

Impact of the strategic thinking of leadership on the extent of adoption of the integrated reporting: A Field study on Iraqi banks

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Abstract

The study focused on examining how strategic thinking, through its dimensions (opportunistic thinking, holistic thinking, timely thinking, and strategic orientation), influences the adoption of integrated reporting in Iraqi banks listed on the Iraq Stock Exchange. To achieve this, the theoretical framework relied on local, regional, and international references, including reports, periodicals, books, and theses. The practical side involved designing a questionnaire, distributing it to a selected sample, and analyzing the results using statistical tools like SPSS (Version 24) and AMOS (Version 21). The study targeted 20 banks listed on the Iraq Stock Exchange, with the research community comprising executive directors. A total of 291 valid questionnaires were collected for analysis. The findings revealed that strategic thinking dimensions in leadership enhance management's ability to align disclosures with long-term goals, supporting sustainable development and transparency. The study recommends investing in specialized training programs to develop strategic leadership skills, fostering a culture of integrated reporting, and embedding it as a standard practice in Iraqi banks

Keywords: strategic thinking, leadership, Integrated reporting, Iraqi banks

1. Introduction

Amid rapid global economic changes and evolving markets, companies face growing challenges in improving sustainability and meeting stakeholder expectations. Integrated reporting has emerged as a modern approach, offering a comprehensive view of both financial and non-financial performance. This type of reporting goes beyond traditional financial statements to include details on environmental sustainability, social responsibility, and corporate governance (ESG), thereby boosting transparency and accountability for investors and stakeholders. Strategic thinking among leaders plays a key role in adopting high-quality integrated reporting. It equips managers to respond to environmental and competitive challenges, fostering a forward-looking vision for the company. Strategic thinking involves analyzing deeply, planning for the long term, seizing opportunities, mitigating risks, and timing reports appropriately. Companies leveraging strategic thinking can adopt integrated reporting to align with their overall strategies and improve communication with stakeholders through transparent reports that showcase their holistic performance.

2. Research Methodology

First: The research problem

Although various financial reporting systems have developed globally, especially in integrated reporting, studies in Iraq (e.g., Naomi, 2022) show weak adoption of this approach. Integrated reporting offers a detailed and realistic view of an entity's overall performance, which is critical for stakeholders, particularly external investors and companies involved in environmental, social, and regulatory areas. This weakness is further confirmed by studies (Al-Hashemi & Rasoul, 2023: 640; Yassin & Al-Tamimi, 2024: 383) on the limited adoption of integrated reporting by Iraqi companies. The research aims to explore factors contributing to this issue, such as managers' awareness of the nature and importance of reporting. It also emphasizes the need to examine how leadership's strategic thinking—through its opportunistic, holistic, strategic intent, and timely perspectives—affects the delivery of integrated reporting that ensures transparency and credibility.

Second: The importance of research

1- Theoretical importance:

The intellectual enrichment highlights the theoretical significance of this research it may contribute to, through reviewing the theoretical frameworks of the research variables represented by strategic thinking, its dimensions and the elements on which it is based in light of accounting literature, in addition to covering the theoretical framework of the concept and dimensions of integrated reporting and its patterns, in addition to clarifying the intellectual contributions and professional Companies in the field of integrated reporting and the factors influencing it and the extent of its influence on the strategic thinking of leadership.

2- Practical importance:

The importance of this research stems from the importance of the topic of adopting integrated reporting in the Iraqi environment and identify some of the critical factors that can affect it by determining the extent of awareness of managers in Iraqi banks of the nature and imensions of integrated reporting and its importance, in addition to identifying the factors that may stand behind the lack of adoption of integrated reporting.

Third: Research objectives

The research aims to achieve the following objectives:

1. Review the nature of strategic leadership thinking in terms of concepts, characteristics, dimensions, elements, and influencing factors.
2. Explain the theoretical framework of integrated reporting and its various dimensions.
3. Determine the extent to which managers are aware of the importance of adopting integrated reporting and its quality.
4. Study and analyze the extent to which strategic thinking, in its various dimensions, affects the adoption of integrated reporting in Iraqi banks.

Fourth: Research hypotheses

Based on the study objectives and the research problem, the following was formulated: a hypothesis to test:

The first primary hypothesis (H1):

1. A statistically significant relationship exists between strategic leadership thinking and integrated reporting within the field of study.
2. There is a statistically significant positive effect of opportunity thinking on the adoption of integrated reporting practices.

