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Strategic Thinking and Its Impact on Organizational Compatibility: An Analytical Study In The Iraqi Media Network

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Abstract:

Purpose: This research aims to achieve the most critical objective: to reveal the relationship between strategic thinking and organizational compatibility in the Iraqi Media Network.

Theoretical Framework: In light of what researchers (Srivastava, S., & D'Souza, 2021) and (Nafei, 2017) have stated, this study provides practical guidelines for improving strategic thinking in the face of challenges and difficulties to enhance organizational compatibility.

Design/Methodology/Approach: The study aimed to analyze the data of employees in the Iraqi Media Network (2024) using strategic thinking and its dimensions (organizational thinking, processing divergent ideas, contemplation) on the impact of organizational compatibility and its dimensions (organizational loyalty, organizational similarity, organizational membership or affiliation).

Research Implications: The results confirm the existence of a statistically significant relationship between strategic thinking and organizational compatibility.

Originality/Value: This study seeks to bridge the knowledge gap by analyzing and identifying the essential skills and qualities that contribute to developing strategic thinking, enhancing organizational alignment, and applying these skills in different work environments to achieve better organizational performance.

JEL Classification: M10, M12, M15, M19.

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1. Introduction:

The roots of strategic thinking in organizations began in the early twentieth century, with strategic thinking flourishing between 1960-1990 when most of the essential tools were developed. The term strategic thinking became widely used in the field of strategic management (Al-Zu'bi & Al-Nawasrah, 2017). Strategists have a unique ability and skill to connect the past with the present to predict the future. Strategic thinking requires creativity and insight, not research, analysis, and contemplation. Thus, the ability to think strategically provides another dimension to the strategy-making process (AlQershi, 2021). Strategic thinking is essential because it generates a competitive advantage by discovering actions that enhance customer value. This is achieved by clearly understanding the organization's needs, higher responsibilities, and the need to find and adopt the appropriate strategy (Amanah et al., 2022). Strategic thinking consists of characteristics such as activity, risk, control, communication, and power. Strategic thinking has three essential characteristics: a general understanding of the organization and its environment, creativity and innovations, and prospects (Tajpour et al., 2018). Strategic thinking includes eight components: mental flexibility, intellectual curiosity, creativity, intuition, information gathering, analysis, systematic thinking, and decision-making. The organizational vision influences all these components (Tudorache et al., 2020). As for organizational compatibility, it is the center of the organization, i.e., the distinctive characteristics that have continuity over time (Besharov & Brickson, 2016). organizational compatibility is vital for organizations because it is one of the ways to clarify the nature of the relationship between individuals and their organizations. That is, the stronger the fit of individuals with their organizations, the higher their levels of job satisfaction, extra-role behaviors, and lower rates of absenteeism and leave of work (Porck et al., 2020). The importance of organizational fit lies in the basis of unity, loyalty, and similarity with the organization, which lies in three qualities (solidarity, support, and participation), where solidarity refers to unity, support refers to loyalty, and participation refers to similarity (Eickholt, 2018). One of the most important ways to achieve organizational compatibility is comprehensive training, as training can be an effective tool for improving job performance by acquiring and improving skills, as better performance leads to appreciation from senior management. Thus, employees feel more adapted to their jobs (Bhat & Rainayee, 2019)(Danook & Omar-F, 2024). The problem of the study confirms the low level of interest of the network's senior management in the variable of organizational compatibility and that it needs to exert more efforts that would contribute to the process of achieving organizational compatibility among the network's employees in a manner consistent with its set objectives. Its importance lies in reviewing the latest developments related to the research variables (strategic thinking and organizational compatibility) and identifying the fundamental ideas related to them. The research aims to reveal the nature of the relationship between strategic thinking and organizational compatibility in the organization under study. The research also aims to present the most important results related to the research variables, as the results revealed that strategic thinking has a practical and tangible impact on organizational compatibility, as the Iraqi Media Network's adoption of the long-term strategic thinking approach contributes to developing integrated work plans for the organization under study, which enhances the effectiveness of organizational compatibility, as strategic thinking is the basis for directing the vision, plans, and leadership within the network, which is positively reflected in achieving organizational compatibility.

