
Leaders' Thinking Styles And Impacts In Strategic Momentum: Pilot Study Of University Leaders' Opinions In Karbala University

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Abstract

The paper aims to examine the impact of leaders' thinking styles in strategic momentum, an oversample of 72 administrative leaders at the University of Karbala. The information related to practical aspect was collected by a survey designed according to Grigorenko& Sternberg, 1997 matrix to measure thinking styles, while Peters et al, 2018 matrix were leveraged to measure Strategic Momentum. Forms information was subjected to several statistical methods and leveraged SPSS, V23. One of the most important conclusions that the University of Karbala leaders adapt several thinking styles with deferent scores, as Hierarchic Style is the most influential in strategic momentum.

Keywords: *Thinking Styles, Strategic Momentum.*

1. INTRODUCTION

Continuous change and rapid transformations in a business environment are the most important manifestations of the current era, which requires a rapid response from organizations and their leaders, especially educational ones, by adopting appropriate thinking styles that reflect positively on their actions, activities and strategic decisions to achieve the acceptable position and enhance educational reality. It is known that higher education In Iraq has suffered many challenges due to circumstances that the country has gone through during the last decades, so the research problem will be resolved by a key question: How do thinking styles of administrative leaders in Iraqi universities affect the desired strategic momentum?

Urging Iraqi educational organizations to raise thinking levels of their leaders by following appropriate mechanisms. Explain the nature of the relationship between the research variables

under study, and understand availability levels in the considered educational organizations. Identify critical obstacles that face higher education institutions in Iraq.

Research Objective

1. Gross (2016), a measure related to managers' thinking styles as well as testing the strategic momentum of the researcher among the Iraqi environment.
2. Acknowledge the prevailing thinking styles in the researched organization
3. Presenting some useful suggestions for university leaders in the research sample.

2. LITERATURE REVIEW

The trend has become necessary in third millennium towards the topic of leadership thinking style due to the challenges that are faced by countries, institutions and business organizations, especially in the external environment, which is often characterized by complexity and change in addition to the difficulty of adapting them by traditional or short-term predictive methods (Hussain, Mosa, & Omran, 2017). To be able to develop a specific concept of the leaders' thinking styles in appropriate manner to research directions, their field of application and the considered sample, the concept of thinking styles and patterns shall be differentiated, as thinking style is closely linked with educational psychology and cognitive psychology (Nawaz, Afzal, & Shehzadi, 2013). In the 1970s, it is appeared as an independent, special and separated concept from styles concept to differentiate it from personality concept, as thinking style concept is more related to personality, and the concept of style is more related to cognitive psychology.

“Thinking styles” are also called “intellectual styles” are considered a link between the theory of personality traits and cognitive ability (Hussain, Mosa, & Omran, 2018). Low and Ayoko (2018) explains that the concept of leaders' thinking styles has become an interesting topic from the early 1950s, and aims to define the leaders'/individuals' thinking, thinking style has frequently emerged as a clear indicator to determine behavior in the applied fields and even in theoretical sciences. Galli, Kaviani, and Margulis (2017) pointed out that the thinking style is a method to help leaders in improving their performance and implement many tasks and duties mandated to them with required speed and accuracy, in a way that helps them to compete and retained to work and easily taking appropriate decisions without wasting time or being exposed to future errors. Tardieu, Daly, Esteban-Lauzán, Hall, and Miller (2020) defined the thinking style as preferred methods for individuals and/or leaders in information processing. Nawaz and Hassan (2016) believe that it is a way to transform from the organization's vision as fragmented and consisting of separate departments or parts competing for resources to a comprehensive vision and dealing with it as a comprehensive system, integrating each part in its relationship with the whole.

Nawaz, Azam, and Bhatti (2019) affirmed that leaders who practice several styles of thinking that they possess mental capabilities and analytical skills, with accumulated learning and

experience will succeed in achieving interdependence between the parts of the system and its relationship to the whole, which enables them to diagnose the root cause of the multi-reason problem. Vignola, Leclerc, Morales, and Gonzalez (2017) defines thinking styles as the ability to use personal skills to solve problems, possess vision, confidence, lack of anxiety, high flexibility in thinking and dealing with multiple cultures, and direct all of such skills towards problem-solving and achieving organization's goals. Vignola et al. (2017) affirmed that thinking style is a personal and social skill used by individuals and/or leader to explain disputes and solve problems, willingness and ability to face problems and deal with and process information, which is a reflection of leaders' preferences of thinking and distinctive mentality. Kerns (2019) stated in the same regard that it is a thinking style and complementarity to present new things from different things, and seek new and creative images concerned in conflict, change, creativity, decisiveness and sometimes confidentiality. Kerns (2019) defined thinking styles as leaders' personal abilities and mental state that depend on mental storage, level of learning and experience.