Second Main Hypothesis (H2):

There is a statistically significant effect of strategic leadership thinking on integrated reporting within the field of study.

- Four sub-hypotheses emerge from this central hypothesis, as follows:

- (H2.1): First Sub-Hypothesis: There is a statistically significant effect of the opportunity thinking dimension on integrated reporting within the field of study.
- (H2.2): Second Sub-Hypothesis: There is a statistically significant effect of the holistic thinking dimension on integrated reporting within the field of study.
- (H2.3): Third Sub-Hypothesis: There is a statistically significant effect of the timeliness thinking dimension on integrated reporting within the field of study.
- (H2.4): Fourth Sub-Hypothesis: There is a statistically significant effect of the strategic intent dimension on integrated reporting within the field of study.

Fifth: Data collection sources:

The process of collecting the data needed to complete the research includes two aspects:

1. Theoretical aspect: The researcher will rely on a writing framework that relies on many relevant references and literature, including periodicals, books, and theses, in addition to the latest developments in topics related to the research provided by the Internet.
2. Practical aspect: To collect and analyze data to test the research hypotheses, a questionnaire will be prepared, distributed to the selected sample, and analyzed using appropriate statistical programs

Sixth: Research outline:

Represents strategic thinking as a variable in research, while integrated reporting represents the dependent variable in research, **Figure No. (1) shows the research variables.**

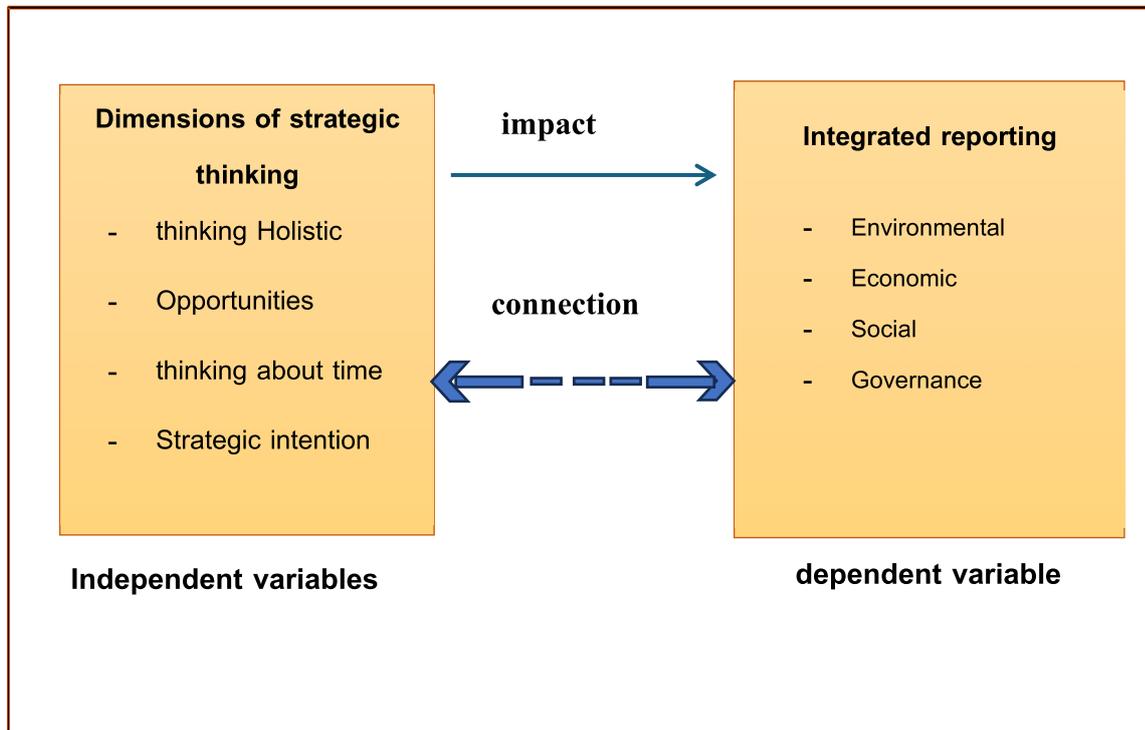


Figure NO (1)

Source: Prepared by the researcher. Figure: Sample study plan

3. The theoretical aspect of the research

First: The concept of strategic thinking:

Strategic thinking was introduced as a term in February 1994 after the publication of an article (Mintzberg) in the Harvard Business Review, which confirmed the conceptual intertwining between planning and thinking. This can confuse senior management and negatively impact the company's vision. Thinking, in general, is a high-level mental product that undergoes a series of cognitive processes, including analysis, synthesis, and the formulation of assumptions, with its final outputs embodied in the form of concepts, judgments and theories ([Masoud,2019:103](#)) Strategic thinking is an individual mental activity that serves Companies by discovering competitive strategies that enable them to differentiate themselves from their current situation significantly. Strategic thinking represents future knowledge for managing opportunities, threats, and future issues, and developing a scenario for dealing with them on an ongoing basis, ensuring the continued survival, growth, and development of Companies ([Kalali, et al, 2015:803](#)) as known It also attempts to transform executives' vision into a clear picture of what the company will look like in the future. Strategic thinking is a fundamental skill that plays a pivotal role in the success of individuals and Companies in facing the increasing challenges of business environments ([Pisapia, 2005:41](#)).

A. The importance of strategic thinking:

It can also highlight the importance of strategic thinking with the following points:

1. Strategic thinking encourages innovation by exploring and implementing new ideas, which contributes to the development of services and processes within the Companies ([Al-Ardawi and Hassan: 2024](#)).
2. The importance of strategic thinking stems from the importance of dealing with strategic issues by adopting paths that ensure business Companies achieve long-term goals and objectives and allocate the necessary resources ([Hassan and others:2024:26](#))
3. The importance of strategic thinking lies in its focus on the fundamental issues of Companies, such as radical or gradual change, as well as the allocation of resources that have a positive impact on achieving the company's vision and mission. ([Aaltola,2019:327](#))

B. Dimensions of strategic thinking

Researchers in the field have made numerous contributions to interpreting and describing the dimensions of strategic thinking. These dimensions often converge or diverge depending on the researcher's intellectual orientation, and they vary according to the perspectives adopted by each scholar. According to ([Malan,2010:25](#)), strategic thinking encompasses several elements, including goal-oriented thinking, holistic thinking, analytical and creative thinking, and long-term thinking, all of which contribute to formulating effective and sustainable strategies for the Company. ([Danok,2016:32](#)) Identified that strategic thinking involves

strategic intent, temporal thinking, opportunity-oriented thinking, systematic thinking, and hypothesis-driven approaches to analyze decisions effectively.

Similarly, (Mohammed, 2012:81) indicated that strategic thinking consists of key dimensions such as adopting a systems perspective to understand organizational relationships, focusing on intent to achieve a future vision, making timely decisions, seizing innovative opportunities to capitalize on changes, and being hypothesis-driven to enhance performance. (Malan et al, 2009:12) Considered that strategic thinking involves four main dimensions: thinking about competitive advantage, holistic thinking, analytical and creative thinking, and long-term future-oriented thinking.

Meanwhile, (Abdelkader, 2022:525) stated that the dimensions of strategic thinking include intent thinking, timely thinking, holistic thinking, and opportunity thinking. (Masoud ,2019:103) Explained that the main dimensions of strategic thinking encompass creative thinking, vision-based thinking, and stakeholder-oriented thinking, reflecting a focus on the future and interaction with the surrounding environment. (Nassif et al, 2024:47) pointed out that strategic thinking includes three key elements: systematic thinking, which helps analyze the relationships between system components; creative thinking, which focuses on finding innovative solutions; and vision-oriented thinking to achieve long-term strategic goals, thereby enhancing the Company's ability to adapt and improve its performance in dynamic environments. From the above, it can be observed that researchers have not entirely agreed on unified dimensions for strategic thinking. The terminology may differ despite similarities in substance; however, there is consensus on certain key elements, such as opportunity thinking, holistic thinking, intent thinking, timely thinking, goal-oriented thinking, and strategic intent. Accordingly, the researcher supports the dimensions highlighted in (Abdelkader's, 2022:527) study, which include: intent thinking, holistic thinking, timely thinking, and opportunity thinking. These dimensions are clarified as follows:

i. Strategic intent (Strategic intent)

Strategic intent is defined as "the future vision of the strategic objectives that a company seeks to achieve (Al-Wahidi et al, 2020:11). Meanwhile, study (Abdul Qader's, 2022:528) explained that strategic intent is the ability to formulate a clear strategic vision aimed at achieving the company's future goals by exploiting opportunities and effectively directing resources to enhance organizational excellence.

ii. Holistic thinking

A strategic thinker takes a holistic view of the company and all its components, as any change in one aspect impacts all other elements. The overall system does not represent a collection of subsystems, but rather represents a state of synergy created by the inspired strategic thinker (Al-Ghalbi & Al-Qattan, 2018: 79). Holistic thinking represents a mental process that aims to define the general framework of the problem by relying on accumulated experience in analyzing and prioritizing influencing factors, while formulating a clear vision of the targeted outcomes (Al-Khabouli, 2023: 79). This type of thinking is an essential tool for understanding the interactions and interconnections between the various parts of the system as

an integrated whole, which contributes to addressing issues comprehensively to achieve overall goals (Müller & Snijder, 2018: 18).