2.Literature Review And Hypothesis Development:

2.1 literature review:

Strategic thinking is an interactive, iterative, experiential learning process that helps managers generate and evaluate ideas and information to achieve organizational success (Danook et al., 2024)(Azarpour, 2022). It is also defined as a combination of analytical, conceptual, visual, and synthetic skills used to formulate strategies and strategic decisions that will make the organization competitive even with limited resources (Msusa et al., 2023). It is also defined as discovering new and innovative strategies to envision a future significantly different from the present (Müller & Snijder, 2018).

The dimensions of strategic thinking are represented in systems thinking, as it is a language for describing and understanding organizational capabilities and interconnections. It is a qualitative shift in strategic thinking. It is a comprehensive approach to improving understanding of the interaction between the components of systems over time, the underlying reasons behind the failure of systems, and the correct methodology for solving problems effectively (Batoool et al., 2022). Systems thinking has been said to address complex issues and is a model for thinking differently. Systems thinking is a new approach to looking at the world because it looks at interrelationships (Alford et al., 2024). Systems thinking is a set of analytical skills that aim to enhance the ability to identify, understand, and predict the behavior of systems and to develop modifications to them to achieve desired outcomes. This can be a helpful starting point for a deeper understanding of systems thinking (Betley et al., 2021). As for the characteristics of systems thinking, systems thinkers share many essential characteristics: they are curious (systems thinking is a framework for curiosity), they have an open mind and are good listeners, search for root causes, have clarity through different perspectives, express problems in new and innovative ways, create new and informed options (recognizing the possibility of multiple solutions), and they have the courage of their convictions (Monat & Gannon, 2023).

After processing divergent ideas, divergent thinking refers to the cognitive process of generating multiple alternative solutions, answers, or responses to an open-ended problem, question, or issue. This process has been shown to contribute to creative problem-solving (Wigert et al., 2022). Divergent thinking is an essential component of creativity, as generating different responses to a single situation enhances an individual's ability to develop a unique and novel idea. Creativity is undoubtedly an essential asset in the workplace for individuals and organizations (Khatri & Dutta, 2018). Divergent thinking is the first step in a problem-solving approach, as there is freedom to explore ideas that may conflict with current ways of thinking or working. Divergent thinking also allows for expanding ideas from a small point and expanding the thinking process to include multiple and diverse solutions (Thakral et al., 2021). Also, divergent thinking is the creation of new ideas, primarily and perhaps permanently, by reassembling previously existing ideas, which may make divergent thinking difficult. One of its most prominent problems is the fixation of the idea, i.e., the inability to free oneself from the ideas that occupy the mind and attract attention (Aviña et al., 2018).

Reflection is broadly reflecting on one's understanding of other cultures, usually in a substantive way (Gorski & Dalton, 2020). Reflection includes retrospective thinking (thinking about past actions), contemporaneous thinking (thinking about activities while working), and proactive thinking (thinking about future actions). Reflection is not just an individual activity but also a group activity. Collaborative thinking with peers helps individuals improve, develop, and enhance their skills from different perspectives (Chang, 2019). (Welsh & Dehler, 2017), point out that reflection is an iterative process that managers use to analyze a situation by referring to existing beliefs, perceptions, and experiences and then using the knowledge to reconcile competing hypotheses and reach a conclusion. In the context of strategic thinking, reflection can be defined as: the ability to use one's own beliefs, perceptions, and experiences, as well as those of others, to evaluate the organizational situation (Kline et al., 2021).

Organizational compatibility refers to what members perceive, feel, and think about their organization (Pham, 2020). It is also the exchange of shared values, experiences, characteristics, work strategies, and principles among members of the same organization (Zaini et al., 2019). It is also known as the collective understanding of the organization, its values, and its unique characteristics, as it is a collective aspect that distinguishes it from personal views or self-understanding (Ratnawati et al., 2024).

According to (Osho, 2023), the dimensions of organizational compatibility may be represented in the dimension of organizational loyalty, as the employee is considered the organization's most important asset, and the organization's success or failure can be linked to the employee's performance. This performance stems from the employee being loyal to the organization, not necessarily because of its reward system, but because of that employee's commitment to the organization's cause. It is also known as a person's loyalty or feeling of connection to something, and it increases the employee's efficiency, which leads to an increase in the overall performance of employees. Loyalty within the organizational context is a crucial factor that contributes to the success and long-term sustainability of the organization and refers to the commitment and dedication of employees, which is demonstrated by their willingness to make an extra effort and stay with the organization and is influenced by precedents and has consequences for both employees and organizations (Li, 2020). Loyalty is the positive attitude of employees towards the organization, which assumes emotional and rational evaluation and aspiration for the maximum result of work activity in this organization (Syanevets & Sudakova, 2019). There are criteria for organizational loyalty that can be mentioned, including loyalty as an attitude that targets something, loyalty as an explicit external reference, and loyalty as an acquired attitude (Mazur-Wierzbicka, 2021).

