

## The Role of Strategic Thinking in Human Resources Empowerment in Baghdad Province Council

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**Abstract:** This research includes two variables (strategic thinking according to the Liedtka-1998 model) as an independent variable (and human resource empowerment according to the Sarah-Bodner-2005) model. The independent variable included five dimensions (time thinking, strategic intent, opportunistic thinking, creative thinking, the systemic thinking). The dependent variable consists of three dimensions (capacity, commitment, power). The Baghdad governorate office was chosen as the place of application. The sample of the study is the staff of the governorate office. The present study aims to identify the impact of strategic thinking on the senior leadership in the organization, which is concerned with the process of empowering human resources, namely the staff of the Baghdad governorate office. The study relied on the analytical descriptive approach along with the method of field study using questionnaire as a main tool for collecting the basic data of the study and a set of official interviews for selected staff. The researcher used the comprehensive survey method for the study society consisting of 300 employees of Baghdad governorate According to their departments or administrative units.

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### Introduction

This kind of (strategic thinking) multidimensional thinking, which stems from extrapolating the past, anticipating the future and anticipating events, is what has become known today as strategic thinking. It is known that strategic thinking depends on innovation and creativity and the presentation of new ideas difficult to imitate many only by spending more money and time, and that most of the new ideas emerged in democratic climates when there is a wide space to involve the largest number of people to express their views freely without terms or constraints. Strategic thinking is one of the most important contemporary methods in the management of organizations because it represents the tool for the future, because the industry of the future is essentially a profession carried out by humans. Regarding the previous statement, Owen Pibek states that "those who cannot predict the future are unworthy of living in it".

Through this study, the researcher concluded that the strategic thinking helps managers to prepare for the future, and in order to achieve the desired success of the organization must have the minimum required for strategic thinking and strategic management. On the other hand, the senior administrative leaderships within the organization are responsible for the failure or success of goals and future programs. This has significantly increased the interest in humans and managing and motivating them by a disproportionate amount of resources or other property related to money, technology and organizational structure in a manner that exceed other resources or other properties because humans possess considerable perceptible

capabilities and qualifications that are difficult to observe and measure. Therefore; the subject of empowerment emerged from the topics related to the human dimension as one of the modern management concepts in the third millennium.

The first axis: methodology of research

First: Research problem.

The researcher sees that the problem of the study is "a state of mystery that raises the interest of the researcher and pushes him to find a suitable solution." Organizations in general and Iraqi organizations in particular suffer from a rapidly economic and political changed dynamic environment. The success of these organizations' work is linked to what they posse and employ of distinguished strategic human resources which are capable of thinking more creatively to look towards the future horizon and benefit from past experiences and achieve the desired goals. As a result of the frequent field researcher visits to the province of Baghdad, it was found that there is an ambiguity in the use of strategic thinking and this can be detected on the ground, which leads to failure in completing the State projects. Thus, there is a need to have senior leaders able to make critical decisions and respond quickly to the requirements of modern management. Based on this need, an important question is raised; this question is the basis of the current research problem: (what is the nature of the role played by strategic thinking in the ability to empower human resources in Baghdad governorate?). This important question is divided into the following series of secondary questions:

1. What is the nature of the strategic thinking pattern prevailing in the province of Baghdad?
2. Do the senior leaders in Baghdad governorate exercise strategic thinking?
3. Do the opportunities for empowering the workers in the governorate increase when the senior administrative leaders apply the principles of strategic thinking?
4. Does strategic thinking reflect in achieving more opportunities for empowerment of workers in the province of Baghdad?

Second: The importance of research.

The importance of the current research is highlighted by the following:

1 - The theoretical importance: Highlighting the prevailing philosophical debate on the subject of strategic thinking and its role in enabling the staff of the Organization to achieve the desired goals.

2. The Field importance:

a. The importance of the human resource in the organization in question and work to raise topics affecting this important resource, and knowing and diagnosing the points of imbalance.

B. Highlighting the practical dimension of research which contributes to the diagnosis of the reality of strategic thinking in Baghdad governorate and to identify the reasons behind the inability to apply this concept.