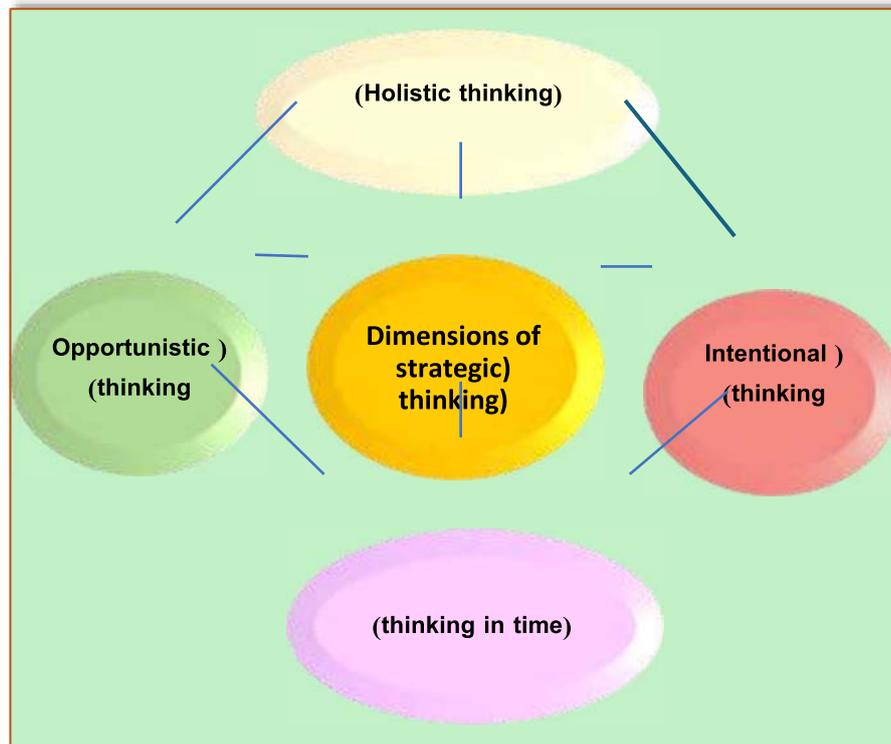
iii. C: Thinking in time, Thinking at the right time

Timely thinking enables a company to define an appropriate strategy to bridge the gap between past realities, present realities, and future features. It is the fundamental transformation and radical or gradual transition from a current reality to a new state that differs from the existing one (Abkar et al, 2021: 164). Timely thinking is based on the idea of knowing the future the company wants to create. A study (Rabbanikha et al, 2018: 54) indicated that timely thinking, as a dimension of strategic thinking, focuses on evaluating events and opportunities in their appropriate temporal context to maximize their benefits.

iv. D: Opportunistic thinking (Opportunistic Thinking)

Opportunity thinking is a type of strategic thinking that focuses on identifying and exploiting emerging opportunities in dynamic and uncertain environments. This thinking revolves around the ability to recognize untapped potential (Gill & Prowse, 2022:8), analyze surrounding conditions, and develop strategies to maximize these opportunities. Opportunity thinking fosters innovation and enables individuals or Companies to stay ahead of the curve by effectively capitalizing on transformations and developments (Nassif et al., 2024:45). Opportunity thinking is based on openness to new experiences that allow for the exploitation of alternative strategies that may emerge and be more appropriate than existing strategies. This is essential for adapting to rapid, successive changes. There is a promising, brilliant opportunity that opens horizons for a company's progress and development. Meanwhile, the study (Sultan's,2010:128) indicates that opportunity thinking is defined as the ability to explore and seize available opportunities to achieve goals strategically and effectively, with a focus on intelligently seizing these emerging opportunities in light of the surrounding environmental changes.

Figure No. (2) shows the dimensions of strategic thinking.