Organizational similarity arises when members of the same organization exhibit similar personality traits. Individuals with similar personalities develop similar interests; thus, similar people tend to hold the same jobs. Similarity is broadly defined as the similarity between an individual's characteristics and those of the environment and occurs when individual and contextual characteristics are well matched (King et al., 2017). Individuals choose an organization based on their perceptions of the similarity between their characteristics and those of the organization's members, and the organization will select people who have characteristics in common with the organization, and people will leave the organization if they are not a good fit for it (D'amato & Michaelides, 2021).

Membership or organizational affiliation is the feeling of personal participation in a social system such that the individual feels that he is an essential and integrated part of this system. Based on this definition, there are essential elements for developing a sense of belonging and appreciation, need, and acceptance by other people and groups in the organization. On the other hand, the person's awareness that his characteristics are similar or complementary to the characteristics of the members who belong to the organization, that is, there are common and complementary characteristics within the organization (Dávila & García, 2012). One of the most critical factors for the success of any organization is the availability of creative energy among its employees. These organizations' efficiency and effectiveness depend on how well individuals are prepared to work accurately and skillfully to achieve their goals. Therefore, individuals' success depends not only on training and development but also on their level of belonging and commitment to the organization. Belonging reflects a mutual investment between the individual and the organization. It indicates an ongoing contractual relationship that motivates the individual to contribute to the success and sustainability of the organization (Mohammed & Rashid, 2023). Organizational membership can be perceived through rights and responsibilities. Employees who view themselves as important members of the organization will enjoy the rights and responsibilities of this organizational membership. Perceived organizational membership only reflects the rights granted to employees by the organization (Armstrong- Stassen & Schlosser, 2011).

One of the benefits of linking strategic thinking to organizational compatibility is improving organizational performance, i.e., when all members of the organization are aligned with its goals and strategies, they are more motivated to work hard, achieve results, and increase productivity, innovation, and efficiency. Strategic thinking is critical to organizational performance (Olota et al., 2021). Its benefits also include increasing job satisfaction, i.e., when employees feel that they are part of the organization and contribute to achieving common goals, they are more satisfied with their jobs. Job satisfaction is essential for employee loyalty, continuity, attractiveness, and productivity (Kabak et al., 2014). In addition to the benefit of improving the ability to adapt to change i.e., when all organization members are aware of its goals and strategies, they are more prepared to adapt to changes in the external environment. The need for individuals and leaders to become and remain strategic thinkers is essential for successful change and organizational growth (Folarin, 2021). There are also strategies to enhance the link between strategic thinking and organizational compatibility, the most important of which is effective communication. Organizations should provide opportunities for employees to ask questions and make suggestions. This communication is an indispensable organizational development tool, and administrative communication is a strategic matter for achieving organizational goals (Kelvin-Iloafu, 2016). In addition to participation in decision-making, organizations should involve all organization members in decision-making. Decision-making in organizations is often done collectively, which enhances organizational compatibility (Sharma, 2017). In addition to the training and development strategy, organizations should provide training and development for employees to help them develop the skills and capabilities necessary to achieve the organization's goals.

Many studies have shown the positive impact of strategic thinking in employee training and development activities on the overall performance of organizations (LUMI, 2020). Finally, the organization should create a positive work environment where employees feel respected and appreciated. This can help motivate employees to align with the organization's goals and strategies, and the organization's internal environment can support or restrict the higher cognitive process of the individual responsible for strategic thinking (Kazmi & Naaranoja, 2015).

2.2 Hypotheses

main hypothesis: There is a significant effect of strategic thinking in its dimensions on organizational compatibility in its dimensions, and the following hypotheses branch out from it:

H1: The impact of the dimension (systems thinking) on organizational compatibility with its sub-dimensions.

H2: The impact of the dimension (processing divergent ideas) on organizational compatibility with its sub-dimensions.

