

The Role of Strategic Thinking Skills in Building Dynamic Capabilities

Analytical Study of the Opinions of a Sample of Telecommunications

Companies in Jordan

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Abstract:

The objective of the current study was to present different strategic insights by examining the relationship between strategic thinking skills and dynamic capabilities in business organizations and recognizing that relationship by a sample consisting of leaders working in a number of Jordanian telecommunications companies, using the resource-based theory, with the purpose being to identify the role of strategic thinking skills in building dynamic capabilities. The nonprobability sampling method was used which allows the collection of samples from the available relevant community or group with a relative ease. The study sample or community was consisted of all senior and middle management staffers (managers, heads of departments etc) of the three telecommunications sector (Orange, Umniah and Zain), which are regarded as pioneers in this field, with branches covering all Jordanian provinces. The sample included (173) individuals to whom copies of the study's questionnaire were handed over, with the number of retrieved copies being (147) which makes (76%) of the total number of respondents. The Multiple Regression technique was used to test the hypotheses of the study. The study results showed a positive relation between strategic thinking skills and dynamic capabilities, with the degree of influence being different from one variable to the other. The study stressed on the importance of continuously focusing on thinking skills in using modern methods in building dynamic capabilities though which a company could outperform its rivals.

Introduction:

The environment of business organizations operating in different knowledge sectors is characterized by a rapid rate of change accompanied by a wave of complex and unexpected fluctuations, which has so far resulted in the difficulty of contentiously maintaining the competitive advantages of those businesses for a long period of time. Those are circumstances under which the traditional rigid management methods have proven to be ineffective in keeping up with the environmental conditions and the increasing rate of competition

among rival organizations (Teece,2007,2014), The strategic thinker sees ahead, behind and sidewise at the same time, hence was the organizations realization of the importance of activating the role of thinking skills, an approach that is predominated by the dynamic interaction between the Emergent Strategy and the Intended Strategy so as to actually reach the Realized Strategy (Pisapia & Robinson, 2010), Thus the focus of the strategic studies began to be on helping the organizations identify methods that enable them to rebuild and sustain their competitive features, so as to maintain their competitive positions amidst an environment that keeps changing. They, therefore, started to establish the roots for the dynamic capabilities approach which is deemed to present the suitable framework in the midst of changing competitive conditions (Hamed, Hanan 2018) hence is the scientific importance in linking strategic thinking and dynamic capabilities and their key role in addressing the changing environmental conditions and in achieving the organizational supremacy in the long term. It was that importance that led to conducting this study which involved three telecommunications companies in Jordan, namely, Orange, Umniah and Zain, where studies in this field have so far indicated that telecommunications companies in Jordan are expected to enter the stage of global competition regardless of the problems experienced by this sector.

First: Problem of the Study

Dynamic capabilities are considered a key tool that enables organizations in general to draw the right paths needed to trigger their practical and operational activities within the environment in which they live and interact so that to achieve progress. Working organizations have so far pushed ahead towards a new philosophy that represents an ideal entry that revolves around charting the creative path of thinking that is focused on the futuristic way of depicting expected issues by building mechanisms that enable the organization to create new formations of resources and capabilities in which the organization's acquainted resources and internal capabilities are blended and organizational excellence (supremacy) is achieved eventually.

The problem of the current research, therefore, stems from the fact that telecommunications companies in Jordan have not yet adopted any systemic scientific steps aimed at benefiting from thinking skills in employing their dynamic capabilities in a way potent to achieve sustained competitive features, especially that the targeted companies showed that they had the capacity to excel and outwardly expand in terms of their offered services that would enable

them to win the hearts of clients. Following the aforementioned, the problem of the current study could be summarized in the following question:

Does the lack of interest in strategic thinking skills and dynamic capabilities negatively affect the company's excellence?

A number of relevant questions are also to be considered in addition to the fundamental question above. They are as follows:

- 1- To what extent the study sample were aware of the characteristics and the concepts involved in the research variables in terms of the impacts those characteristics and concepts have on the sample works?
- 2- To what extent were the officials of the researched companies aware of the concept of strategic thinking skills?
- 3- To what extent were the officials of the researched companies aware of the concept of dynamic capabilities?
- 4- Was there a relation between strategic thinking skills and dynamic capabilities within the researched companies?

Second: The objectives of the study

The study, in general, aims to provide answers to the questions raised in the study problem as well as to achieve the following objectives:

1. Providing a theoretical framework that covers thinking skills and dynamic capacities.
2. Building an intellectual model that identifies the extent to which senior management in the telecommunications companies were aware of dynamic capabilities as a modern approach in management science.
3. Explaining the level of impact that strategic thinking skills had on the research companies.
4. Measuring the level of relationship and impact between strategic thinking skills and dynamic capabilities.
5. Proposing recommendations and suggestions in the light of the results reached.