T. Highlighting the potential role of strategic thinking in the ability to empower human resources in Baghdad governorate and work to bridge the gaps achieved by creating the right atmosphere and providing the physical and moral potentials.

The second axis: Theoretical part

First: the concept of Strategic Thinking:

The Continuous Strategic Thinking in our changing world is critical if we want our business to become a distinguished one. The ability to distinguish between short-term thinking and long-term thinking and balancing between them is an essential component of the strategy (Henden, 2004): 106), and the importance of each of them in strategic planning should therefore be recognized. The emergence of strategic thinking in the context of the development of the strategy reflects the political, economic and technological changes of the twentieth century, especially with the increasing levels of uncertainty and multiplicity, resulting in the increased need for high-level mental strategic processes (Oshannassy, 2000: 2).

(DAFT 2001: 132) The formulation of a long-term idea, consideration of the organization and environment, and how to achieve compatibility between them, are the starting points which are considered important to understand the concept,

levels, and method of formulation and implementation of the strategy.

Based on what is stated above, the researcher believes that strategic thinking involves building and developing the creative, forward-looking and intuitive capabilities that lead to the desired results. It is a set of mental and cognitive abilities of strategic leaders, which is a future thinking that leads the organization forward based on intuition, creativity, innovation and mental skill in making decisions that focus on the future to enhance the organization's ability to gain competitive advantage.

Second: The importance of strategic thinking:

The importance of strategic thinking stems from the fact that it represents a contemporary approach to the strategic management study. It emphasizes on the good use of thinking in all strategic management processes and its importance is addressed according to the following (Al-Salem, 2005: 54):

- How can the objectives of the organization's mission and goals be found in the most efficient and effective way?

- Strategic planning helps managers prepare for the future (Al-Jabri, 2016: 43). In the area of strategic management, thus the strategic thinking is important. Whatever technology is used, it must define its overall strategic vision, which is the product of strategic thinking.

Third: the dimensions of strategic thinking:

1 - Strategic thinking: is the method of analyzing the situations facing the organization, which is characterized by challenge and change. Thus they are handled through the perception to ensure the survival and development of the social and moral responsibilities of the Organization at the present and the future, and ultimately having the possibility of making decisions adapted to the life of the institution to win most competitive positions in the shadow of its limited resources (Mintzberg, 1994: 107).

a. Thinking in Time: Thinking is the connection between the past and the present in the future, which is a future thinking that leads the organization forward in order to succeed and distinguish it from the other by obtaining a competitive advantage. (O, shannssy, 1999: 19).

b. Opportunity Thinking: Thinking about taking advantage of new opportunities and exploring scientific developments in order to achieve goals and respond quickly to future developments (Lowrence, 1999: 7-8).

c. Creative thinking: Creative thinking is defined as "a complex and purposeful mental activity directed by a strong desire to seek solutions and to arrive at authentic results that were previously unknown. Creative thinking is comprehensive and complex because it involves interrelated cognitive,

emotional and ethical elements that constitute a unique state of mind". (Iann, 2008: 28).

d. Systemic Thinking: Systemic Thinking is the ability to construct and integrate diverse elements to understand how they interact with each other to organize things that are handled and evaluated in situations where they succeed in serving senior management objectives. (Maccoby, 2004: 1).

e. Strategic intent: it is to give the answer to a key question in the strategic drafting processes. The question is where the business organization wants to be in the future. One can say that it is a future vision of the strategic objectives that needs to be achieved. (Bonn, 2005: 336).

Fourth: The concept of human resources empowerment:

Human resources are relatively modern approaches in the field of personnel management. Research in behavioral sciences has focused on the fact that human resources is an important resource of the organization rather than a factor of production (money-assets). The focal point here is that when the individual acts according to his feelings and desires at the same time, it is possible that this individual will achieve many benefits to the organization and to the himself if those feeling and desires are used in the best way (Armstrong, 2008: 15).

