

Original Research Article

The Effect of Strategic Thinking Patterns on Levels of Organizational Conflict by Mediating Employee Job Satisfaction: An Analytical Study of the Opinions of a Sample of Employees at Thi Qar University

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Abstract: This study aimed to determine the impact of strategic thinking patterns on organizational conflict levels at Thi Qar University and its impact on job satisfaction. The study was conducted on a sample of leaders in several colleges at Thi Qar University. The questionnaire was a primary tool for collecting data and information about the study sample. One hundred nineteen questionnaires were distributed, 10 questionnaires were not returned, and (6) questionnaires were not valid for analysis. The total number of questionnaires that could be analyzed was 103. The hypotheses were tested using the (SPSS V.20) and (PLS SMART) programs. The method adopted by the thesis was the descriptive-analytical method. A group of colleges were selected at Thi Qar University, represented by (College of Medicine, College of Administration and Economics, College of Education for Humanities, College of Education for Pure Sciences, College of Arts, College of Physical Education and Sports Sciences, College of Engineering, College of Science, College of Computer Science and Mathematics, College of Agriculture, College of Law, College of Islamic Sciences, College of Media, College of Effects, College of Nursing, Presidency of Thi Qar University).

Keywords: Strategic thinking patterns, levels of organizational conflict, job satisfaction, Thi Qar University.

INTRODUCTION

Strategic thinking is one of the essential topics in business administration because of its importance in drawing the vision and prospects in organizations. This requires the availability of workers with high skills and capabilities in the organization's senior management, who are responsible for making decisions through which they can achieve job satisfaction. Through this, researchers feel delving into understanding strategic thinking and organizational conflict and achieving job satisfaction. To understand this, many statistical indicators were conducted that address the hypotheses adopted in the current study. On the other hand, the study was divided into four sections to cover the topics scientifically. The first section dealt with the study methodology, and the second section included the theoretical aspect of the study. In contrast, the third section dealt with the applied and practical aspects of the study, and the fourth section dealt with the conclusions and recommendations of the study.

1. STUDY METHODOLOGY

1.1. Study Problem

- Are strategic thinking skills innate, or can they be learned within specific contexts at Thi Qar University?
- What is the nature and level of importance of the dimensions of each (strategic thinking, organizational conflict, job satisfaction) in the university under study?
- What is the nature and type of relationship of association and influence between the study variables in the university under study?

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- To what extent does the university under study adopt each study variable?
- What is the level of importance of job satisfaction for employees in the university under study?

1.2. The importance of the study

- The study's importance stems from the fact that strategic thinking is one of the vital topics that enable service organizations to formulate strategies, explain them clearly to employees, and implement them in a way that contributes to improving their position. In addition, researchers gain knowledge and enhance information about the subject of the study and develop their capabilities and research skills.
- The importance of the research lies in the sector in which the study was applied, in the endeavor of the university under study to follow the best strategic methods that enable it to produce good leadership figures and benefit from the diversity of employees to achieve purposeful interaction.
- The importance of the impact of strategic thinking on organizational conflict in the university under study.

1.3. Study objectives

- To reveal the nature of strategic thinking prevailing among officials working in the university.
- To know the extent of the interest of the university under study in job satisfaction at the university level as a whole.
- To identify and measure the relationship of association and influence between strategic thinking, organizational conflict, and job satisfaction in the university under study.
- To review the most prominent writings on strategic thinking and how to develop the levels of strategic thinking so that the university becomes creative in its performance.
- To identify the causes of organizational conflict in the university under study.

1.4. Study scale

Table 1: Study scale

Variables	Dimensions	Number of paragraphs	Scale
Strategic Thinking Patterns	Hypothetical thinking	5	Ali, 2020
	Thinking in time	5	
	Intentional thinking	5	
Strategic Thinking Patterns	Avoidance	5	Nesreen & Zeina, 2023
	Competition	5	
	Cooperation	5	
Job Satisfaction	Nature of work	5	Fakhri & Saleh, 2020
	Financial incentives	5	
	Promotion opportunities	5	