Third: The Importance of Study

The importance of the study arises from its variables of "Strategic Thinking Skills and Dynamic Capabilities" in the services sector in general and in telecommunications companies in particular, and how they – being the motivation behind creativity, innovations and team empowerment - play a key role in the success of those companies team empowerment.

Accordingly, the study is expected to achieve the following:

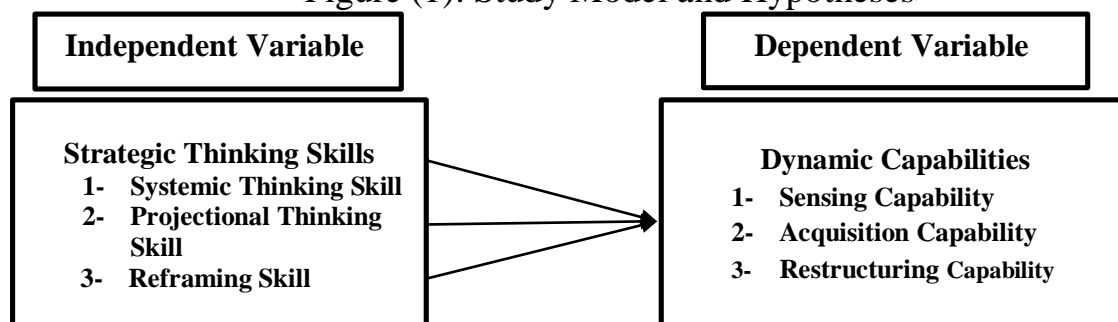
1- **Scientific importance**: it stands out through being one of the first studies that are characterized by modernity. It also has the potential to establish a philosophical intellectual rooting of the nature of the variables researched in the study research, which is based on the application of thinking skills and dynamic capabilities. Another aspect of importance of this study is derived from the fact that it contributes to filling part of the shortage in administrative libraries in light of the scarcity of writings that deal with thinking skills, in addition to helping the researched companies abandon traditional leadership patterns and adopt a modern leadership style that enables the development of advanced strategies that simulate reality and employ all efforts to implement them.

2- **Application-related Importance**: it stands out through the important role played by Jordanian telecommunications companies as being one of the key sectors contributing to prosperity and growth. Also, the modernity of the scales used in measuring the variables of the study makes their identification an important step. Besides, the importance of the study is manifested by the solutions and proposals it made available for the managements of the research companies along with their implementations.

Fourth: The Theory of Resources and Skills and their Relationship to the Study Model

The concept of resource and skills theory was launched by Wernerfelt in 1984, in which the term resource and skills theory, also known as the Resource-Based View (RBV) was introduced for the first time. The characteristics of those resources lead to a competitive concession that is difficult to observe and imitate in the near term by the competition (ALhamdany, 2018:103), In fact this is a theory that has had a role in highlighting the relationship existing between strategic thinking skills and dynamic capabilities, in addition to being a guide to the current study in terms of constructing the study model. The following is intended to identify the primary and secondary variables as follows:

Figure (1): Study Model and Hypotheses



Source: Prepared by the researcher.

Seventh: Hypotheses of the Study

The study's hypotheses were formulated according to the study's problem, its objectives and model in an attempt to answer the intellectual questions of the study problem as is shown below:

The First Main Hypothesis: there is a relationship of contingency between Strategic Thinking Skills and Dynamic Capabilities (Al-Yasari, 2014) and (Pisapia et al. 2005).

The Second Main Hypothesis: there is a statistically significant relationship between Strategic Thinking Skills and Dynamic Capabilities in respect to their dimensions (ALhamdany, 2018).

Procedural Definitions:

- ❖ **Strategic Thinking Skills:** the ability to see systems holistically, rationally and logically and to rethink them in order to create new ideas and to use the capabilities of insight and foreseeing into future events and benefiting from them (Pisapia, et. al., 2009:42).
- ❖ **Dynamic Capabilities:** the capabilities, skills and cognitive activities of the organization, allowing it to sense environmental opportunities, threats, acquisition of opportunities, and to avoid and contain threats (Teece, 2014:67).

Eighth: Data Collecting Methodology

- **Library sources:** by collecting some important and necessary library resources to cover the theoretical aspect.
- **The Internet:** By relying on the global internet for obtaining data and information that can cover both theoretical and applied research.
- **Questionnaire:** The main tool employed in the current study for data and information collection.