Source: Prepared by the researcher

4. The general framework for integrated reporting

A. The concept of integrated reporting:

Integrated reporting provides a deeper insight by linking relevant information together to form a larger, more comprehensive picture of a business entity's value, resources, and relationships, as well as how it interacts with the community in which it operates. stated that an integrated report is a systematic integration of a sustainability report and a traditional financial report. Therefore, readers of IR can assess the soundness of business results across multiple dimensions, including business activities, management positions, and social and environmental business activities. IR enhances collaboration with stakeholders through full disclosure of clear social and ecological information or sustainability activities, such as community and employee investment. The International Integrated Reporting Council (IIRC) defines integrated reporting as a comprehensive and integrated representation of an organization's performance in terms of financial and sustainability aspects. The primary objective of the integrated report is to enable stakeholders to assess a company's ability to create and maintain value in the short, medium, and long terms (IIRC, 2011).

According to Ibrahim 2019:15), integrated reporting is a process based on integrated thinking that results in the issuance of a periodic report by the company that shows how value is created over time, in addition to communications related to aspects of value creation. The integrated report aims to provide comprehensive information about the Company's strategy, governance, performance, and prospects in the context of the external environment, which helps assess value creation in the short, medium, and long terms (Nouri, 2022:71).

B. Integrated reporting objectives

The objectives of integrated reporting have varied, stemming from the shortcomings of traditional reporting. However, the primary goal of integrated reporting is to inform stakeholders about everything related to a company's economic activities, including its strategies and the performance of its financial, economic, environmental, and social activities, to create and sustain value over time. Therefore, it is essential that integrated reporting be able to achieve the following: (Yassin, Al-Tamimi, 2024: 289)

1. Identify and mitigate potential risks, especially those that directly impact the company's capital and economic performance. This process is reflected in the value creation mechanism, as effective risk management contributes to enhancing financial performance and improving results.
2. Provide a method that reflects integrated thinking and clarifies how the company creates value. It focuses on gathering financial, operational, environmental, and social information to provide a comprehensive picture of the Company's economic performance (Nicolò et al., 2023:829).
3. Promoting a more consistent and practical approach to reporting for economic companies that rely on a variety of reporting systems, communicating the full range of factors that materially affect a company's ability to create value over time (Antonsson et al., 2019:31).

C. Dimensions of integrated reporting

Adopting integrated reporting dimensions (environmental, economic, social, and governance) represents a strategic response to the growing challenges facing Companies and banks in the contemporary business environment. In light of escalating environmental, social, economic, and governance challenges, it has become imperative to provide comprehensive and integrated information that reflects a company's financial and non-financial economic performance. This approach not only enhances levels of transparency and credibility but also enables stakeholders and investors to assess a Company's ability to create sustainable value in the short and long term. (Mustafa, 2022: 306)

Figure No. (3) The following shows the dimensions of the integrated report.

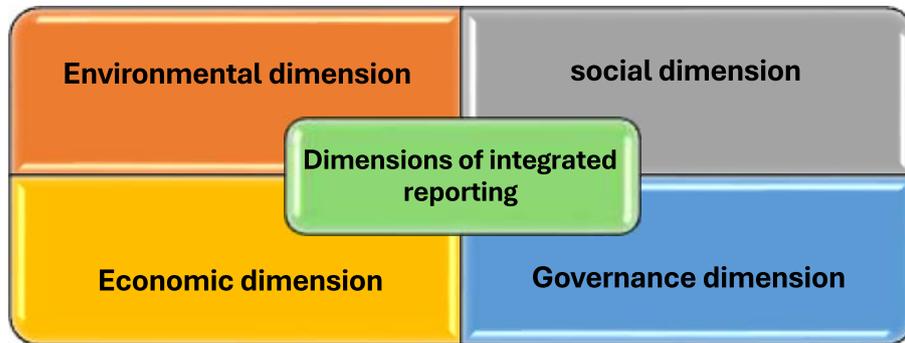


Figure No. (3)

Figure: Prepared by the researcher

As is clear in Figure 3, the dimensions of integrated reporting are as follows:

First: The environmental dimension:

The concept of the environmental dimension relates to information about a company's environmental impact and how it is measured and reported. Its goal is to improve the Company's performance in terms of long-term ecological sustainability (Brees et al., 2022:3). This dimension concerns achieving a balance between economic and ecological systems without depleting natural resources while taking into account environmental security. Its objectives focus on exploring renewable sources of resources and protecting land, water, and air ecosystems. The most essential elements of the ecological dimension are diversity, biological production, energy, and adaptive capacity. Furthermore, a company's efforts to preserve the environment have a positive impact on its survival and continuity (Al-Jaafari, 2024:217).