H3: The impact of the dimension (reflection) affects organizational compatibility with its sub-dimensions.

H4: The dimensions of strategic thinking have a combined impact on organizational compatibility.

3. Methodology:

3.1 Population and sample:

The Iraqi Media Network was chosen as a research site for its practical aspect, as the Iraqi Media Network is the mouthpiece of the Iraqi state and represents an extension of the official television of the Republic of Iraq, which was launched on May 2, 1956. The Iraqi Media Network was also officially formed on May 2, 2003. It is a media network that includes several media outlets, whether written, audio, visual, electronic, or any other means that provide citizens and the general public with news, information, educational, entertainment, or other programs. Among the media outlets affiliated with the Iraqi Media Network are the Iraqi News Channel, the Iraqi General Channel, and the Iraqi Sports Channel, in addition to the daily Al-Sabah newspaper, the Network Magazine (bi-monthly), and a group of radio stations such as the Radio of the Republic of Iraq, Radio Al-Iraqiya, and Radio Al-Furqan, which is dedicated to the Holy

Quran. The network is considered one of the independent bodies not affiliated with a ministry and is funded from the public money of the Iraqi state. Its main headquarters is in Baghdad, Al-Salihiya. It also has several headquarters in all Iraqi governorates, in addition to several headquarters outside Iraq. A random sample of (178) general managers, department managers, division managers, and administrative units in the Iraqi Media Network was selected. The simple random sample method was used to ensure that the sample was representative of the population. (178) questionnaires were distributed, including (20) electronic questionnaires, and (153) valid questionnaires were retrieved for analysis, giving a response rate of (86%). The data was collected during the period from 10/3 to 10/4. A five-point Likert scale was used to measure the variables, and the validity of the data was verified by examining the internal consistency of the scale using the "Cronbach's Alpha" coefficient, as shown in Table (1):

Table (1) The research sample responses

Status	Number	Percentage
Number of questionnaires distributed	178	%100
Not returned	35	%14
Returned	153	%86

3.2 The hypothetical model of the research:

The hypothetical diagram was designed based on the specific questions in the problem and according to what came from a review of some sources and academic contributions that other researchers previously addressed, as the diagram clarifies the nature of the proposed relationship between two variables (strategic thinking and organizational compatibility), and this diagram can be explained as in the following figure: (1)

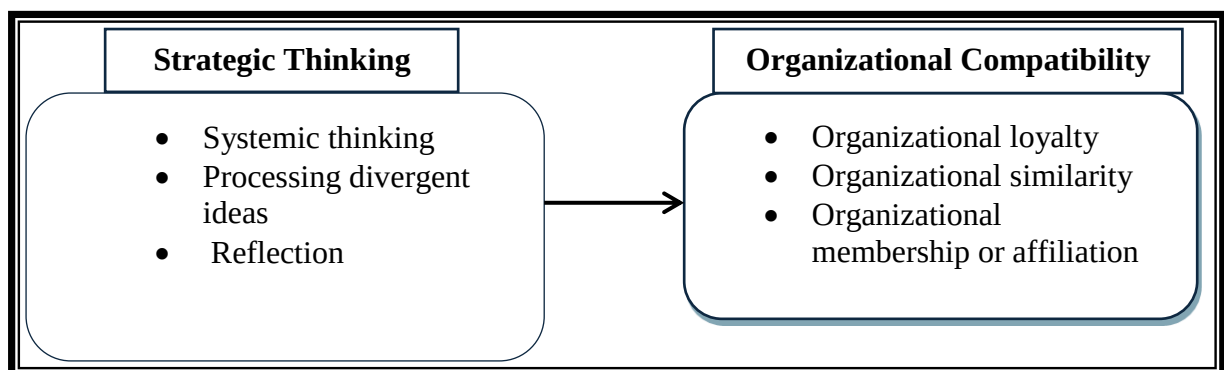


Figure 1: Hypothetical model of the study

4. Result:

4.1 Descriptive statistics:

4.1.1 Interpretation of Study Variables:

Table (2) generally summarizes the results of the dimensions of the organizational compatibility variable, as it was shown that this variable achieved a compatibility rate of 81.54%, which is a reasonable level. In comparison, the percentage of difference was 18.46%, and the mean was 4.077, with a good level and a standard deviation of 0.54. This indicates that the studied network enjoys a good level of organizational compatibility, which means that most individuals and organizational units realize and adopt the goals that the organization seeks to achieve, with effective coordination and integration between the various departments and sections and the adoption of a common culture and values that enhance the efficiency and effectiveness of the organization. At the level of dimensions, the results showed the following:

- The highest percentage was achieved in the dimension of organizational affiliation, reaching 83.45%, occupying the first place in terms of importance. In comparison, the percentage of disagreement reached 16.55%, and the mean was 4.173, with a deviation of 14.20.
- It achieved the lowest percentage in the organizational similarity dimension, reaching 79.37%, and came in third place in importance. In comparison, the percentage of disagreement reached 20.63%, and the mean was 3.968 with a deviation of 0.602, and it achieved differences of 15.
- The organizational affiliation dimension came in first place in terms of importance within the dimensions of organizational compatibility, as it is the most important to the directorate compared to the other dimensions.

Table (2) Summary of the dimensions of the organizational compatibility variable

Dimensions of the organizational compatibility variable	Mean	deviation	coefficient of variation%	Agreement rate%	Disagreement rate%	Dimensions arrangement
Organizational loyalty	4.091	0.602	14.71	81.81	18.19	2
Organizational similarity	3.968	0.602	15.17	79.37	20.63	3
Membership or organizational affiliation	4.173	0.593	14.20	83.45	16.55	1
Organizational compatibility variable	4.077	0.543	13.33	81.54	18.46	

Table (3) shows the summary of the variables as follows:

-The results showed that the highest overall mean was for the variable (organizational compatibility), which amounted to (4.077) and at a reasonable level for each variable, as the standard deviation of the variable amounted to (0.543). The coefficient of variation amounted to (13.33), as the percentage of agreement on this variable amounted to (81.54%). In comparison, the percentage of disagreement amounted to (18.46%), as this variable came in the (first) order regarding the relative importance of the research variables.

-The results show that the average of "strategic thinking" was the lowest compared to the other variable, as it amounted to (3.752), and this was at a reasonable level, with a standard deviation of (0.620) and a coefficient of variation recorded (16.52). The percentage of agreement on this variable amounted to (75.04%). In comparison, the percentage of disagreement amounted to (24.96%), and this variable comes in the "second" order regarding relative importance among the research variables.

Table (3) Summary of variables

Search variables	Mean	deviation	coefficient of variation%	Agreement rate%	Disagreement rate%	Dimensions arrangement
strategic thinking	3.752	0.620	16.52	75.04	24.96	2
Organizational compatibility	4.077	0.543	13.33	81.54	18.46	1

4.2 Hypothesis testing:

Testing the main hypothesis:

4.2.1 Main hypothesis:

There is a significant effect of strategic thinking on organizational compatibility.

Table (4) shows the results of the effect between strategic thinking and organizational compatibility. The extracted (F) value, which amounted to (66.189), indicates a significant effect between strategic thinking and organizational compatibility. In light of this result, we accept the alternative hypothesis, i.e. (there is a significant effect between strategic thinking on organizational compatibility), which indicates the existence of a practical and actual effect of strategic thinking on organizational compatibility, as the Iraqi Media Network's adoption of the approach of long-term strategic thinking helps in developing integrated work plans for departments and divisions in the work environment, which will positively affect the achievement of effectiveness for organizational compatibility, as strategic thinking constitutes the primary basis for organizational compatibility by directing the vision, plans and leadership within the network under study. The extracted (t) value, which amounted to (8.136), indicates that the effect of the coefficient (β) is considered a real effect, as increasing this effect by one unit leads to an increase in organizational compatibility by 48%. This result shows that strategic thinking has a significant effect on organizational compatibility. The result also shows that the strategic thinking variable can explain up to 30% of the changes in organizational compatibility.

4.2.1.1 Testing the first sub-hypothesis:

Table (4) shows the results of the impact analysis between the dimension of organizational thinking and organizational compatibility, where the extracted value of (F), which amounted to 32.973, indicates the existence of a significant impact between these two variables. Based on this result, we accept the alternative hypothesis, which states, "There is a significant impact of the dimension of organizational thinking on organizational compatibility," confirming the effectiveness of organizational thinking in enhancing organizational compatibility. Organizational thinking is an approach that helps organizations understand and manage complexities and interactions in the work environment. Therefore, the more the organization under study can manage this thinking effectively, the more it will contribute to achieving a higher level of organizational compatibility. The extracted value of (T), which amounted to 5.742, also indicates that the effect of the coefficient (β) is accurate, as increasing the effect by one unit leads to an increase in organizational compatibility by 34%, which means that the dimension of organizational thinking can explain 17% of the changes in organizational compatibility.