Ninth: Study Boundaries

The study boundaries are as follows: Researching boundaries: the study is determined by its variables: **Strategic Thinking Skills** and **Dynamic Capabilities**, the Spatial Boundaries: represented by Jordanian telecommunications companies, the Human Boundaries: a sample of employees (senior management and middle managers in telecommunications companies in Jordan were selected), and the Temporal Boundaries: the study covers the period (November 7th, 2019 – January 25th 2020).

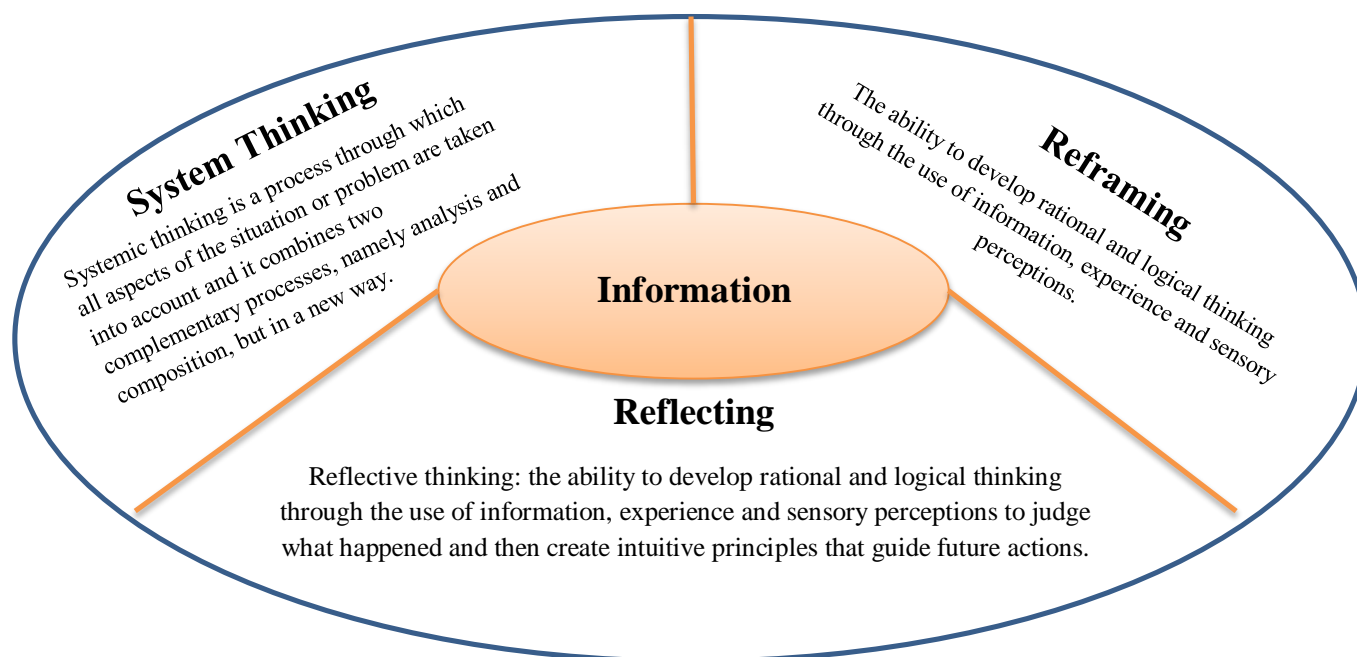
Theoretical framework

First: Intellectual Foundations of Strategic Thinking Skills Variable and its Dimensions

Skills are one of the most important characteristics of the human resource, as it is one of the most important features that a human resource can be characterized by because of its ability to generate great reflex capabilities in light of the great changes that characterize the environment of the institution, namely the ambiguity and uncertainty (Naktiyok,et.al,2009), which is therefore an important source of excellence for the human resource differentiating him or her from others, Skills in this sense could be described as the packed of theoretical and practical knowledge that an individual has gained through the two processes of leaning and training in addition to a number of behavioral skills that show up during field work. It is the responsibility of the institution or organization to look up such skills and dexterities and work on developing them (Mansouri and Salha, 2010:52).