The researcher defines the empowerment of human resources as "a successful management method or method whose essence is to give the human resource a set of administrative practices (e.g. autonomy, self-control and power) that will enhance the capabilities of the human resource.

Fifth: The importance and objectives of empowerment

Empowerment creates the trust between employees and the organization, and it increases their feelings of strong control over the management of work, self-participation and conformity with it, provides access to information about the work environment, and helps empowering the development of strategic direction and achievement of goals (Kubaisi, 2004: 39). In the context of technological progress, the importance of empowerment emerges for the organizations perform the same work with fewer individuals and therefore need to facilitate getting opportunities for each member of the team which participates with the greatest effort to achieve the goals of the organization (cooney, 2008: 81-82).

Sixth: Dimensions of human resources empowerment:

Administrative Empowerment: Sharing power with others where powerful individuals in the organization give up part of the force to less powerful individuals. It is the active involvement of the workers in the management of their organizations, decision-

making, problem solving, accountability and control of results. "(Daft, 2003: 568).

Ability: to know how to act and identify the potentials of work resulting from the collection and coordination of resources, competencies and knowledge of the organization through the flow of value to achieve the strategic objectives of the organization. (Eccles; 1993: 17).

Commitment: Disclosure of assumptions about the sources of individuals' commitment and regulatory compliance for a specific method of empowerment. The obligation to increase the motivation of individuals is related to the individual's needs for strength and increased self-confidence (long, 1996:6).

Authority: Influence of the use of force on a group of individuals or entities through the control of the issuance of final decisions according to a set of legal rules. It is also known as directing the behavior group of people by influencing them according to the applications and legislative provisions obtained by the Authority based on its location at the top of the administrative pyramid (Daft, 2001: 504).

Third Axis: Practical side.

The first topic: Diagnosis of the importance of research variables

If the value of the calculated arithmetical mean is within the range (3.51-5), the value of the arithmetic mean of the paragraph exceeds the mean value of (3) on the measurement area, which reflects a high degree of awareness and support of its intensity by the community or sample towards the content of that item. The response and support are of moderate intensity if the value of the arithmetic mean of the paragraph ranges between (2.51 - 3.5) If the value of the arithmetic mean is within the range (1 - 2.50), it indicates that the response or support by respondents is low.

First: Analysis of the averages of the strategic thinking axis

1- Think about time

In general, the value of the general arithmetic mean for all paragraphs after thinking about the time is (4.28). This indicates that there is a very high degree of support in its intensity towards all the paragraphs of the dimension, and these results refer to the importance of thinking about time which results from consulting with previous experience accumulated and studying the current possibilities. The results also indicate that the factors that affect the activity of employees are taken into consideration from the events of the past and linking the past of senior management to the present in order to look into the future and develop subsequent plans for the institution. The value of the general standard deviation of the dimension which is (0.33) also reflects the extent of

dispersion in the responses of the respondents and ultimately the conformity of the research sample.

Table (4) Frequency distribution, arithmetic mean, and standard deviation of paragraphs after reflection in time

ITEM	Answer										Arithmetic mean	standard deviation
	Totally Disagree		Disagree		Not Sure		Agree		Totally Agree			
	%	T	%	T	%	T	%	T	%	T		
Consider the events of the past when determining the vision for the future of senior management	2.5	2	2.5	2	6.2	5	73.8	59	15	12	3.96	0.73
Determine the factors that will affect the activities of employees	0	0	2.5	2	1.2	1	56.3	45	40	32	4.34	0.63
Experienced consultants were consulted in drafting the future plan	0	0	0	0	0	0	37.5	30	62.5	50	4.63	0.48
I study the current possibilities when looking to the future	0	0	0	0	6.2	5	45	36	48.8	39	4.43	0.61
I seek to link the past of the higher management with its ban and its future	0	0	6.2	5	10	8	57.5	46	26.3	21	4.04	0.78
<b>Total</b>	<b>0.5</b>	<b>2</b>	<b>2.2</b>	<b>9</b>	<b>4.8</b>	<b>19</b>	<b>54</b>	<b>216</b>	<b>38.5</b>	<b>154</b>	<b>4.28</b>	<b>0.33</b>

**2. Strategic intent**

Overall, the value of the general arithmetic mean for all paragraphs after strategic intent is (4.13) and this indicates the high support expressed by the respondents towards this dimension due to several factors that lie in the development of the senior management vision, objectives and a mission to achieve them through the implementation of new

strategies including the development of scientific sections to attain future goals, and thus developing the creativity in the field of work and positively impact the capacity of achievement. The value of the general standard deviation of dimension is (0.44) shows the extent of dispersion in the responses of the respondents and thus displays the homogeneity of the research sample.

