Bachelor of
%38	20	Master's
%14	12	PhD
%100	90	Total

We note that 48% of the sample holds a bachelor's degree, 38% of the sample holds a master's degree, and 14% of the Ph.

4-Number of years of work experience:

**(4) .Table NoDistribution of the study sample according to years of experience**

%ratio	Repetition	Experience
%18	18	3-5 years
%52	40	5-10 years
%22	22	11-15 years
%8	10	15 years and over
%100	90	Total

We note that 18% of the sample is less than 3-5 years, 52% of the sample is 5-10 years, 22% is from 11-15 years, and 8% is 16 years and over.

5- Career Level:

**(5) .Table NoDistribution of the study sample according to job level**

%ratio	Repetition	level
%26	17	boss
%52	58	Officer
%22	15	Chairman of Board of Directors
%100	90	Total

We note that 26% of the sample is the manager, 52% of the sample is an employee, and 22% of the sample is the head of the board of directors.

**Results:**

**(6) TableArithmetic averages and standard deviations of the dimension (innovation)**

Table (6) shows a description of the answers after innovation, where the arithmetic averages on this variable ranged between (3.20-3.80) and that the highest average was for the paragraph "The administration takes the initiative to present ideas that are characterized by modernity", whose arithmetic average was (3.80) with a standard deviation of (0.87). And the lowest arithmetic mean was for the paragraph "management takes the initiative in choosing new ideas to solve work problems," whose arithmetic mean was (3.42) with a standard deviation of (1.16), and the general average of the dimension was (3.53) on the five-point Likert scale, which indicates the average level of the innovation variable.

Paragraph	level of importance	Sig*	The calculated 't' value	standard deviations	Arithmetic averages	Paragraph
1	High	.000	11.993	0.87	3.80	The administration Takes the initiative to present modern ideas
2	High	.000	11.757	0.84	3.75	Management presents unfamiliar ideas at a specific time
3	High	.000	9.881	0.92	3.70	Managementhas the ability to think quickly in exceptional circumstances
4	Average	.000	5.536	0.95	3.49	Management takes the Initiative in choosing New ideas to solve work problems
5	Average	.000	6.697	0.98	3.42	Management contributes To directing positive Behavior towards encouraging work and innovation
			0.82	3.53	The arithmetic mean and general Standard deviation of the innovation dimension	

**(7) Table Arithmetic averages and standard deviations of the dimension (intelligence)**

Paragraph importance	level of importance	Sig*	The calculated 't' value	standard deviations	Arithmetic averages	Paragraph
1	High	.000	10.863	.880	3.73	The employee is characterized by Quick intuition That helps in Accurately completing The work
2	High	.000	10.026	.946	3.73	Employees make plans on a regular basis
3	Average	.358	.921	.834	3.62	The employee in The organization Has the skill of Analytical thinking To overcome The difficulties Of work
4	Average	.000	9.717	.946	3.44	The employee has the ability to present more than one idea within a specified time
5	Average	.000	5.632	.896	3.39	There is awareness Among the Employee of the Problems facing the business and their solution
0.70				3.50	The arithmetic mean and the general standard deviation of the intelligence dimension	

Table (7) shows a description of the answers to the dimensions of intelligence, where the arithmetic averages on this variable ranged between (3.08-3.63) and that the highest average was for the paragraph “the employee is characterized by the speed of intuition that helps in the accuracy of completing the work”, whose arithmetic average was (3.73) with a standard deviation (0.880) and that the lowest arithmetic mean was for the paragraph “there is awareness among the employee of the problems facing the business and its solution,” whose arithmetic mean was (3.08) with a standard deviation (1.079), and that the general average of the dimension was (3.50) on the five-point Likert scale, which indicates the average level of a variable intelligence.

**(8) Table Arithmetic averages and standard deviations of a dimension (future forecast )**

Paragraph importance	level of importance	Sig*	The calculated 't' value	standard deviations	Arithmetic averages	Paragraph
1	High	13.048	13.048	.838	3.84	Management has the Ability to motivate employees to believe in the vision of the organization
	High	10.831	10.831	.962	3.76	The administration has a comprehensive vision that defines the business
3	High	10.339	10.339	.897	3.74	Management has the ability to benefit from its expertiseto deal with future events

4	Average	10.200	10.200	.817	3.64	Management Participates in defining The future vision
5	Average	5.026	5.026	.841	3.56	Management plans for the future towards business strategies
				0.69	3.65	The arithmetic mean and general Standard deviation of the future Forecast dimension

Table (8) shows a description of the future prediction answers, where the arithmetic averages on this variable ranged between (3.38 -3.84) and the highest average was for the paragraph "The administration has the ability to motivate workers to believe in the vision of the organization", whose mean was (3.84) with a standard deviation (0.838) and that the lowest arithmetic mean was for the paragraph “management plans for the future in the direction of business strategies”, whose arithmetic mean was (3.56) with a standard deviation (0.989), and the general average of the dimension was (3.65) on the five-point Likert scale, which refers to the average level of the future prediction variable.