(Al-Khafaq, 2011: 244) has defined them as "the ability to do something in a way determined by an upgraded measure designed for this purpose, based on understanding, speed and accuracy", And since skills could be apparent (apparent capabilities) or hidden (hidden capabilities), the organizations today have started strategically thinking across all levels of administration in order to exchange thoughts, ideas and accomplishments, carrying out analyses to find tools to measure the ability of a leader to think as well as to study the behaviors of the administrative leaders of organizations through the use of knowledge processes (Pisapia,et.al,2005:41), Based on its importance in the literature of strategic management, (ALhamdany, 2018:44) and (Al-Yasari, 2014) referred to (Pisapia,et.al.2008) and (Pisapia,et.al.2005) in defining those skills by saying that they are the mental or cognitive processes or skills that enable us to acquire knowledge by manipulating ideas, processing information, dealing with beliefs and innovation, as well as meditative, creative and proactive thinking. They were also defined by (Obeidat and Abu Al-Semeed, 2007:61) as being "the mental processes that we conduct to collect data and information and to save them carrying out analyses, planning and assessments so that to reach conclusions and make decisions" Another definition was that "they are the ability of the learner to explain, define and understand the practicality of mental processes quickly and perfectly, with the acquisition of such skills having the potential to enable the learner to retain a sustainable high capacity to be used in dealing with information (Daamas, 2010:9), Three skills of strategic thinking have been identified so far as is shown in the next figure:

Figure (2): Components of the Strategic Thinking Skills



Source: Pisapia, J., Reyes-Guerra, Dand Coukos-Semmel, E. (2005), Developing the leader's Strategic Mindset: Establishing the Measures, Leadership Review, 5(1), p:44.

1.Skill of system thinking or systemic thinking skills, 2.reflecting skills, 3.Reframing skills, They considered these skills as being interrelated and complementary to each other, allowing managers to think strategically and enabling them to differentiate the most successful managers from the least successful ones in organizations characterized by complicated and ambiguous environments. Pisapia believes that thinking is a vital necessity for faith and the discovery of life's doctrines or laws, and that the managers of organizations use the information collected from meditative thinking and systemic thinking during the process of reformulating their organizations philosophies, reframing them in a way suitable for those skills, which in turn helps the manager to think ahead and reformulate things in accordance with the current situation. To measure the skills of strategic thinking in relation to the current study, the models of (ALhamdany,2018) and (Pisapia et.al,2005), have been adopted, They consist of three main dimensions with the concept behind these dimensions being explained below:

1- **Systemic thinking:** It is difficult to define systemic thinking or choose a suitable definition for it in which its nature, functions, means and results are defined, identifying the phenomenon that manifests it, as the literature of psychology is full of synonyms of "system thinking", as well as that of the Divergent Thinking, problem solving and Dynamic Thinking, Feedback

Thought, and Organizational Learning. (Al-Abadi, 2019:67) defines systemic Thinking as a form of higher levels of thinking, through which the individual is able to see an overall view of the future concerning any subject without losing its partiality, i.e. the transition of the individual's thinking from abstractness to inclusiveness where he is able to see and consider many elements or factors that he used to deal with as diverging subjects but now he is viewing what those subjects have in common, in other words he is now looking into matters through a systemic perspective.

2. **Projectional thinking:** One of the pioneers of this concept is (Dewey, 1933), (Argyris&Schön,1978) and (Schön, 1983), Projection is a cognitive skill that includes taking into account any belief or practice that helps and promotes the understanding of situations and then applying new acquired knowledge to these situations (Pisapia et al., 2011:9), shows how projection helps the leader's ability to think logically and rationally by using perceptions, experiences and information to make judgments on what happened as well as aiding in predictive thoughts that guide future actions. However, the projectional thinking requires a continuous assessment of the existing beliefs and assumptions along with their analyses so that the outcome thoughts would be more sound (Schoon, 1987: 49).

3. Reframing or Reformulating Skills: This pioneering work by (Gareth Morgan, 1980) belongs to the mid-eighties where it was highlighted in his book "Images of Organizations" The work is prominent in the field of reformulating skills, allowing for the development of alternatives and new solutions. On his part (Pisapia et al., 2011:10), believes that reframing refers to the leader's ability to pay attention to many mental models, formations, ideals and perspectives so that to generate new ideas and get to new knowledge and options for actions.

Second: The Concept of Dynamic Capabilities

The concept of dynamic capabilities is relatively new and undefined, so dynamic capabilities are considered to be an organization-specific advantage that promotes creativity, giving the organization the ability to quickly adapt and interact between the enterprise internal knowledge and the requirements of the external market (Teece, 2007:278), and has become an influential framework for understanding how the inventory of the organization's resources evolves so that it can achieve a long-term sustainable advantage, since dynamic capabilities represent the ability to respond to new markets since they are regulatory measures through which organizations achieve new resources (Akwel 2007:22),

indicates that the roots for the dynamic capabilities belong to the works (Schumpeter,1934) and (Teece et,al,1997), which are capabilities of a dynamic type or nature that enables the organization to adapt to nearby changes, while offering whatever is new in their field by combining, regrouping and the re-exploitation of resources, knowledge and skills, transforming them into new operational capacities.