Table (5) Frequency distribution, arithmetic mean and standard deviation of paragraphs after strategic intent

ITEM	Answer										Arithmetic mean	standard deviation
	Totally Disagree		Disagree		Not Sure		Agree		Totally Agree			
	%	T	%	T	%	T	%	T	%	T		
The senior management determines its thinking in light of the vision and mission of the senior management and its objectives	0	0	5	4	28.7	23	53.8	43	12.5	10	3.74	0.74
The tool works on implementing new ideas and strategies	0	0	10	8	17.5	14	38.8	31	33.7	27	3.98	0.98
I work on developing creativity in my field	0	0	0	0	5	4	33.8	27	61.2	49	4.56	0.59
Strategic intent has a positive impact on the energy of achievement	1.2	1	1.2	1	10	8	46.3	37	41.3	33	4.25	0.78
The creation of new scientific sections that deal with the future objectives to be achieved	1.2	1	2.5	2	7.5	6	61.3	49	27.5	22	4.11	0.74
<b>Total</b>	<b>0.5</b>	<b>2</b>	<b>3.7</b>	<b>15</b>	<b>13.8</b>	<b>55</b>	<b>46.8</b>	<b>187</b>	<b>35.2</b>	<b>141</b>	<b>4.13</b>	<b>0.44</b>

**3. Opportunity Thinking:**

In general, the value of the general arithmetic mean for all paragraphs after the opportunity thinking is (3.99), indicating a high degree of support in its intensity towards all items of the dimension. This indicates the interest of the administration in its quest to invest the current opportunities available through new entrances and attract creative workers and

develop its organizational structure in line with changes as well as establishing of relations of cooperation and openness with the institutions of Arab and foreign countries. The value of the general standard deviation of the dimension is (0.67). This also reflects the extent of dispersion in respondents' answers, and thus the homogeneity of the sample.

Table 6 The frequency distribution, the arithmetic mean, and the standard deviation of the paragraphs after the opportunistic thinking

ITEM	Answer										Arithmetic mean	standard deviation
	Totally Disagree		Disagree		Not Sure		Agree		Totally Agree			
	%	T	%	T	%	T	%	T	%	T		
We seek to invest opportunities to achieve goals.	0	0	0	0	10	8	56.2	45	33.8	27	4.24	0.62
Senior management is looking to attract creative workers	2.5	2	10	8	18.8	15	33.8	27	35	28	3.89	1.07
The senior management has visions to establish relations with Arab and international companies	2.5	2	7.5	6	21.3	17	37.5	30	31.2	25	3.88	1.02
The senior management seeks to build and develop the organizational structure to suit the future variables constantly	0	0	3.7	3	20	16	47.5	38	28.8	23	4.01	0.80
Management is looking for new entrances and opportunities that will generate valuable results in the future objectives to be achieved	0	0	7.5	6	21.3	17	42.4	34	28.8	23	3.93	0.89
<b>Total</b>	<b>1</b>	<b>4</b>	<b>5.7</b>	<b>23</b>	<b>18.3</b>	<b>73</b>	<b>43.5</b>	<b>174</b>	<b>31.5</b>	<b>126</b>	<b>3.99</b>	<b>0.67</b>

**4. Creative thinking**

In general, the value of the general arithmetic mean for all paragraphs after creative thinking is (3.72), which indicates a high degree of support in its intensity towards all items of the dimension and this result refers to the initiative of senior management in the Office of the province to provide ideas of seriousness and originality in addition to the unfamiliar ideas. It aims to identify the strengths and

weaknesses in the work and contribute to the direction and development of positive behavior and encourage the work of the group and upgrading it electronically and seek to reduce the routine procedures followed by traditional work, and reflects the value of the standard deviation of the general dimension which is (0.84) indicating the responses of the respondents and thus the homogeneity of the research sample.