Hussain et al. (2017) defined thinking styles as behaviors to organize or thoughts practiced by leaders towards situations and events or work, and how to deal with events. Accordingly, the manager's thinking style can be considered as an integrated activity practiced by leaders through deploying personal and social experience, skills and creativity in dealing with information, knowledge and the ability to integrate, harmonize and realize environmental changes to solve current problems and get prepared for the future. As for the importance of managers' thinking styles, they revolve around the extent of his strong linkage to the activity (individual/ leader) and their relationship with the material and social environment to show their directions (intents), needs and desires, because a person shows their thinking through behavior with others that used to find solutions to problems and generate new ideas to take correct decisions (Uhl-Bien & Arena, 2018). Thinking precedes any leadership work in strategic planning, strategic management, strategy formulation or scenario building, and leaders in the higher administrative levels and lower administrative levels must practice and adopt a scientific approach inherent in strategic planning, so leadership and thinking styles are significant.

According to Hussain, Musa, and Omran (2018) the importance of thinking styles and necessary, for reasons related to expenditures (costs), organizational performance, and because of the economic transformation from the competitive advantage of information to a knowledge-based system, as well as the difficulty of interpreting information that relies on leaders and their thinking styles based on facts, feelings, experiences, ideas and talents, root causes, relationships, visions, and concepts. Batistič, Černe, and Vogel (2017) emphasized the importance of thinking and the need for required information, and most international experiences emphasized that information is critical for thinking as thinking is critical to information as well. There are two functions for using thinking styles regarding information:

1: Information-oriented to thinking (access to information). **2:** Thinking about using information and implementing, such as decisions, work, planning, and design choice.

In the same regard, Castelli (2016) indicates that the diversity in thinking styles within an organization will be important and effective in creating an appropriate environment, homogeneity in work, and achieving a form of synergy among workers, and ensures cooperation between them, it indicates leadership.

There are several types of thinking styles depending on society nature and their work performance, table 2 suggests 13 thinking styles along with 5 dimensions: 1: Functions (legislative, executive, and judicial thinking styles). 2: Formulas or shapes (Style, Ownership, Messy, and Hierarchy). 3: Levels (style, local, global). 4: Trends or tendencies (style, liberal, conservative). All kinds of such styles are social as well and can be modified with the environment. Sometimes such styles change with time and the requirements of life and work, and there are no styles can be considered good or wrong. However, thinking styles depending on the task to be performed (Castelli, 2016).

Table 1.
Thinking styles for individuals and/or leaders in organizations:

Dimensions	Thinking styles	Type (description)	Sample
Function			
	Legislative	The person who prefers tasks that require innovative strategies.	When making decisions, I tend to rely on my ideas and my methods of work.
	Executive	The person who cares most about doing tasks by relying on the guidelines.	Discussing or writing ideas, and following the formal rules.
	Judicial	The person who focuses attention on evaluates products.	When discussing or writing ideas, I criticize other people's thinking.
Forms			
	Monarchic	A person who prefers tasks that focus on one thinking style at a time.	I tend to make my decisions compared to others.
	Hierarchic	The person who prefers distributing their interests through several interests and priorities.	I prioritize things that I need before I start those businesses.
	Oligarchic	A person who prefers to	When speaking or writing about

		work with multiple goals, at the same time, but without setting clear priorities.	ideas, focus on one main idea.
	Anarchic	The person who prefers to perform tasks that do not need a system at all.	When there are so many important things to do, I try to do it in my time.
Levels			
	Local	The person who prefers tasks that require working with details.	I prefer dealing with specific problems rather than general questions.
	Global	The person is significantly interested in the general picture, and simple ideas.	I Love situations or tasks that don't consider details.
Leaning			
	Liberal	A person who prefers rigor (seriousness) and ambiguity at work.	I enjoy working on modern and thoughtful projects.
	Conservative	The person who is interested in performing the work according to the rules and procedures for performing the task.	I would like to do work using traditional techniques.