On the other hand (Helfat & Peteraf, 2009:91), emphasized the link between dynamic capabilities and knowledge and other efficacies that are required to improve current products and operations as well as to continually develop new products within the internal boundaries of the organization. On his part (Teece et.al,2014:329) added that dynamic capabilities are the ability of the organization to integrate, build and restructure internal and external capabilities needed to face the rapid changes of within the organization's environment. That is why we see that dynamic capabilities are enabling organizations (Helfat et al,2007) to:

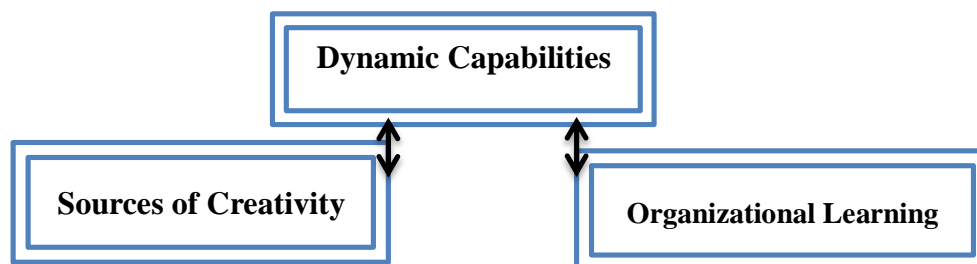
- Develop new products to meet the needs of the market.
- Apply the appropriate techniques for the process of producing these new products.
- Respond to technological developments and unexpected opportunities.

(Teece et,al,2016:18) have recently noted that it is "the organization's ability to innovate and adapt to environmental changes in a way that leads to changes welcomed by the customers and unwanted by competitors" Therefore, dynamic capabilities are complementary to the foundations of resource-based view (RBV) theory (Al Hamdany 2018:116), which consists of a package of potential benefits along with its high ability to integrate, mold and manage several skills, On their part (Hamed & Hanan, 2018:145) "have regarded it as the groups of capabilities that help the organization to sense the external environment and then to modify and expand its information base and knowledge, which helps it In achieving integration and coordination between all its resources and activities, which in turn reflects on the restructuring of its existing capabilities and development in a way that is compatible with environmental changes, since organizations that have this type of capabilities can integrate key skills and resources to boost creativity and to achieve a competitive advantage as well as to exploit their tangible and intangible resources so that to create new products and services.

Third: Requirements of Building Dynamic Capabilities

In order for the organization to be able to boost the value of its intellectual (knowledge) resources so that it could achieve a competitive advantage, it must have the requirements that enable it to form those dynamic capabilities represented by organizational learning and resources of creativeness, which is what was emphasized by (Oltra, et al, 2018), (Nielsen, 2006) and (Sher&Lee, 2004) as is explained in the figure below.

Figure (3): Requirements of Forming the Dynamic Capabilities



Sours: Prepared by the researcher.

1. Organizational learning: It is the organization's ability to adapt to turbulent environmental conditions and is not a newly created concept as it goes back to the writings of (Argyris and Schon,1987:4) as well as the literatures of the organization theory and that of the systems theory (Senge,1990), The practical interest in this concept in the field of management of organizations was based on the concept of strategic planning and strategic management, which is the main source of strategic change in the establishment which is aimed at creating competitive advantages and maintaining them as being the basis in the formation of dynamic capabilities through a set of processes, on top of which are: empowering individuals, investing in past experiences and expertise in preparing for the future, as well as the effective use and management of knowledge and technology in learning and to improve performance, which enables these organizations to have the advantage of quick learning and to achieve their goals efficiently and effectively (Oltra,et al, 2018:244).

2- Sources of creativity: it is one of the requirements of the dynamic capabilities of the organization represented by its intellectual capital, material resources, strategic thinking, brainstorming, Delphi style, building the culture of the organization and working to establish performance standards based on organizational creativity and on providing products and services that suit the renewable needs of customers and help to adapt to the changing environment and seizing the opportunities that exist while avoiding risks that negatively affect the organization (Nieves et.al ,2016 229).