Table (7) Frequency distribution, arithmetic mean and standard deviation of paragraphs after creative thinking

ITEM	Answer										Arithmetic mean	standard deviation
	Totally Disagree		Disagree		Not Sure		Agree		Totally Agree			
	%	T	%	T	%	T	%	T	%	T		
Senior management takes the initiative to present ideas that are serious and original	2.5	2	6.2	5	22.5	18	50	40	18.8	15	0.91	3.76
Senior management in the province provides a great deal of unusual ideas in a relatively short time	3.7	3	22.5	18	28.8	23	28.8	23	16.2	13	1.10	3.31
Senior management contributes to directing positive behavior towards the development and encouragement of creative work	6.2	5	6.2	5	18.8	15	40	32	28.8	23	1.12	3.79
Senior management is keen to identify weaknesses or shortcomings in work	5	4	2.5	2	22.5	18	41.2	33	28.8	23	1.02	3.86
The senior management seeks to move from manual to electronic work methods	6.2	5	6.2	5	16.2	13	36.4	29	35	28	1.15	3.88
<b>Total</b>	<b>4.8</b>	<b>19</b>	<b>8.7</b>	<b>35</b>	<b>21.7</b>	<b>87</b>	<b>39.3</b>	<b>157</b>	<b>25.5</b>	<b>102</b>	<b>0.84</b>	<b>3.72</b>

**5. Systemic thinking**

In general, the value of the general arithmetic mean for all the paragraphs after the system thinking is

(3.64), indicating the existence of a high degree of support in the intensity of all aspects of the dimension and the result of the belief that the senior management

part of the integrated work system taking into account the hierarchy and objectives and specialization and official relations to look at the problems that Related to the work taking into account the levels of interdependence and mutual influence between the work and completion. Although there are some challenges of a comprehensive view of the

comprehensive view of how the change in the environment, as well as the lack of in-depth analysis of the problems in terms of causes. The value of the general standard deviation of the dimension is (0.76) reflected the extent of the dispersion in the respondents' answers and thus the homogeneity of the research sample in its answers.

Table (8) Frequency distribution, arithmetic mean and standard deviation of paragraphs after systemic thinking

ITEM	Answer										Arithmetic mean	standard deviation
	Totally Disagree		Disagree		Not Sure		Agree		Totally Agree			
	%	T	%	T	%	T	%	T	%	T		
Senior management has a comprehensive view of how the environment is changing	3.7	3	10	8	26.3	21	48.8	39	11.2	9	3.54	0.95
The hierarchy, objectives, specialization and formal relations of senior management were taken into account when looking at work-related problems	3.8	3	13.8	11	13.8	11	45	36	23.8	19	3.71	1.09
Senior management is a multi-part system	1.2	1	10	8	18.8	15	46.2	37	23.8	19	3.81	0.95
Consider the levels of interdependence and mutual influence between the work required to be accomplished	2.5	2	3.7	3	25	20	51.3	41	17.5	14	3.78	0.87
The problem is analyzed in terms of its parts rather than its causes combined	8.7	7	17.5	14	18.8	15	36.2	29	18.8	15	3.39	1.22
<b>Total</b>	<b>4</b>	<b>16</b>	<b>11</b>	<b>44</b>	<b>20.5</b>	<b>82</b>	<b>45.5</b>	<b>182</b>	<b>19</b>	<b>76</b>	<b>3.64</b>	<b>0.76</b>

In general, and by checking the level of answers to the sample of the research on all dimensions of the strategic thinking axis as shown in Table (9), this axis achieved an arithmetic mean of 3.95, which is greater than the value of the satisfactory mean of (3) along the range of (3.51-5). This gives an indication of the high degree of intensity in the response expressed by respondents towards all dimensions of the axis. This means that the provincial council under consideration has succeeded in the application of all dimensions, especially after thinking about time and after the strategic intent and after the thinking of opportunities and also succeeded to a large extent in the application of creative thinking And after systematic thinking, which calls for further elaboration. The general standard deviation of the organizational power axis which is (0.46) indicates the lack of dispersion in the sample responses. This is due to the degree of consensus of the sample in question, which has a great degree of homogeneity in the sample of the research.