1.5. Hypothetical outline of the study

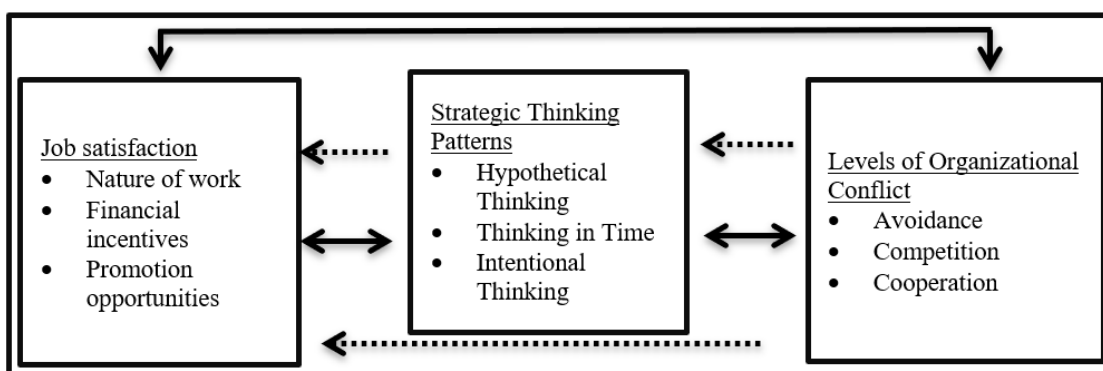


Figure 1: Hypothetical diagram model

Source: Prepared by the researcher

1.6. Study sample

The study community was selected, represented by Thi Qar University, which includes the following departments (College of Medicine, College of Administration and Economics, College of Education for Humanities, College of Education for Pure Sciences, College of Arts, College of Physical Education and Sports Sciences, College of Engineering, College of Science, College of Computer Science and Mathematics, College of Agriculture, College of Law, College of

Islamic Sciences, College of Media, College of Archeology, College of Nursing, Presidency of Thi Qar University), as the research sample is part of the community that the researcher resorts to for his study, and the study community represented by Thi Qar University was determined from (the university president, deans of colleges, heads of departments, department directors in the Presidency of Thi Qar University,) and the reason for choosing this sample is that it goes back to the nature of the work of administrative leaders and the nature of the main variables represented by (strategic thinking patterns, levels of organizational conflict, job satisfaction) and the number of leaders in it was (119) of which (103) questionnaires were valid for analysis and (10) questionnaires were not returned, while the number of those not valid for analysis was (6) questionnaires.

2. Strategic Thinking Patterns

2.1. The Concept of Strategic Thinking

Thinking, in general, is a high-level mental product that goes through a set of mental processes that include analysis, synthesis, and formulation of assumptions so that its final outputs are embodied in the form of concepts, judgments, and theories. Thinking interacts with reality is a reflection of it, and is linked to the social and psychological system (Zand, 2010: 5). Strategic thinking represents future knowledge to manage opportunities, threats, and future issues and develop a scenario for dealing with them permanently, which ensures continued survival, growth, and development (Dhir & Samanta, 2018: 4). It is also an attempt to transform the vision of executives into a clear vision of what the organization will look like in the future (Nickols, 2016: 4). Strategic thinking contributes to creating a methodological reference for the organization in anticipating and anticipating to confront future challenges whose results are difficult to bear without prior preparation for them (Waters, 2010: 115). From the above, the researcher concludes that strategic thinking is a cognitive activity that results in mental thinking that the individual applies in the field to achieve a goal or set of goals.

2.2. The importance of strategic thinking

Strategic thinking stems from dealing with strategic issues by adopting paths that ensure that business organizations achieve long-term goals and objectives and allocate the necessary resources. Strategic thinking is the clever strategic construction of the required strategy structure by taking advantage of the present data in drawing a picture of the future based on creativity and innovation. Perhaps radical change in the competitive position of the organization (Alsaaty, 2007: 20). The importance of strategic thinking revolves around focusing on the essential issues of organizations such as radical or gradual change, determining the strategy that has the most impact on the organization's direction, realizing strategic goals and linking daily tasks to long-term strategy, in addition to allocating resources that have a positive impact on achieving the organization's vision and mission (Robinson, 2005: 5). Strategic thinking helps leaders form a clear vision of where they are now, and where they should be in the future so that they can move in this direction faster and with less effort. It is also essential to strategic performance achievement (Goldman & Scott, 2016: 259).

2.3. Dimensions of strategic thinking

2.3.1. Hypothetical thinking: Hypothetical thinking works on assuming hypotheses and then taking them to verify their validity or neglecting them according to the available processes and available resources, as it reflects the scientific methods through which the organization works accurately to find a new set of innovative alternatives that achieve better performance according to the nature of the existing values and the size of the decision and the problem, and from here it is necessary to review the objectives and quantitative data in an organized manner for innovative strategic thinking through which appropriate alternatives can be found and resources, efforts and time can be invested in good and appropriate ways that serve organizations (Goldman & Scott, 2017: 6).