Fourth: Dimensions of Dynamic Capabilities

The idea of dynamic capacity components dates back to the works of (Teece, 1994, Teece, et al, 1997, Teece, 2007, 2009, 2012, 2016). And regardless of the differences of views among researchers, the researcher of the current study has chosen the model of (Teece, 2007) which has also been agreed upon by (Abu Alata, 2017). The model includes three dimensions that fit the requirements of the current study and could be considered more expressive of the dynamic capabilities that are possible to apply within the Iraqi environment. They are namely: opportunity and risk sensing capacities, acquisition capabilities and restructuring capacities), as shown below:

1. **Sensing Capabilities:** the regulatory ability to explore, interpret and follow up on environmental opportunities through processes of taking advantage of technological and scientific developments, monitoring the external environment, directing internal research and development of learning, sensing, purification, shaping and examining opportunities, as it is the point at which potential opportunities for change are identified (Álvaro Lopes Dias, et al. 2020), The whole process is not limited to the aforementioned points but is extended to include the new competitor movements and changing preferences of customers and the developments occurring in market structures (Teece, 2009:17) towards the building the capabilities of the organization so that it can keep up with the rapidly changing environmental conditions and try to anticipate its future development in order to identify opportunities that can benefit the organization.
2. **Acquisition Capabilities:** the ability to assess current and potential capacities, and potential investments in appropriate designs and technology that are accepted and well received in the market, This is a fact that was recognized by (Teece, 2007:1326), by saying that the organization may sense the opportunity existing within but may not be able to invest it in the right way and therefore each complements the other, According to (Ridder, 2012:42), those capabilities are divided into:
 - ☒ **Knowledge management:** the possibility of organizing and maintaining the generating sources of external resources.
 - ☒ **Integration:** The possibility of shaping and managing the workflow that encourages the use of external sources.
 - ☒ **Coordination:** The possibility of coordinating rules, responsibilities and tasks to acquire and use external resources.

3. Restructuring Capabilities (reshaping): The key to sustainable profitable growth is the organization's ability to reshape its resources and organizational structures in line with current environmental changes and not only to the current pattern of performance, but also to resort to development, innovation and continuous change as a result of the continuing changes in technology and working conditions in the market (Abo Al-Ata, 2017:249).

The Practical Side of the Study

Methodology of study

The study relied on the descriptive analytical approach, as well as the method of non-probability sampling that allows the collection of data from the community in a comfortable manner. The study community was made up of all senior and middle management staff (managers, heads of departments) of telecommunications companies operating in Jordan, namely Orange, Umniah Zain, which are considered the leading companies in the telecommunications sector and have branches in all provinces, The sample numbered (173) employees, and after distributing the questionnaire copies (147) answered ones were retrieved. However, the coding showed that (14) copies of the retrieved bunch were incomplete, which lowers the number of reliable copies to (133), noting that the number is statistically acceptable as they constitute (76%) of the total number of respondents.

Table (1) : Results of Distributed Questionnaire Copies

Sample Volume	Number of distributed questionnaire copies	Number of retrieved questionnaire copies	Number of copies valid for analysis	Percentage of reliable copies
173	173	147	133	%76

Source: Prepared by the researcher

The questionnaire was based on the objectives of the study, which is to show the influence of the strategic thinking skills on the dynamic capabilities of Jordanian communications companies, The questionnaire included a set of axes, with the first one represented in the demographic variables, while the second the independent variable of "strategic thinking" that was consisted of three dimensions, using the scale of (Alhamdany, 2018) and (Pisapia, et al.2005). The third axis was represented by the dependent variable of the "Dynamic Capacities" that was measured depending on (Abo Al-Ata, 2017) and (Teece, 2007). Thus the questionnaire was made of (20) paragraphs that were judged by

experts in the field in order to come up with realistic measures that correspond to the nature of the field in question.

Results of the Field Study:

The researcher worked on factor analysis in order to determine the importance of study variables by combining components by which each group is uniformly linked within to form a variable, where the strategic thinking skills of this analysis were subjected to the aggregation of variables into homogeneous aggregates so that to come up with variables that are adopted as dimensions of the independent variable.

The results of the analysis of strategic thinking skills which were represented by the independent main variable, appeared to be pushing towards the formulation of strategies that enable the dynamic capacities, as is shown in table (2), The outcome was the strategic thinking skills being consisted of the three variables of (systemic thinking skill, projectional thinking skill, and reframing skill).