**(9) Table Arithmetic averages and standard deviations of the dimension (Organizational Thinking)**

Paragraph importance	level of importance	Sig*	The calculated 't' value	standard deviations	Arithmetic averages	Paragraph
1	Average	.001	3.240	.929	3.50	The organization is Seen as an interconnected system
2	Average	.006	2.799	.883	3.47	Ideas are studied collectively rather than individually, making them feel valued in the long run
3	Average	.000	6.928	.927	3.43	Management deals with the problem by looking at its causes collectively rather than separating them from each other
4	Average	.000	6.107	.957	3.33	Organizational thinking helps management see events in the business environment more clearly
6	Average	.000	7.078	.983	3.21	Management has the Ability to integrate the various elements of the organization for the

**The impact of strategic thinking on the performance of industrial companies....**

						purpose of its analysis
			0.76	3.36	The arithmetic Mean and general standard deviation of the organizational thinking dimension	

Table (9) shows a description of the answers to the dimensions of organizational thinking, where the arithmetic averages on this variable ranged between (3.21-3.50), and the highest average was for the paragraph “the organization considers an interconnected system of parts”, whose arithmetic average was (3.50) with a standard deviation of (0.929). ) and that the lowest arithmetic mean was for the paragraph “management has the ability to integrate the various elements in the organization for the purpose of analysis,” whose arithmetic mean was (3.21) with a standard deviation (0.983), and that the general average of the dimension was (3.36) on the five-point Likert scale, which refers to the average level of a variable Organizational thinking.

**(10) Table Arithmetic averages and standard deviations of the dimension (performance)**

Paragraph importance	level of importance	Sig*	The calculated 't' value	standard deviations	Arithmetic averages	Paragraph
1	High	13.048	13.048	.838	3.86	The service is provided without any errors
2	High	10.831	10.831	.962	3.80	The service is provided in a sequence convenient for the customer
3	High	10.339	10.339	.897	3.74	Attention is taken to solve problems quickly without wasting time
4	High	10.831	10.831	.962	3.76	The management is Constantly developing performance skills
5	Average	10.200	10.200	.817	3.64	Employee performance is evaluated periodically
				0.88	3.76	The arithmetic mean and general Standard deviation of the performance dimension

Table (10) shows a description of the answers to the performance dimensions, where the arithmetic averages on this variable ranged between (3.64-3.86), and the highest average was for the paragraph “The service is provided without significant errors.” And whose arithmetic average was (3.86) with a standard deviation (0.838). And that the lowest arithmetic average was for the paragraph "The performance of employees is evaluated periodically." And whose arithmetic mean was (3.64) with a standard deviation (0.989) and that the general average of the dimension was (3.76) on the five-point Likert scale, which indicates the average level of the performance variable.

**(11) Table Arithmetic averages and standard deviations of the dimension (profitability)**

Paragraph importance	level of importance	Sig*	The calculated t' value	standard deviations	Arithmetic averages	Paragraph
1	Average	.001	3.240	.929	3.70	The increase in the life of the company and its longevity in the market is a positive indicator of the success of the bank,
						And thus increase its profits.
2	Average	.006	2.799	.883	3.60	The intensity of Competition between The company has Positive effects on Increasing the bank's Activities and thus increasing its profits
3	Average	.000	6.928	.927	3.53	The company's high-Performance ratio Positively affects its profitability.
4	Average	.000	6.107	.957	3.40	Increasing the volume of performance leads to an increase in the marketing of the activities carried out by the company, and thus increases its profits
			0.92	3.56		The arithmetic mean And general standard Deviation of the profitability dimension

Table (11) shows a description of the answers to the dimensions of profitability, as the arithmetic averages on this variable ranged between (3.40-3.70), and the highest average was for the paragraph “the increase in the company’s age and its long-term survival in the market is a positive indicator of the bank’s success and thus increase its profits. Which had an arithmetic mean (3.70) with a standard deviation (0.929), and that the lowest arithmetic average was for the paragraph “Increasing the volume of performance leads to an increase in the marketing of the activities carried out by the company and thus increases its profits. And whose arithmetic mean was (3.40) with a standard deviation of (0.957), and the general average of the dimension was (3.56) on the five-point Likert scale, which indicates the average level of the profitability variable.