3. STRATEGIC MOMENTUM

The online Concise Oxford dictionary identified momentum as "the momentum the mobile body has gained by developing a process or path of events." Basically, we find that the term momentum has been borrowed from physics and employed in many other areas, including finance, as it was used to monitor stock price trends in financial markets and the momentum was known here as "it is the tendency of stock prices to continue to move in the same direction for several months after some shock occurs Initial. Also, Nawaz and Haniffa (2017) use the term momentum in behavioral science, as it was used by Hussain, Musa, and Omran (2019). In determining the stability of behavior through their experience with a specific type of bird, they have come to the so-called behavioral momentum. While used the previous approach however was on humans, where they coined the term behavioral momentum for individuals. In mathematical psychology, the term is also employed, and it turns out that there is a positive and negative momentum, both of which express a psychological state of mind that affects the positive or negative performance.

In management science, the article was tagged "Momentum and revolution in organizational adaptation" for researchers Bekhet and Othman (2018) was the first scientific contribution to

the concept of momentum, as it defined it as "a tendency to extrapolate past trends of development in strategy and structure" in the sense that previous practices, trends, and strategies tend to Continue to develop in the same direction, and may eventually reach functional dysfunctions or incompetence, but it can be said that the momentum and problems associated with it will be mitigated by a set of mitigating or modified effects of environmental factors, information processing, and structural Decision-making that works as warning devices for organizations, and researchers stressed that there are a number of reasons that necessitate studying the concept of momentum in organizations, among them, organizational myths and ideologies are important and decisive elements in the process of development, as well as political alliances that will have repercussions in the direction of development because it involves To admit past failures and thus tend to erode the power base and self-esteem of some individuals. In addition, there is a set of considered programs, goals and expectations about an organization's work.

Shahid, Nisar, Azeem, Hameed, and Hussain (2018)believes that strategic momentum is something that can be developed through a high-quality strategic decision-making process, as it gives the organization the ability to deal with a specific strategic issue because there are individuals who interested in learning about this specific important issue and feel Highly committed to translating ideas into action whenever the time is right to do so. So, the strategic momentum includes several things: Insight that indicates the degree of how participants felt about new insights they acquired about critical issues. Commitment: It indicates the degree to which stakeholders feel to translate ideas gained from strategic decision-making into specific actions. Consensus: In addition to individuals' commitment, there must be a consensus among the primary stakeholders regarding the visions referred to above and how they should be converted into specific actions. Ownership: The degree of participants feeling about the ideas were generated as a result of actual participation. Whereas strategic momentum is one of the key pillars of strategic change and has performance impacts, the most important of which is the positive psychological impact on workers as they feel the interest and assistance of the organization towards achieving a specific goal. Thus, the presence or absence of strategic momentum determines the success or final failure of transformational efforts for organizational change, as it represents the required driving force to promote the desired change.In this research, an adopted measure regarding strategic will be momentum, and it includes four paragraphs about Consensus about specific issues that are difficult in nature, a common outlook, long-term purpose, and broad agreement on organizational goals.

4.RESEARCH METHODS

The research took place at the University of Karbala, while the sample of the research included 72 individuals from the administrative leaders in the aforementioned university, specifically some deans of colleges and their assistants in addition to heads of scientific departments in some colleges.

5. RESEARCH HYPOTHESIS

Hypothesis I: There is a significant relationship for managers' thinking styles in strategic momentum.

Hypothesis II: Thinking styles of managers impact the achieving of strategic momentum

Findings

The results uncovered that convergent validity is proved because all the criteria are full filled that is mentioned in Table 2.

Table 2.
Convergent Validity

Items	Loadings	Alpha	CR	AVE
TS1	0.775	0.896	0.917	0.585
TS2	0.848			
TS3	0.510			
TS4	0.818			
TS5	0.736			
TS6	0.783			
TS7	0.813			
TS8	0.782			
SM1	0.696	0.849	0.882	0.520
SM2	0.815			
SM3	0.622			
SM4	0.619			
SM5	0.692			
SM6	0.801			
SM7	0.776			

The findings also exposed that the discriminant validity also valid because all the criteria are full filled that is mentioned in Table 3 as under

Table 3.
HTMT Ratio

	TS	SM
TS		
SM	0.605	

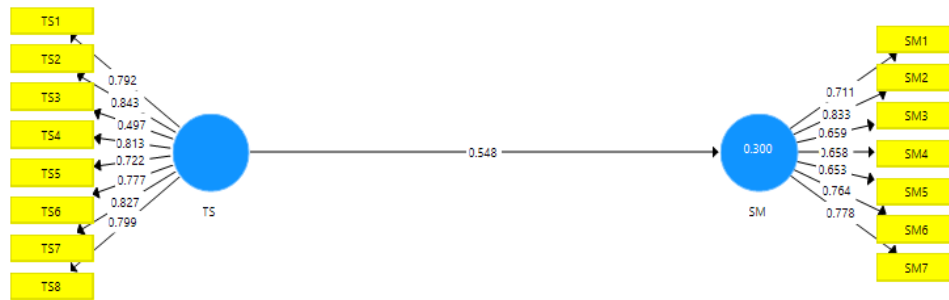


Figure 1. Measurement Model Assessment

The findings show that positive nexus among the types of skills and strategic momentum of the management in the organization because a positive sign is found with beta and t-statistics and p-values are meet the standards. Table 4 shows the path analysis given below:

Table 4.
Path Analysis

	Beta	S.D.	t-values	p-values	L.L.	U.L.
TS ->SM	0.286	0.055	5.165	0.000	0.196	0.372

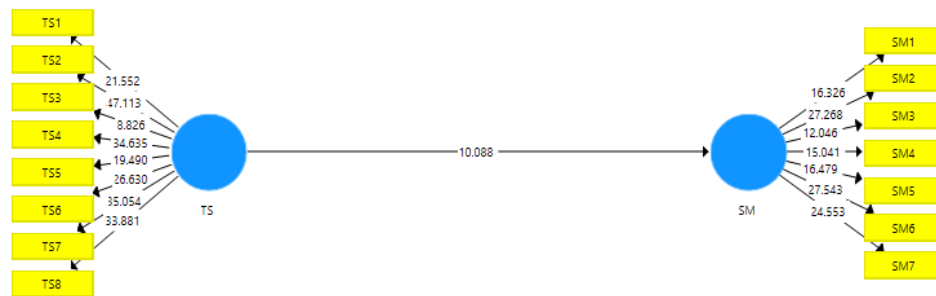


Figure 2. Structural Model Assessment

6. DISCUSSIONS

Table (4) above indicates the results of correlations between the study variables, and it is clear that there are positive and significant correlations between Legislative, Executive, Hierarchic, Oligarchic, Conservative and Strategic Momentum styles. As for the correlations between styles (Monarchic, Anarchic, Global, Local), although they are positive correlations, they are not significant. As for the correlations between (Judicial and Liberal) styles, they were negative correlations, and the relationship was significant between (Judicial) and

strategic momentum and was not significant between (Local) and strategic momentum. The above findings reinforce the assumption that the leaders' thinking styles correlate significantly with the strategic momentum, although there is a disparity in the strength of each leadership's correlation style with the strategic momentum.

It is noted from Table (4) that thinking style (Hierarchic) is characterized by its strong influence in enhancing the strategic momentum at University of Karbala, where the value of the impact factor (1.30), which is a significant effect at the level of (0.000), knowing that the amount of what this style of changes explains Which affects the strategic momentum of (60%). On the other hand, we find that the (Oligarchic) style affects positively the strategic momentum and the influence factor (0.26), but this effect was weak from the moral point of view of (0.34) and was characterized by its weak explanatory ability as it reached (15%). The amount of the influence of the thinking style (Anarchic) has reached (0.15), and its level of significance (0.20), which is a weak level, knowing that the explanatory ability of this style reached (2%).

The size of the (Global) effect was (0.07), which is a weak effect, as evidenced by its significant level of (0.46) and its explanatory ability of (0.8%). The size of the influence of the thinking style (Local) was (0.25), which is a weak effect, as it reached (0.34), in addition to the weak explanatory ability of this style (1%). The amount of the influence of the (Liberal) style on the strategic momentum was (-0.06), which is negative but not significant, as it reached a value of (0.51), and the explanatory ability of this style reached (0.6%), which is a very weak ability. Finally, the influence value of the (Conservative) style reached (0.36), which is a positive and significant effect at the level of (0.00), knowing that the explanatory capacity for this style is (21%).

7. CONCLUSIONS

The results of the statistical analysis in this study indicated that the thinking styles including the methods and strategies that the leader uses for dealing with available information, environment and the nature of work can influence the nature and quality of decisions they take in order to enhance and accelerate the strategic momentum adopted by the organization, which the tendency to repeat certain actions and practices believed to be closest to others for achieving organizational excellence in a highly complex environment. The result of the study can drive organizations and their managers towards strengthening and developing their capabilities in a manner that enhances their strategic direction and competitive position. Rather, organizations can work to attract such leaders whose intellectual tendencies correspond to the nature of their strategic directions and aspirations. Therefore, it is necessary to make tests of thinking styles one of the most important tests the selection of leaders and employees, in addition to working to include them in development courses, whether local or international.

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