For the purpose of showing which one of the dimension of strategic thinking was more important than others, the coefficient of variation depending on the mean and standard deviation was used as shown in Table (16), which shows that the dimension of the variable thinking time is important primarily according to the opinion of respondents that the value of the coefficient of difference is (0.16). Then, after

the third thinking, the solution was achieved with a difference of (0.16) and the solution after the fourth systematic thinking and with a difference coefficient (0.20). Finally solving creative thinking and a coefficient of difference (0.22) as the staff in the Baghdad Governorate Office under consideration in terms of importance, and this indicates the need for attention to the higher departments in the Office of the province in the maintenance of the development of post-systemic thinking and creative thinking. Here, the results indicate that creative thinking is the least applied in the Baghdad Governorate Office because of the lack of focus on this variable somewhat because the mechanisms of administrative work in the Office of the province does not use such a kind of thinking in the conduct of daily work in the province, it is characterized by routine, and because creativity is an advanced stage of thinking which cannot be conducted through the use of ordinary methods of thinking, but only the style of creative thinking.

Second: Analysis of the averages of the human resources empowerment axis

1- Ability

In general, the value of the general arithmetic mean for all the items after the ability is (4.02). It strongly expresses the support of the respondents towards all the items of the dimension. The respondents believe that they trust the abilities,

capabilities and skills of their colleagues so that they can deal with the burdens and responsibilities of the job. The standard deviation is (0.46), which shows a

slight dispersion in the responses of the respondents and thus a high homogeneity in the responses of the sample.

Table (9) The importance of the dimensions of the strategic thinking axis according to the coefficient of difference

Extending the axis of strategic thinking	Arithmetic mean	standard deviation	Coefficient of variation	of Arrangement
Think about time	4.28	0.33	0.07	First
Strategic intent	4.13	0.44	0.10	Second
Opportunity Thinking	3.99	0.67	0.16	Third
Creative thinking	3.72	0.84	0.22	Fourth
Systemic Thinking	3.64	0.76	0.20	Fifth
Total	3.95	0.46		

Table (10) Frequency distribution, arithmetic mean, and standard deviation of paragraphs after power

ITEM	Answer										Arithmetic mean	standard deviation
	Totally Disagree		Disagree		Not Sure		Agree		Totally Agree			
	%	T	%	T	%	T	%	T	%	T		
I trust my ability to do my work	0	0	0	0	1.2	1	47.5	38	51.3	41	4.5	0.52
I have the skills to do my job	0	0	1.2	1	2.5	2	45	36	51.3	41	4.46	0.61
Trust the ability of employees to perform their work efficiently	0	0	6.2	5	21.3	17	51.2	41	21.3	17	3.88	0.81
Employees have the skills and information to handle the responsibilities and roles of my job	2.5	2	2.5	2	31.3	25	41.2	33	22.5	18	3.79	0.91
The upper management takes feedback or feedback	3.7	3	8.8	7	37.5	30	37.5	30	12.5	10	3.46	0.95
<b>Total</b>	<b>1.2</b>	<b>5</b>	<b>3.7</b>	<b>15</b>	<b>18.8</b>	<b>75</b>	<b>44.5</b>	<b>178</b>	<b>31.8</b>	<b>127</b>	<b>4.02</b>	<b>0.46</b>

2. Commitment

Overall, the value of the general arithmetic mean for all paragraphs after commitment is (4.22). It is strongly reflected by respondents by the extent to which employees in the governorate's office felt responsible in accordance with the role they play within the board and the results of their work by

adopting a free and decision. In addition to the value of the general standard deviation for all the dimensions of the dimension is (0.38), which showed the lack of dispersion in the respondents' answers and thus homogeneity in the answers of the research sample within this dimension.