**(12) Table Arithmetic averages and standard deviations of the dimension (market share)**

Paragraph importance	level of importance	Sig*	The calculated 't' value	standard deviations	Arithmetic averages	Paragraph
1	High	.000	15.130	.788	3.95	The administration provides a diversified service in increasing its profitability.
2	High	.000	10.328	.893	3.90	Staff deals well with customers
3	High	.000	9.555	.910	3.81	Various customer complaints are handled
4	High	.000	8.531	.924	3.80	External risks are always addressed
				0.88	3.87	The arithmetic mean and general standard deviation of the market share dimension

Table (12) shows a description of the answers to the dimensions of the market share, where the arithmetic averages on this variable ranged between (3.80-3.95) and that the highest average was for the paragraph “The administration provides a variety of services in raising its profitability.” And whose arithmetic average was (3.95) with a standard deviation) 0.788), and that the lowest arithmetic mean was for the paragraph “External risks are always treated.” Its arithmetic mean was (3.80) with a standard deviation (0.924), and the general average of the dimension was (3.87) with a standard deviation (0.88). The table also shows that the dispersion is high in the responses to support market share in the industrial companies.

**(13) Table Arithmetic averages and standard deviations of a dimension (return on investment)**

Paragraph importance	level of importance	Sig*	The calculated 't' value	standard deviations	Arithmetic averages	Paragraph
1	High	.000	8.531	.924	3.80	The organization uses a certain measure to raise returns
12.253	High	.000	12.253	.889	3.79	The cost affects the return on investment
3	High	.000	11.610	.963	3.75	Profitability increases the return on investment
						The arithmetic mean and general standard deviation of the ROI dimension

Table (13) shows a description of the answers to the return on investment, where the arithmetic averages on this variable ranged between (3.75-3.80) and that the highest average was for the paragraph "Performance reports prepared by direct superiors for trained employees." whose arithmetic average was (3.80) with a deviation Standard deviation (0.924) and that the lowest arithmetic mean was for the item "Putting employees under test after their return from training", whose arithmetic mean was (3.75) with a standard deviation (0.963), and the general average of the dimension was (3.78) with a standard deviation (0.92). The table also shows that dispersion is high in the responses to the ROI dimension in industrial firms.



**4.2Hypothesis testing:**

**4.2.1 Study hypotheses:**

**H01:** There is no statistically significant effect at an arithmetic mean (3.5 = M) and a significance level ( $\alpha = 0.05$ ), for strategic thinking on the performance of industrial companies whose names are listed in the Amman Stock Exchange

**Table 14. Results of the One-Sample t-test related to the hypothesis**

**H0:** There is no statistically significant effect at an arithmetic mean (3.5 = M) and a significance level ( $\alpha = 0.05$ ), for strategic thinking on the performance of industrial companies whose names are listed in the Amman Stock Exchange

Indication level	t . value	standard deviation	Arithmetic mean	number of cases	degrees of freedom
0.000	36.358	0.83063	3.875	250	249

The data of Table No. (14) show that the general arithmetic mean reached 3.875 with a standard deviation of 0.83063, and since the arithmetic mean is greater than the number (3), which constitutes the arithmetic mean of the study scale and its median, there is a statistically significant effect at an arithmetic mean (M=3.5) and the level of significance ( $\alpha = 0.05$ ), for strategic thinking on the performance of the industrial companies whose names are listed in the Amman Stock Exchange, and to confirm this result statistically, the (One-Sample t-test) was used, where the value of (t) reached 36.358, which is statistically significant. At the level of 0.000, and since this level of significance is less than the 0.05 level, the result will be the rejection of the null hypothesis (H0) which says that there is no statistically significant effect at the arithmetic mean (M = 3.5) and the level of significance ( $\alpha = 0.05$ ), for strategic thinking on the verse in The industrial companies whose name is listed in the Amman Stock Exchange, and accepting the alternative hypothesis (Ha), which says that there is a statistically significant relationship between there is a statistically significant relationship between strategic thinking on performance in industrial companies.