2.3.2. Thinking about time: It represents the thinking that links the past with the present and the future and draws plans that serve the work of organizations and give them a competitive advantage (Bower, 2011: 40). Thinking about time is distinguished by recalling the past and comparing it with reality and then anticipating the future to reach the important and avoiding things that may not be costly, in addition to developing the present to reach the future (Baloch & Inam, 2009: 2). It also represents the thinking that closes the gap between the daily reality of the present and the intention for the critical future, as planning plays a vital role in thinking about time and imagining the future of the organization around the different elements and its interaction according to the nature of the circumstances and finding the best creative methods to achieve the best goals for the organization (Robinson, 2005: 2).

2.3.3. Intentional thinking: It represents the basic goals that focus on creating a long-term vision of the market and competitive positions that the organization wants to build, and with the strategic intent that produces ideas that serve the work of organizations for the future (Tavakoli & Lawton, 2005: 2). The strategic intent is a comprehensive perspective for investing in opportunities, avoiding threats, and focusing on time according to scientific theoretical foundations (Amitabh & Sahay, 2007: 1). In the same context, the strategic intent represents the direction of senior management to achieve strategic and future goals, and it also provides an answer to a main question in the formulation processes, which is the desire of organizations to where they will be in the future (Mitchell, 2010: 3).

3. Levels of Organizational Conflict

3.1. The concept of organizational conflict

Organizational conflict is defined as a conflict of certain desires within the individual or a conflict or tension between one individual and another or between a group of individuals and another as a result of the lack of real or perceived compatibility of the individual's desires or the goals of individuals and the goals of groups or as a result of the lack of compatibility on the means of achieving these goals and desires. It is an ongoing behavioral and organizational phenomenon that results from the interaction between employees in the organization, individuals or groups, and can negatively or positively affect the nature of the relationships between them on the one hand and the extent of their ability to achieve their personal goals (Mills & Schulz, 2009:7). It is a state of change in the usual behavioral patterns as a result of a conflict of interests between the parties to the relationship, which leads to an imbalance in the dynamics of the decision-making system, which may lead to disrupting the work process in the organization and may result in a threat to the security and stability of the organization (Jons, 2007 :397). Organizational conflict is a dispute between one individual and another or between a group of individuals within the organization in order to achieve a specific goal or make a decision related to the organization, which leads to its instability.

3.2. Levels of organizational conflict

3.2.1. Conflict at the individual level: This type of conflict occurs when two or more workers cannot reach an agreement on a specific goal or topic, as conflict arises between individuals on three levels * The individual feels a conflict in the role he plays within the group, and his feeling that he cannot satisfy his needs through the group and his feeling of conflict as a result of work problems * Failure to satisfy needs when the worker feels a deficiency in one of his needs produces behavior that is motivated and directed towards a specific goal, return or incentive, and when achieving the goal or obtaining the incentive conflicts, he objects and becomes frustrated, and this leads to a feeling of conflict and conflict * The conflict of goals with each other or the inability to reach the goal causes a distinction between two types of conflict between goals (Al-Sharqawi, 2016: 261).

3.2.2. Conflict at the group level: It occurs when the worker faces a situation that requires him to choose an alternative from among several alternatives or to abandon other alternatives because he is unable to achieve them. This type of conflict appears in the event that there is a difference in opinions or goals or in the event that different conclusions are reached on a topic between groups (Dodin, 2020: 155).

3.2.3. Inter-organizational conflict: It is the conflict that occurs between two or more organizations or between the organization and labor or professional unions (Bashri, 2017: 191).

3.3. Dimensions of organizational conflict

3.3.1. Avoidance: Avoidance means the process of evasion or withdrawal from conflict management. This is evident to the leadership that when it neglects or ignores certain situations in conflict management, it may be used in a certain manner in the hope that the situations will improve on their own after a period of time, or in the event that the management believes that the parties to the conflict have the ability to resolve the conflict between them, and because the subject of organizational conflict is proceeding in a way that does not deserve intervention and effort (Abdul Karim, 2023).

3.3.2. Competition: This method is characterized by a lack of cooperation to achieve the interests of one party at the expense of the other and creates a winning party and a losing party in the sense of caring for oneself at the expense of others (Kilag & *et al.*, 2024).

3.3.3. Cooperation: This method is characterized by an interest in cooperation and resorting to human relations and power, as the manager studies the causes of the conflict with all relevant parties and proposes alternative solutions and discusses them with the other parties, where matters are addressed in an effective manner acceptable to all because this solution is the best method (Salju *et al.*, 2023).