4.2.1.2 Testing the second sub-hypothesis:

The analysis results in Table (4) show a significant effect of the dimension of processing divergent ideas on organizational compatibility. The extracted value of (F) reached (61.343), indicating a statistically significant relationship between these two variables. Based on this result, the alternative hypothesis that there is a significant effect of processing divergent ideas on organizational compatibility is accepted. This means that processing divergent ideas, as the Iraqi Media Network does, contributes to integrating different departments and units, which helps absorb and manage diverse ideas and points of view. The extracted value of (T) reached (7.832), which confirms that the effect of the coefficient (β) is a real effect. Accordingly, increasing the effect of processing divergent ideas by one unit increases organizational compatibility by (44%). In addition, the dimension of processing divergent ideas can explain (28%) organizational compatibility changes, indicating its great importance in achieving organizational compatibility.

4.2.1.3 Testing the third sub-hypothesis:

The results in Table (4) showed a significant effect of the reflection dimension on organizational compatibility, as the extracted value of (F) reached (43.574), indicating the existence of a statistically significant relationship between these two variables. Based on this result, the alternative hypothesis is accepted, which states that "there is a significant effect of the reflection dimension on organizational compatibility." This indicates that adequate reflection contributes to improving organizational compatibility. If the studied network seeks organizational compatibility, it must understand reflections and reflect on current practices. Reflection helps the organization develop ongoing organizational strategies and processes, effectively adapting to internal and external environmental requirements. As for the extracted value of (t), which reached (6.601), it confirms that the effect of the coefficient (β) is a real effect. Also, increasing the effect by one unit improves organizational compatibility by (31%). Moreover, the reflection dimension explained (22%) the changes in organizational compatibility, reflecting its important role in this context.

Table (4) Analysis of the dimensions of strategic thinking in organizational Compatibility

Decision interpretation	Sig	(t)	(F)	(R ²)Adj	(R ²)	Dimensions of strategic thinking variable			Dependent variable
There is a significant effect between the dimensions of the strategic thinking variable and organizational compatibility.	0.000	5.742	32.973	0.174	0.179	2.758	(α)	Systemic thinking	organizational compatibility
						0.340	(β)		
	0.000	7.832	61.343	0.284	0.289	2.360	(α)	Processing divergent ideas	
						0.446	(β)		
	0.000	6.601	43.574	0.219	0.224	2.973	(α)	Reflection	
						0.314	(β)		
	0.000	8.136	66.189	0.300	0.305	2.262	(α)	strategic thinking	
						0.484	(β)		
(F) Table = 3.94 // (t) Table = 1.984 // Sample size = 153									

4.2.1.4 Testing the Fourth Sub-Hypothesis:

Table (5) indicates that there is a significant effect between the dimensions of strategic thinking combined on organizational compatibility, as the extracted "F" value reached (23.322), which indicates the existence of an influential relationship between these dimensions in improving organizational compatibility. The dimensions of strategic thinking explained 32% of the changes that occur in organizational compatibility. This indicates that the Iraqi Media Network, when applying all dimensions of strategic thinking and paying good attention to them, works to enhance the effect of strategic thinking in achieving organizational compatibility. The extracted "T" value for some dimensions, such as "processing divergent ideas" and "reflection," which reached (3.661 and 2.068), respectively, shows that the effect of these dimensions was significant. The values of the parameters (β) show that increasing the effect by one unit leads to an increase in organizational compatibility by (29% and 12%). As for the dimension of "organizational thinking," the results showed no significant effect on organizational compatibility.