**H02:** There is no statistically significant effect at an arithmetic mean (3.5 = M) and a significance level ( $\alpha = 0.05$ ), for strategic thinking on the performance of industrial companies for the variables (innovation, intelligence, future prediction, logical thinking)

To answer this hypothesis, multiple regression analysis was used to extract the effect of strategic thinking on performance in industrial companies, and Table (15) shows the results of that.

**Table(15)The results of multiple regression analysis of the impact of the dimensions ofstrategic thinking on performance in industrial companies**

Sig	T	$\beta$	Sig	DF	F	$R^2$ (	$R$ (	
Indication Level	calculate d	Caveat coefficient	Indication level	degrees of freedom	calculated	The coefficient of determination	Link	depende nt variable
0.12	1.55	0.11		4				
		after(innovation )		between groups				
0.24	1.18	0.09		166				
		After (intelligence)		the rest				
0.00	3.92	0.28	0.00	170	46.49	0.531	0.729	performa nce
		after (future prediction)		Total				

0.00	4.71	0.38	After (Organizational Thinking)						
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From Table (15) it is clear that the multiple correlation coefficient of the effect of the dimensions of strategic thinking on performance amounted to (0.729), and that the value of the statistic F for it amounted to 46.49, which is a significant value at the level of 0.05 or less, and the coefficient of determination has an effect of the dimensions of strategic thinking on performance amounted to (53.1%). It indicates that 46.9% of the variance in performance is not explained by the variables of strategic thinking. Therefore, we reject the null hypothesis and accept the alternative hypothesis which states that “there is an impact on strategic thinking on performance.” By reviewing the  $\beta$ -statistical value of the strategic thinking variables, it was found that the  $\beta$  value of the “innovation” domain was 0.28 and that its t-value was 3.92, which is a function at the level of 0.05 or less, which indicates the presence of a positive excitation for it on performance, and the value of  $\beta$  for the “intelligence” variable was 0.38, and its t-value was 4.71, which is a function at the level of 0.05 or less, and it indicates a positive effect on performance. As for the variables of future prediction and organizational thinking, the value of  $\beta$  for them was 0.11, 0.09, respectively, and the statistical “t” value was 1.55, 1.18, and that both were not significant at the level of 0.05 or less. Therefore, there is a positive effect of all variables on performance, and the value of what they interpreted from the variance together amounted to 53.1% of the total variance in performance.

H03: There is no statistically significant effect at arithmetic mean (3.5 = M) and significance level ( $\alpha = 0.05$ ), on strategic thinking on the performance of industrial companies to raise profitability.

**Table 16. Results of the One-Sample t-test related to the hypothesis**

H0: There is no statistically significant effect at an arithmetic mean (3.5 = M) and a level of significance ( $\alpha = 0.05$ ), for strategic thinking on the performance of industrial companies

Indication level	t . value	standard deviation	Arithmetic mean	number of cases	degrees of freedom
0.000	25.821	0.8125	4.1437	324	323

The data in Table No. (16) show that the general arithmetic mean reached 4.1437 with a standard deviation of 0.8125, and since the arithmetic mean is greater than the number (3), which constitutes the arithmetic mean of the study scale and its mediator, there is a statistically significant relationship between strategic thinking and performance, and to confirm This result is statistically significant, and (One-Sample t-test) was used, where the value of (t) reached 25.821, which is statistically significant at the level of 0.000, and since this level of significance is less than the level of 0.05, the result is the rejection of the null hypothesis (H0) which says that there is no There is a statistically significant relationship between strategic thinking and performance, and acceptance of the alternative hypothesis (Ha), which says there is a statistically significant relationship between performance and profitability.

H04: There is no statistically significant effect at arithmetic mean (3.5 = M) and significance level ( $\alpha = 0.05$ ), on the performance of industrial companies for the dimensions of the dependent variable (profitability, market share, return on investment).