4. Section Three Job Satisfaction

4.1. The concept of job satisfaction

Job satisfaction has received significant and noticeable attention at all theoretical and applied levels, as it is of interest to writers and researchers through its continuous study, which has led to an increase in writings and literature that have addressed it through research and study to know its importance, impact, and the factors that affect it. It has received the attention of managers in various business organizations in terms of their desire to learn about the opinions and ideas through which it is possible to improve the attitudes of employees towards work or the organization, which can only be achieved through developing their job satisfaction (Sirca *et al.*, 2012). Job satisfaction is also known as a comprehensive evaluation process for all the multiple benefits associated with the employee's job in an organization, which are determined through emotional and cognitive evaluations of the job (Ikemefuna, 2012 Mbah&). It is also known as an internal feeling in the employee represented by his feeling of comfort and happiness as a result of satisfying his needs and desires through

practicing the job he works in (Daft, 2015: 27). It is defined as a combination of psychological, physiological and environmental conditions that make a person say honestly that I am satisfied with my job. According to this approach, although job satisfaction is subject to the influence of many external factors, it remains an internal thing related to the way the employee feels (Brikend, 2011: 77).

4.2. The importance of job satisfaction

- Increase the morale of the worker, which leads to lower rates of leaving work, absenteeism, and complaint rates, as well as lower levels of conflicts, whether between management and workers or between workers themselves. Job satisfaction is considered one of the important factors that maintain a high level of performance (Saad, 2018: 11).
- Job satisfaction achieves organizational loyalty of workers towards the organization, which is a citizenship behavior through which the employee wants to increase the value of the company and its image and develop its position in the minds of others (Maddah, 2015: 45).
- Job satisfaction leads to increased rates of motivation among workers. Motivation is meant as the internal force that arouses the individual's enthusiasm to achieve a specific goal or benefit to satisfy a psychological or physiological need (Brikend, 2011: 77).
- Job satisfaction maintains the intellectual capital of the organization, which is considered one of the most important assets because it is a scientific force capable of making fundamental modifications in the work of organizations (Thiagaraj & Thangaswamy, 2017: 465).
- Job satisfaction in institutions that take on the responsibility of combating corruption, such as the Integrity Commission, leads to preserving public money (Phong, 2018). -6 Job satisfaction is considered one of the main factors for increasing the efficiency and effectiveness of business institutions, and the new administrative model insists on treating employees well and considering them first (Brikend, 2011: 79).

4.3. Dimensions of Job Satisfaction

4.3.1. The nature of the work: - Most workers feel satisfied with the work if it is the type they love, and this satisfaction motivates them to master their work and exert their energy to do it. It means the extent of respect that the work achieves for the worker and what the work generates in terms of enthusiasm and excitement for the energies of challenging the tasks assigned to him and the extent of mastery of the procedures and rules that govern the workflow with the worker's tendencies and directions and what the work allows the worker to innovate and renew (Hartika, 2023).

4.3.2. Material incentives: Incentives are defined as a set of factors that management prepares and through which it aims to stimulate the worker's human capabilities and arouse his latent powers, which increases the efficiency of his performance of his work in a greater and better way, in a way that achieves his goals and satisfies all his human needs and desires (). It is also defined as a set of factors that work to arouse the kinetic and mental powers in the human being, which affect his behavior and actions (Susanto, 2023). It is a set of external variables in the work environment or society that are used by the organization in an attempt to influence desires and needs. Incentives are also defined as something external in the environment that the facility provides to its employees to arouse their needs and motivations (Hoque, 2023).

4.3.3. Promotion opportunities: This means the instinct to aspire to growth and promotion in work or job, and that the specific work for the impact of promotion opportunities on job satisfaction is their expectations for the promotion that they will obtain in the future, as the individual's ambitions and expectations are in line with the job position, as the more there are hopes and ambitions for promotion to a higher job level, the greater the degree of satisfaction (Aung, 2023).

5. Data Analysis

5.1. Coding and describing research variables

Coding and describing research variables are considered basic steps in designing research studies, as they play a vital role in organizing information and analyzing data effectively. Accordingly, Table (2) shows the mechanism adopted by the study to code and describe variables.

Table 2: Variable coding

Variables	Dimensions	Paragraphs	code	
Strategic Thinking Patterns	Hypothetical Thinking	5	STPA	SPHT
	Thinking in Time	5		SPTT
	Intentional Thinking	5		SPIT
Organizational Conflict Levels	Avoidance	5	LOCO	LCAV
	Competition	5		LCCM
	Cooperation	5		LCCO
Job Satisfaction	Nature of Work	5	JOSA	JSNW

	Financial Incentives	5		JSMI
	Promotion Opportunities	5		JSP0

5.2. Testing the normality of the measurement tool

The results of Table (3) indicate that the data used in analyzing the variables under study follow the normal distribution, which indicates the possibility of generalizing the results reached by the study to the studied community. In addition, the null hypothesis was accepted, which states that the data under study follow the normal distribution at a significance level greater than 0.05, while the alternative hypothesis, which indicates that the data do not follow the normal distribution at a significance level less than 0.05, was rejected.