Table (5) Analysis of the impact of the dimensions of strategic thinking together on organizational compatibility

Dimensions of strategic thinking	(α)	(β)	(t)	Sig.	(R) Multiple	(R ²)	(R ²) Adj	(F)	Sig
Systemic thinking	2.218	0.068	0.935	0.351	0.565	0.320	0.306	23.322	0.000
Processing divergent ideas		0.298	3.661	0.000					
Reflection		0.127	2.068	0.040					
Tabular F					2.422				
Tabular T					1.984				
Number of effective dimensions (acceptable)=2									
Number of non-influential (acceptable) dimensions=1									

5. Discussion of Results:

The results revealed that the "organized thinking" dimension achieved a total agreement rate of 77.68%, with a general mean of 3.884 at a reasonable level and a standard deviation of 0.677. The mean values of the questions ranged between 3.765 and 3.987. The general trend of answering all questions in this dimension was at the "agreement" and sound levels. This indicates excellent interest in organized thinking in managing the Iraqi Media Network, as thinking is an integrated system that includes all departments and employees. Processing divergent ideas achieved a total agreement rate of 77.04%, with a general mean of 3.852 at a reasonable level and a standard deviation of 0.655. The mean values of the questions ranged between 4.078 and 3.529. The general trend of the answers to the questions was at the level of "agreement" and at a reasonable level, which indicates that there is a good interest in dealing with different ideas within the Iraqi Media Network, as the senior management realizes the importance of multiple approaches in evaluating and solving work problems. The management also holds periodic discussions with employees to help them distinguish between different approaches to solving these problems. The "reflection" dimension achieved an overall approval rate of 70.39%, as the general mean reached 3.520 at a reasonable level and a standard deviation of 0.819. The arithmetic averages of the questions ranged between (3.686 and 3.333), and the general trend of the answers was at the "agree" level, indicating that senior management pays good attention to the "reflection" dimension, which means that management seeks to understand the causes of the problems facing the network by rethinking previous organizational procedures and trying to use new methods and work patterns to reach practical solutions. As for the "organizational loyalty" dimension, it achieved a total approval rate of 81.81%, where the general arithmetic average was 4.091 at a reasonable level and a standard deviation of 0.602. The arithmetic averages of the questions ranged between (4.497 and 3.863), and the general trend of the answers was between "agree" to "completely agree" and at a good to excellent level, indicating the existence of organizational solid loyalty among employees of the Iraqi Media Network. Regarding the dimension of "organizational similarity," the overall approval rate was 79.37%, with a general mean of 3.968 at a reasonable level and a standard deviation of 0.602. The mean values of the questions ranged between (4.059 and 3.752).

The general trend of the answers was "agreement" at a reasonable level, indicating good organizational similarity between the workers and the network. The greater this similarity, the more influential the network is in performing its work, especially regarding organizational compatibility, as workers in the network take into account the potential consequences when making decisions, and they notice common characteristics with the network that differ from those found in other organizations working in the same field. As for the dimension of "organizational membership or affiliation," it achieved an overall approval rate of 83.45%, with a general mean of 4.173 at a reasonable level and a standard deviation of 0.593. The arithmetic average values of the questions ranged between (4.412 and 3.941), and the general trend of the answers was between "agree" and "completely agree" at a good to excellent level. This confirms that the network's employees' membership or organizational affiliation levels are high and enjoy good proportions.

6. Conclusion:

The management of the Iraqi Media Network pays more attention to organized thinking, which reflects its awareness of the importance of thinking as a comprehensive system, its keenness on internal cooperation, and adopting changes in the work environment that support this type of thinking. The management's ability to process divergent ideas reflects its awareness of the multiple methods for evaluating and solving work problems and its keenness to hold periodic discussions to enhance understanding of different methods. In addition, senior management is very interested in thinking and analyzing problems to reach practical solutions. The level of strategic thinking in the Iraqi Media Network was good, which reflects the network's possession of a comprehensive vision and in-depth analysis of the internal and external environment, predicting future challenges and setting long-term plans efficiently. On the other hand, there is a good level of organizational loyalty among the network's employees, reflecting their sense of comfort, satisfaction, and ability to adapt to the work environment. The organizational similarity between employees and the network enhances the effectiveness of decision-making and implementation and reflects a good level of organizational belonging, as employees feel interested in the future of the network. The Iraqi Media Network has good organizational compatibility, as most individuals and organizational units adopt the organization's goals and seek to achieve them, enhancing organizational efficiency. It has also been shown that organizational compatibility plays a more significant role than thinking in enhancing the organization's effectiveness, as there is a strong relationship between strategic thinking and organizational compatibility, indicating that adopting strategic thinking contributes significantly to enhancing compatibility within the organization.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved by The Local Ethical Committee in The University.

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