To answer this hypothesis, stepwise multiple regression analysis was used. Table (17) .shows the results of that **(17) tableThe results of the multiple stepwise regression analysis**

Indication	ValuesF	Change in the value of the coefficient of determination	Standard coefficient of determination	The coefficient of determination R <sup>2</sup>	correlati on coefficient	Variable
Sig						

	n	R <sup>2</sup> change	adj R <sup>2</sup>		R	
0.00	149.12	0.47	0.47	0.47	.685 <sup>a</sup>	Profitability
0.00	21.51	0.06	0.52	0.53	.727 <sup>b</sup>	market share
0.00	149.12	0.47	0.47	0.47	.685 <sup>a</sup>	Return on Investment
0.05	3.91	0.01	0.53	0.54	.735 <sup>c</sup>	Total

From Table (17) it is clear that the multiple correlation coefficient for the independent study variables collectively amounted to 0.735 and the value of the contribution of all these variables together amounted to 54%, while the contribution of the individual profitability variables was for the variables of market share and return on investment (47%, 6%, 1 %) respectively, and all the values of the F-statistic were significant at the level of 0.05 or less. This indicates that there is a difference in the values of the coefficients of the impact of strategic thinking on the performance variable. So there is an effect of performance dimensions.

## V. Findings and Recommendations

### 5.1 Results

- 1- There is an impact of strategic thinking on the performance of industrial companies listed in the Amman Stock Exchange.
- 2- It was found from the hypothesis test result that “intelligence has an impact on performance in industrial companies
- 3- It was also shown in the hypothesis testing with regard to future prediction and organizational thinking that it affects the performance in industrial companies
- 4- There is a statistically significant effect at an arithmetic mean (M = 3.5) and a significance level ( $\alpha = 0.05$ ), on the performance of the variables (profitability, return on investment, market share) in industrial companies whose name is listed in the Amman Stock Exchange, due to the high regression according to the variables statistical analysis
- 5- It was found in the averages of the questionnaire that the performance in industrial companies is affected “The administration takes the initiative to present ideas that are characterized by modernity.
- 6- It was found that the highest average, which is “the employee is characterized by a quick intuition that helps in the accuracy of completing work in Jordanian industrial companies.”
- 7- It was found that there is awareness among the employee of the problems facing the business and their solution.
- 8- Management has the ability to motivate employees to believe in the vision of the organization
- 9- That the administration plans for the future in the direction of business strategies.
- 10- It was found that the highest average was for the paragraph “The organization considers it a system of interconnected parts
- 11- Management has the ability to integrate the various elements in the organization for the purpose of its analysis
- 12- It was found that the highest average was for the item “The service is provided without any significant errors.”
- 13- Employee performance is evaluated periodically
- 14- It was found that the highest average was for the paragraph “The increase in the company’s lifespan and its long-term survival in the market is a positive indicator of the bank’s success and consequently increasing its profits.
- 15- Increasing the volume of performance leads to an increase in the marketing of the activities carried out by the company, and thus increases its profits.
- 16- It was found that the highest average was for the paragraph “The administration provides a diversified service in raising its profitability.”

17- External risks are always addressed. And whose arithmetic mean was (3.80) with a standard deviation (0.924) and the general average of the dimension was (3.87) with a standard deviation of (0.88) to support the market share in industrial companies.

18- It was found that the highest average was for the paragraph "performance reports prepared by the direct superiors on the trained employees.

19- Putting employees to the test after their return from training", whose arithmetic mean was (3.75) with a standard deviation (0.963), and the general average for the dimension was (3.78) with a standard deviation (0.92). The table also shows that dispersion is high in the responses to the dimension of return on investment in industrial companies.

### **5.2 Recommendations:**

1- Develop training programs specialized in the factors related to strategic thinking for managers and workers in industrial companies

2- Working to increase the awareness of employees in industrial companies about the importance of adopting the strategic thinking approach in managing these institutions.

3- . Determining clear and specific priorities to work in accordance with the strategic vision of the organization.

4- Be careful to work in accordance with the mission and objectives of the organization, and to consolidate the principle of specialization in work to stay away from competition in the collection of grants.

5- Adopting the policies of rewards and material and moral incentives for the owners of new innovative ideas.

6- Enriching the principle of participation in decision-making and contributing to the formulation of future policies through the use of work teams in which employees participate, with different specializations, with a positive result in enhancing their level of commitment to the objectives of the institution and its future aspirations.

7- Establishing a special section to follow up on ideas and suggestions that benefit companies by increasing profits and market share.

8- Raising the return on investment in order to develop manpower in supporting decision-making and developing the intelligence of employees in companies

9- The necessity of giving the employee the freedom to give and put forward ideas and take opinions, which will benefit companies and raise the return on investment and market share.

10- Develop a strategic plan to develop new ideas and develop them with incentives.

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