Table 2: Results of the Factorial Analysis of Strategic Thinking Skills

Name of Skill	Variables		
	Number	Paragraph	Value
Systemic Thinking Skill	4	The organization views its active parties in it as components and parts within the institutional system of work.	0.516
		The organization supports efforts to provide sources of knowledge.	0.560
		The organization's management employs its organizational capacity to achieve its objectives.	0.551
		The organization has a skill that focuses on developing subordinates' abilities in solving issues.	0.701
Projectional Thinking Skill	4	The organization is constantly developing its administrative work systems.	0.523
		The organization has the capacity to expand to meet the growing demands.	0.601
		The organization is committed to the speed required in providing its services.	0.513
		Organization management uses clear criteria for any problem they encounter.	0.491
mission	4	The organization has the infrastructure needed to build an	0.582

		effective knowledge management system.	
		The organization seeks to find a prior solution for a case before it is clearly defined.	0.632
		In our organization we try to create as many solutions as possible when the problem is more complex.	0.411
		The organization prepares its members for useful discussions on strategic business-related issues.	0.561
Overall Value of Variance			75.21
(KMO)	12		85.74
Bartlett Test			0.000

Source: Prepared by the researcher depending on the SPSS software outcome

The results reflected the reliability of the sample after the value of the adequacy reached (85.74) which explains the dependability and reliability of the constituent groups, and that through the Bartlett test of (0.000) which is less than (0.01). Thus, the strategic thinking skills formed (3) homogeneous groups that contributed to the formulation of dynamic capacities, explaining (75.21) of the total variation.

Testing the Validity of the Study Tool:

Consistency analysis was used to find internal consistency of data ranging (0-1), in addition to the use of Cronbach's Alpha that was calculated to find the consistency of internal data for the content of the questionnaire that was presented before arbitrators with competence in the Public Administration and Business Administration domain, so that to know about their opinions and observations and their assessments on the validity of the questionnaire paragraphs and their suitability for the proposed themes of the study.

Table (3): Cronbach's Alpha Coefficient of Reliability

Variables	Number of Paragraphs	Constant Coefficient
Systemic Thinking Skill	4	0.79
Projectional Thinking Skill	4	0.81
Reframing Skill	4	0.81
Dynamic Capabilities (dependent variable)	8	0.77
Total	20	0.81

Source: prepared by the researcher depending on the SPSS software outcome

The table above shows that the values of internal consistency have a high degree of credibility, as the degree of consistency of the Cronbach Coefficient was greater than (60%) which demonstrated the consistency and validity of the data (Sakran, 2006).

The results of the statistical analysis conducted to test the hypotheses of study were as follows:

The First Main Hypothesis: The researched organization seeks to pursue the strategic thinking skills approach to formulate dynamic capabilities strategies. According to the opinions of the research sample, strategic thinking skills and dynamic capabilities exist in the researched company even if they are not realized, as the arithmetic median for the skills of strategic thinking was (3.88) with a standard deviation of (0.69) which reflects the convergence in the answers coupled with an increased focus around the arithmetic median, which in turn shows how both of strategic thinking skills and dynamic capabilities were highly available in the researched company.

The calculated value of the Chi-Square test shows the strategic thinking skills and their impact on dynamic capabilities (combined), since the calculated value of Chi-Square was greater than its tabular values, which indicates the existence of a relationship contingency between strategic thinking skills and dynamic capabilities, especially that the Chi-Square values for all of the sub-dimensions were greater than the tabular ones.

Table (4): Relationship of Contingency for the Study Variables

Test Skill and Variable	Arithmetic Median	Standard Deviation	Chi-Square		Sig
			Calculated	Tabular	
Systemic Thinking Skill	3.44	0.92	83.134	51.112	0.000
Projectional Thinking Skill	3.78	0.71	92.323	43.988	0.001
Reframing Skills	3.87	0.62	81.438	45.225	0.001
Dynamic Capabilities (the dependent variable)	4.11	0.88	72.311	47.153	0.000
Strategic Thinking Skills and Dynamic Capabilities	3.88	0.69	95.116	57.135	0.000

Source: prepared by the researcher depending on the SPSS software outputs.

Thus, the results in the table above indicate that there is a relationship of contingency with significance between the variables of the study. A (5%) level of significance was used to judge the extent of the significance of impact so it was concluded that there was a positive relationship between strategic thinking skills and dynamic capabilities.

The Second Main Hypothesis: There is an impact and relationship of statistical significance between the strategic thinking skills and the dynamic capabilities in terms of their dimensions

To show the validity of the hypothesis and to ascertain its credibility so that through which it would be possible to identify the nature of the relationship and that of the impact between the variables of the study, the results would be displayed as below:

Table 5: Testing of study hypotheses (n=133)

Dimensions	Strategic Thinking Skills		
	Coefficient of Beta (B)	(T) Test	Sig
Systemic Thinking Skill	0.30	4.35	0.00
Projectional Thinking Skill	0.21	3.47	0.01
Reframing Skill	0.24	3.31	0.00
Dynamic Capabilities	0.78	4.22	0.00
Coefficient of Correlation	0.81		
Coefficient of Determination (R ²)	0.76		
a(Coefficient of Reliability)	2.11		
ANOVA		81.01	0.000
F	SIG		