Table (11) Frequency distribution, arithmetic mean and standard deviation of paragraphs after commitment

ITEM	Answer										Arithmetic mean	standard deviation
	Totally Disagree		Disagree		Not Sure		Agree		Totally Agree			
	%	T	%	T	%	T	%	T	%	T		
I feel responsibility for the role I play in the Organization	0	0	0	0	3.7	3	72.5	58	23.8	19	4.20	0.48
I consider myself responsible for the results of my work	0	0	0	0	1.2	1	45	36	53.8	43	4.53	0.52
I care a lot about my work being asked about him	0	0	0	0	1.2	1	48.8	39	50	40	4.49	0.52
Committed to making decisions regarding administrative implementation	1.2	1	1.2	1	7.5	6	55	44	35.1	28	4.22	0.76
I have the freedom for the right way to accomplish my work	6.2	5	5	4	25	20	42.5	34	21.3	17	3.68	1.06
<b>Total</b>	<b>1.5</b>	<b>6</b>	<b>1.2</b>	<b>5</b>	<b>7.7</b>	<b>31</b>	<b>52.8</b>	<b>211</b>	<b>36.8</b>	<b>147</b>	<b>4.22</b>	<b>0.38</b>

3. Power

In general, the value of the general arithmetic mean for all paragraphs of the dimension is (3.97). It is strongly reflected by the respondents towards all paragraphs after the authority, which lies in the independence enjoyed by the workers in

accomplishing the tasks and the trust of the administration, giving them greater authority and authority while the general standard deviation of the axis is (0.54), which showed the lack of dispersion in the respondents' answers and thus the homogeneity of the research sample.

Table (12) Frequency distribution, arithmetic mean and standard deviation of paragraphs after power

ITEM	Answer										Arithmetic mean	standard deviation
	Totally Disagree		Disagree		Not Sure		Agree		Totally Agree			
	%	T	%	T	%	T	%	T	%	T		
The senior management allows me to put my opinion on the work of the commissioner.	0	0	11.2	9	21.3	17	45	36	22.5	18	3.79	0.92
All managers in the organization are assigned part of their powers to those who are below them organizationally and according to the nature of work	1.2	1	13.8	11	17.5	14	41.2	33	26.3	21	3.78	1.03
Completed the tasks entrusted to him with high independence	3.7	3	5	4	25	20	40	32	26.3	21	3.80	1.01
The administration trusts in my ability to accomplish the tasks entrusted to me.	0	0	1.2	1	10	8	46.3	37	42.5	34	4.30	0.70
The manager can withdraw the powers conferred upon his subordinates if they misuse them.	1.2	1	2.5	2	10	8	48.8	39	37.5	30	4.19	0.81
<b>Total</b>	<b>1.2</b>	<b>5</b>	<b>6.7</b>	<b>27</b>	<b>16.8</b>	<b>67</b>	<b>44.3</b>	<b>177</b>	<b>31</b>	<b>124</b>	<b>3.97</b>	<b>0.54</b>

The scale of the responses of the sample to find all dimensions of the human resources empowerment axis in Table (13) showed that the recording of the axis with a general computation ratio of (4.07) indicates a high degree of support in its intensity by the respondents towards all dimensions of the axis. This shows that the workers and employees of

Baghdad governorate are interested and concentrated in all its dimensions. The value of the general standard deviation of the human resources empowerment axis of (0.35) indicates the lack of dispersion in the sample answers. This is due to the large consensus levels of the opinions of the respondents.

Table (13) The order of importance of the dimensions of the axis of the empowerment of human resources depending on the coefficient of variation

The dimensions of administrative empowerment	Arithmetic mean	standard deviation	Coefficient of variation	of Arrangement
Ability	4.02	0.46	0.11	First
Commitment	4.22	0.38	0.09	Second
Authority	3.97	0.54	0.13	Third
Total	4.07	0.35		

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