Table 3: Testing the normality of the measurement tool

Paragraphs	Kol-Smi Test	P.value	Paragraphs	Kol-Smi Test	P.value	Paragraphs	Kol-Smi Test	P.value
SPHT1	0.309	0.206	LCAV1	0.297	0.218	JSNW1	0.232	0.177
SPHT2	0.26	0.167	LCAV2	0.246	0.191	JSNW2	0.259	0.187
SPHT3	0.29	0.166	LCAV3	0.267	0.170	JSNW3	0.262	0.204
SPHT4	0.246	0.166	LCAV4	0.241	0.186	JSNW4	0.239	0.178
SPHT5	0.244	0.165	LCAV5	0.256	0.181	JSNW5	0.286	0.190
SPHT	0.162	0.096	LCAV	0.122	0.096	JSNW	0.125	0.115
SPTT1	0.269	0.197	LCCM1	0.258	0.198	JSMI1	0.262	0.204
SPTT2	0.268	0.178	LCCM2	0.259	0.188	JSMI2	0.239	0.178
SPTT3	0.257	0.209	LCCM3	0.243	0.186	JSMI3	0.286	0.190
SPTT4	0.216	0.129	LCCM4	0.232	0.177	JSMI4	0.246	0.191
SPTT5	0.234	0.173	LCCM5	0.259	0.187	JSMI5	0.267	0.170
SPTT	0.11	0.095	LCCM	0.144	0.119	JSMI	0.123	0.106
SPIT1	0.23	0.161	LCCO1	0.262	0.204	JSP01	0.241	0.186
SPIT2	0.227	0.171	LCCO2	0.239	0.178	JSP02	0.256	0.181
SPIT3	0.219	0.178	LCCO3	0.286	0.19	JSP03	0.258	0.198
SPIT4	0.21	0.149	LCCO4	0.246	0.191	JSP04	0.259	0.188
SPIT5	0.253	0.174	LCCO5	0.267	0.170	JSP05	0.243	0.186
SPIT	0.118	0.084	LCCO	0.123	0.106	JSP0	0.127	0.127
STPA	0.107	0.071	LOCO	0.099	0.081	JOSA	0.113	0.091

5.3. Testing the stability of the measurement tool

The results of Table (4) show the stability of the paragraphs of the variable "strategic thinking patterns, levels of organizational conflict, and job satisfaction", indicating a Cronbach's alpha coefficient of (0.960), distributed over (0.857) for the strategic thinking patterns variable, (0.948) for the levels of organizational conflict variable, and (0.941) for the job satisfaction variable, and stability towards the dimensions of the variables ranged between (0.806) for the dimension of hypothetical thinking to (0.879) for the dimension of intentional thinking, to be stable with the condition of stability of the Cronbach's alpha coefficient.

Table 4: Cronbach's alpha coefficients

Variables	Dimensions	Paragraphs	Stability		
Strategic Thinking Patterns	Hypothetical thinking	5	0.857	0.806	0.960
	Thinking in time	5		0.818	
	Intentional thinking	5		0.879	
Organizational Conflict Levels	Avoidance	5	0.948	0.823	
	Competition	5		0.850	
	Cooperation	5		0.867	
Job Satisfaction	Nature of work	5	0.941	0.826	
	Financial incentives	5		0.867	
	Promotion opportunities	5		0.815	

5.4. Statistical description of the research

Table (5) indicates that the arithmetic mean of the strategic thinking patterns variable was 4.05 with a standard deviation of 0.64, reflecting the sample's interest in developing its capabilities in the dimension of hypothetical thinking (SPHT), which settled at an arithmetic mean of 4.11 and a standard deviation of 0.68. This indicates that the sample shows a noticeable interest in this field. In contrast, the dimension of intentional thinking (SPIT) came in last place with an arithmetic mean of 4.02 and a standard deviation of 0.71, indicating the sample's interest in this dimension as well, but to