Source: prepared by researches depending on the SPSS software outputs

From the results in the table above, it is clear that there is a correlation between strategic thinking skills and dynamic capabilities after the correlation coefficient reached (0.81) The result confirms the strength of the relationship between the variables of the study, and from the coefficient ($\beta=0.78$) we see the significance effect of the independent variable on the dependent variable, as it is clear that a change in the skills of strategic thinking by one unit would be accompanied by (78%) change in dynamic capabilities, which in itself

represents a change of significance according to the value of (t) of (4.22) since it is greater than (2), in addition to the value of (F) of (81.01).

Moreover, the strategic thinking skills explain an important part of the wide variance in closure as R2 was at (0.76), which means that the adoption of strategic thinking skills in the research company explains (76%) of the change occurring to the dynamic capabilities, with the remaining factors either being random variables or uncontrollable variables that are not included in the regression model.

To prove that the degree of impact of strategic thinking skills – depending on their dimensions – varies on the formulation of dynamic capabilities in the research company, the path analysis was adopted to show the direct and indirect impact.

Table (6): Results of Direct and Indirect Impacts between the Study Variables (n=133)

Dimensions of Independent variable	Systemic Thinking Skill		Projectional Thinking Skill		Reframing Skill	
	Impact	Sig	Impact	Sig	Impact	Sig
Dependent Variable	Dynamic Capabilities					
Direct Impact	0.194	0.00	0.216	0.08	0.217	0.00
Indirect Impact	0.153	0.00	0.156	0.00	0.179	0.09
Total Impact	0.347	0.00	0.372	0.00	0.396	0.00
Percentage of Direct Impact	55%		57%		58%	

Source: Prepared by the researcher depending on the SPSS software outputs.

The results of Table (6) reflected the direct and indirect impact of strategic thinking skills on the dynamic capabilities, as it was found that the direct impact of strategic thinking skills was greater than their indirect impact, on the basis that the acquisition adopted the strategic thinking skills as a new approach that helps companies adopt key ideas to promote leadership practices that maximize current untapped talent and guide human capital towards organizational excellence, It is possible to achieve that through obtaining the views of employees by attracting the workforce, noting that maintaining them requires the continuous seeking of the formulation of strategies that bring them together, achieve their desires, meet their needs and arise within them the motivation to achieve the company's goals, The reached results revealed the relationship and the effect existing between the strategic thinking skills and

dynamic capabilities with all their dimensions, noting that this study is in line with (ALhamdany, 2018), (Leftist, 2014) and (Abo Al-Atta, 2017).

Conclusions:

- 1- The research company is keen to adopt strategic thinking skills accompanied by organizational creative thinking that helped in formulating a comprehensive strategy resulting in making crucial decisions about excellence and pioneering the field of work.
- 2- The research company is keen to adopt dynamic capabilities through the acquisition of sensing, knowledge, integration and coordination capabilities as well as the capabilities of restructuring and acquisition of opportunities and those of avoiding and absorbing threats.
- 3- A discrepancy in the importance of the researched variables was found in respect to the researched companies, since the interest in dynamic capabilities got the last place. Another discrepancy was also detected in regards to the dimensions of the strategic thinking skills.
- 4- The existence of a correlation and effect was also found between the variables of the research in the time when there had been no multicollinearity between the internal dimensions of the independent variable, which proves that it can be used to achieve institutional excellence.

Recommendations:

- 1- Emphasizing and following up on the importance of focusing on thinking skills to adopt advanced methods in building the dynamic capabilities through which the company can outperform its counterparts.
- 2- Strengthening the philosophy of Jordanian telecommunications companies in favor of dynamic capabilities so that they become part of their strategies aimed at achieving their ingenuity and organizational agility.
- 3- The necessity to provide the adopted leadership methods with the components of dynamism and renewability and to seek the establishment of an appropriate framework that ensures that the public forces within the researched companies be qualified so that to be at a high level of functional readiness for development and keep up with environmental developments.
- 4- The company should invest in the correlation existing between thinking skills and dynamic capabilities in a way appropriate with the new changes taking place in the telecommunications sector in Jordan.

Proposals

1. Intensifying efforts in establishing a comprehensive study on all mobile phone companies in order to identify the dynamic capabilities necessary for

their excellence and to exclude capabilities and mechanisms that do not contribute to building the competitive advantage of the company.

2. Conducting a study on the independent variables of the current study but in relation to its impact on strategic success as a dependent variable in the telecommunications sector in Jordan.

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