a lesser degree. Table (5) shows that the arithmetic mean of the organizational conflict levels variable was 4.09 with a standard deviation of 0.66, reflecting the sample's interest in developing its capabilities in the dimension of cooperation (LCCO), which settled at an arithmetic mean of 4.11 and a standard deviation of 0.71. This indicates that the sample shows a noticeable focus on enhancing cooperation. In contrast, the competitiveness dimension (LCCM) came in last place with an arithmetic mean of 4.05 and a standard deviation of 0.80, indicating the sample's interest in this dimension as well, but to a lesser degree. Table (5) shows that the arithmetic mean of the job satisfaction variable was 4.09 with a standard deviation of 0.68, reflecting the sample's interest in developing its capabilities in the material incentives dimension (JSMI), which settled at an arithmetic mean of 4.11 and a standard deviation of 0.71. This indicates the sample's focus on the importance of material incentives in enhancing job satisfaction. In contrast, the nature of work dimension (JSNW) came in last place with an arithmetic mean of 4.07 and a standard deviation of 0.78, indicating the sample's interest in this dimension as well, but to a lesser degree.

Table 5: Statistical description of the research variables

Paragraph	Arithmetic mean	Standard deviation	Paragraph	Arithmetic mean	Standard deviation	Paragraph	Arithmetic mean	Standard deviation
SPHT1	4.39	0.74	LCAV1	4.16	1.08	JSNW1	3.90	1.18
SPHT2	4.13	0.90	LCAV2	4.01	1.13	JSNW2	4.07	1.05
SPHT3	3.84	1.06	LCAV3	4.17	0.88	JSNW3	4.10	1.09
SPHT4	4.14	0.84	LCAV4	4.06	1.06	JSNW4	4.05	1.03
SPHT5	4.08	0.95	LCAV5	4.09	1.00	JSNW5	4.22	0.88
SPHT	4.11	0.68	LCAV	4.10	0.69	JSNW	4.07	0.78
SPTT1	4.20	0.93	LCCM1	4.12	1.04	JSMI1	4.10	1.09
SPTT2	4.16	0.92	LCCM2	4.09	1.03	JSMI2	4.05	1.03
SPTT3	4.00	0.83	LCCM3	4.09	1.02	JSMI3	4.22	0.88
SPTT4	3.74	1.09	LCCM4	3.90	1.18	JSMI4	4.01	1.13
SPTT5	4.01	1.05	LCCM5	4.07	1.05	JSMI5	4.17	0.88
SPTT	4.02	0.75	LCCM	4.05	0.80	JSMI	4.11	0.71
SPIT1	4.02	0.99	LCCO1	4.10	1.09	JSPO1	4.06	1.06
SPIT2	4.09	0.86	LCCO2	4.05	1.03	JSPO2	4.09	1.00
SPIT3	4.06	0.84	LCCO3	4.22	0.88	JSPO3	4.12	1.04
SPIT4	3.84	1.12	LCCO4	4.01	1.13	JSPO4	4.09	1.03
SPIT5	4.12	0.94	LCCO5	4.17	0.88	JSPO5	4.09	1.02
SPIT	4.02	0.71	LCCO	4.11	0.71	JSPO	4.09	0.80
Strategic thinking patterns rate			Average levels of organizational conflict			Job satisfaction rate		
STPA	4.05	0.64	LOCO	4.09	0.66	JOSA	4.09	0.68

5.5. Testing the research hypotheses

H1: There is a significant correlation between strategic thinking patterns and levels of organizational conflict, and the following hypotheses branch out from it:

The results of Table (6) for the correlation matrix show a strong correlation between strategic thinking patterns and levels of organizational conflict of 0.628, indicating that there is a noticeable effect of strategic thinking patterns on levels of organizational conflict. There is also a strong correlation between the dimensions of the variables, as the values ranged from 0.328 between the dimension of intentional thinking (SPIT) and the dimension of competition (LCCM), indicating that there is a noticeable, but less strong, correlation between these two dimensions. While the correlation value reached 0.578 between the dimension of hypothetical thinking (SPHT) and the dimension of cooperation (LCCO), indicating that there is a strong relationship that reflects the effect of hypothetical thinking on enhancing cooperation within the organization.

H2: There is a significant correlation between strategic thinking patterns and job satisfaction, and the following hypotheses branch out from it:

The results of Table (6) of the correlation matrix show a strong correlation between strategic thinking patterns and job satisfaction of 0.611, indicating that there is a positive impact of strategic thinking patterns on the level of job satisfaction. There is also a strong correlation between the dimensions of the variables, as the values ranged from 0.361 between the dimension of intentional thinking (SPIT) and the dimension of promotion opportunities (JSPO), indicating

that there is a significant but less strong correlation between these two dimensions, reflecting the impact of intentional thinking on promotion opportunities. While the correlation value reached 0.578 between the dimension of hypothetical thinking (SPHT) and the dimension of material incentives (JSMI), indicating that there is a strong relationship that reflects the impact of hypothetical thinking in enhancing material incentives.

H3: There is a significant correlation between job satisfaction and levels of organizational conflict, and the following hypotheses branch out from it:

The results of Table (6) of the correlation matrix showed a strong correlation between job satisfaction and levels of organizational conflict of 0.974, indicating that there is a close correlation indicating that improving job satisfaction may lead to reducing levels of organizational conflict. There is also a strong correlation between the dimensions of the variables, as the values ranged from 0.478 between the dimension of material incentives (JSMI) and the dimension of cooperation (LCCO), indicating that there is a clear correlation between material incentives and cooperation, reflecting the impact of incentives on enhancing the cooperative work environment. While the correlation value reached 0.888 between the dimension of promotion opportunities (JSPO) and the dimension of competition (LCCM), indicating that there is a strong relationship showing the impact of promotion opportunities on enhancing competition within the organization.

Table 6: Correlation Matrix (n=103)

	SPHT	SPTT	SPIT	STPA	LCAV	LCCM	LCCO	LOCO	JSNW	JSMI	JSPO	JOSA
SPHT	1											
SPTT	.771**	1										
SPIT	.779**	.651**	1									
STPA	.934**	.895**	.891**	1								
LCAV	.571**	.518**	.575**	.611**	1							
LCCM	.494**	.480**	.328**	.478**	.626**	1						
LCCO	.578**	.517**	.541**	.601**	.811**	.639**	1					
LOCO	.612**	.566**	.533**	.628**	.903**	.861**	.910**	1				
JSNW	.525**	.509**	.414**	.532**	.640**	.808**	.865**	.869**	1			
JSMI	.578**	.517**	.541**	.601**	.811**	.639**	.478**	.910**	.865**	1		
JSPO	.520**	.508**	.361**	.510**	.724**	.888**	.598**	.835**	.636**	.598**	1	
JOSA	.605**	.572**	.487**	.611**	.809**	.877**	.911**	.974**	.930**	.911**	.841**	1

H4: There is a significant effect of strategic thinking patterns on job satisfaction, and the following hypotheses branch out from it:

The results of Table (7) show that strategic thinking patterns contribute to enhancing the capabilities of the employees studied to improve job satisfaction. This indicates that increasing strategic thinking patterns by one unit leads to an improvement of 1.466 towards the regression parameter, and 0.647 towards the beta coefficient, with a standard error rate of 0.083, which led to a critical value equal to 7.795. Consequently, this relationship contributed to building the motivations of employees to determine different strategic thinking patterns to achieve their satisfaction, leading to an explanation of 0.373 of the job satisfaction variable. This indicates the fact that employees' strategic thinking increases their satisfaction, in addition to the importance of strategic thinking in stimulating a sense of job satisfaction, which can be a focus for managers in work environments to improve employee performance and satisfaction. Accordingly, the amount of impact of strategic thinking patterns on job satisfaction can be determined through the following equation:

$$Y = a + \beta X$$

Where:

Y= Dependent variable (job satisfaction)

a= Regression parameter

β= Beta value

X= Strategic thinking patterns

$$Y = 1.446 + 0.647 X$$

Let's assume that the value of (X=1) and thus the equation becomes

$$Y = 1.446 + 0.647 * 1$$

$$Y = 1.446 + 0.647$$

$$Y = 2.093$$

H5: There is a significant effect of job satisfaction on organizational conflict levels, and the following hypotheses branch out from it:

The results of Table (7) show that job satisfaction contributes to enhancing the capabilities of employees to reduce organizational conflict levels. This indicates that increasing job satisfaction by one unit leads to an improvement of 0.264 towards the regression parameter, and 0.935 towards the beta coefficient, with a standard error rate of 0.022, which led to a critical value equal to 42.500, and as a result, this relationship contributed to achieving the desired level of satisfaction

to reduce their levels of organizational conflict to lead to explaining 0.948 of the job satisfaction variable. This indicates that improving employee satisfaction helps reduce tensions and conflicts within the organization, and accordingly, the amount of the impact of job satisfaction on organizational conflict levels can be determined through the following equation:

$$Y = a + \beta X$$

Where:

Y= Dependent variable (Organizational conflict levels)

a= Regression parameter

β = Beta value

X= Job satisfaction

$$Y = 0.264 + 0.935 X$$

Let's assume that the value of (X=1) and thus the equation becomes

$$Y = 0.264 + 0.935 * 1$$

$$Y = 0.264 + 0.935$$

$$Y = 1.199$$

H4: There is a significant effect of strategic thinking patterns on organizational conflict levels through the mediating role of job satisfaction, and the following hypotheses branch out from it:

The results of Table (7) show that the mediating role played by job satisfaction with strategic thinking patterns contributes to enhancing the capabilities of employees to reduce tension in the level of organizational conflict. This indicates that increasing the mediating role of job satisfaction with strategic thinking patterns by one unit leads to reducing tensions towards organizational conflict levels by 1.174 for the regression parameter, and 0.975 for the beta coefficient, with a standard error rate of 0.027, which resulted in a critical value equal to 36.111. These results show that the relationship between job satisfaction and strategic thinking patterns contributes to explaining 0.950 of the variable of organizational conflict levels. This means that job satisfaction plays a crucial role in improving the work environment by reducing organizational conflicts and enhancing the overall performance of employees. Accordingly, the amount of the impact of strategic thinking patterns on organizational conflict levels can be determined through the mediating role of job satisfaction according to the following equation:

$$Y = a + \beta X$$

Where:

Y= Dependent variable (Organizational conflict levels)

a= Regression parameter

β = Beta value

X= Mediating role of job satisfaction with strategic thinking patterns

$$Y = 1.174 + 0.975 X$$

Let's assume that the value of (X=1) and thus the equation becomes

$$Y = 1.174 + 0.975 * 1$$

$$Y = 1.174 + 0.975$$

$$Y = 2.149$$

This indicates that the presence of job satisfaction by one unit enhances the effect of strategic thinking patterns, leading to a decrease in organizational conflict levels by 2.149. Therefore, it is clear that improving job satisfaction should be a major focus in organizational conflict management strategies, contributing to the creation of a more positive and efficient work environment.

Table 7: Results of testing the effect hypothesis

Path				Slope parameter a	Value β	Standard Error	Critical Value	Value F	Value R ²	P	
STPA	<---	JOSA		1.466	0.647	0.083	7.795	60.199	0.373	0.001	
JOSA	<---	LOCO		0.264	0.935	0.022	42.500	1854.534	0.948	0.001	
STPA	<---	JOSA	<---	LOCO	1.174	0.975	0.027	36.111	952.012	0.950	0.001

6. CONCLUSIONS AND RECOMMENDATIONS

6.1. Conclusions

- ❖ The results showed a significant positive relationship between strategic thinking patterns, job satisfaction and levels of organizational conflict, indicating that the presence of job satisfaction by one unit enhances the impact of strategic thinking patterns, leading to a decrease in organizational conflict levels by 2.149. Therefore, it is clear that improving job satisfaction should be a major focus in organizational conflict management strategies, which contributes to creating a more positive and efficient work environment.
- ❖ The researched sample is keen to focus on improving the level of job satisfaction among employees, as high satisfaction contributes to reducing levels of organizational conflict.

- ❖ The researched sample is interested in improving communication channels within the organization, which can reduce misunderstandings and enhance a cooperative work environment.
- ❖ The researched sample focuses on working to build an organizational culture that encourages cooperation and innovation, which enhances job satisfaction and reduces conflicts.
- ❖ The researched sample is keen to provide psychological and social support programs for employees that can help them deal with stress and improve satisfaction levels.
- ❖ Encouraging the sample to involve employees in the decision-making process enhances their sense of belonging and increases their satisfaction, which reduces conflicts.
- ❖ The sample is keen to implement training programs that focus on leadership skills and strategic thinking that can enhance employees' ability to manage conflicts effectively.

6.2. Recommendations

- ❖ The need to train employees on strategic thinking patterns, which helps improve their ability to deal with conflicts in more effective ways.
- ❖ Material and moral incentives should be provided to enhance job satisfaction, which contributes to improving employees' response to strategic thinking patterns.
- ❖ The sample studied should adopt a system for evaluating performance periodically, which helps identify points that affect job satisfaction and organizational conflict.
- ❖ The sample studied should monitor the impact of changes in strategic thinking patterns and job satisfaction on the level of organizational conflict to ensure the effectiveness of the adopted strategies.
- ❖ The need to follow up on the impact of strategic thinking patterns and job satisfaction on organizational conflict levels through specific performance indicators.
- ❖ The sample studied should develop a comprehensive performance evaluation system that takes into account job satisfaction and organizational conflict levels and their impact on productivity.
- ❖ The sample studied should conduct periodic surveys to assess the level of job satisfaction among employees and analyze the results to identify areas that need improvement, in order to ensure that opportunities are provided for employees to participate in decision-making, which enhances their sense of belonging and increases their satisfaction.

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