Secondly: Economic dimension

The economic dimension is a vital component of integrated reporting because it provides investors and other stakeholders with a comprehensive view of how a company generates its financial value and manages its financial risks and opportunities. By integrating economic information with other elements such as the social and environmental dimensions, integrated reporting contributes to a more comprehensive and strategic picture of a company's performance, which aids in informed decision-making (Hildingsson & Kjellberg, 2015:15). Thus, the impact of the economic dimension focuses primarily on the economy as a whole (national, local, and global) and then on all parties connected to the Company's economy (World Economic Forum, 2021:25).

Thirdly-Governance dimension

The third dimension of integrated reporting is governance, which is crystallized by the concept of "good governance. which refers to the principles of corporate implementation to

help stakeholders monitor controls, resolve conflicts of interest, and enforce transparency (Al-Rifai, 2022: 39). Good corporate governance ensures adherence to rules, regulations, and laws, particularly those related to economic, social, and environmental issues, and the implementation of corrective measures to maintain the Company's long-term sustainability (Al-Dulaimi, 2022: 63)

Fourthly-social dimension

This dimension concerns the relationship between nature and humans, aiming to promote well-being and improve it through social justice. This includes equitable access to healthcare and education, establishment of security standards, and respect for human rights (Al-Jaafari, 2024: 219).

The social dimension also represents an accounting approach that discloses the social performance of companies and commercial banks. It measures the social impacts resulting from a Company's activities on the external environment. It helps stakeholders understand how Companies handle both the positive and negative social aspects to promote overall social well-being (Al-Tarawneh & Abu Tabanja, 2023: 89).

5. The relationship between Strategic Thinking for Leadership and Integrated reporting

In the modern era, Companies face increasing challenges in managing their businesses and making successful strategic decisions. Achieving success and excellence in the contemporary business environment depends on the strategic competence of managers and the ability to generate integrated information and reports. The relationship between strategic thinking and integrated reporting is a fundamental topic for research and study. Therefore, it can be said that there is a close relationship between creative thinking and integrated reporting. Creative thinking provides the ability to direct and organize the Company, while integrated reporting provides the information necessary for making strategic decisions. Strategic thinking among leaders is one of the fundamental pillars that directly influence the company's orientations (Al-Rawi, 2022: 106) toward adopting advanced disclosure practices, most notably integrated reporting. Dimensions of strategic thinking, such as future vision, flexibility, predictability, systematic coherence, and focus on value creation, contribute to building an organizational environment that recognizes the importance of integrated reporting as a tool that reflects the company's holistic orientations (Müller & Snijder, 2018:18). Achieving excellence for the company requires full utilization of these two elements and their integration within the context of institutional work. Companies currently pay great attention to achieving a sustainable competitive advantage, as it is the driving factor that controls the work mechanisms of various Companies. The business environment is characterized by instability due to rapid change, whether through the entry of new competitors or the exit of existing competitors (Al-Obaidi, 2023:109), in addition to many challenges for Companies in the business field. Perhaps what distinguishes it today is the great economic openness that the world is witnessing. Therefore, it has become imperative for Companies that wish to maintain the continuity of their activity to strive to achieve an advantage that strengthens their competitive position. Indeed, the interest of modern Companies has shifted from achieving a competitive advantage to achieving and enhancing a sustainable competitive advantage, and this is done by focusing on searching for new strategies that may One of the most important of these is the presence of management that

possesses strategic thinking and direction, as this plays a significant role in determining a Company's success. Currently, new strategic elements and methods have emerged that play a significant and influential role in increasing a company's ability to adapt to environmental conditions. Among these methods is integrated reporting, which is linked to the capabilities and creative ideas that a company's management needs to achieve and maintain competitive advantage in the long term. Strategic thinking represents an important factor in determining a Company's financial and funding policies. Companies with highly competent and strategic managers can enter capital markets more easily (Al-Jabouri, 2024: 66). Competent managers can positively influence the quality of accounting judgments and estimates used in determining accounting profits, which leads to a reduction in the number of errors in estimating provisions and a decrease in the process of adjusting financial statements. Views differ regarding the concept of reporting and its limits regarding the information that must be available in financial statements (Al-Rifai, 2022: 41). In explaining the relationship between the board of directors and disclosure, most studies and literature (Ibrahim, 2013:63) indicated that the board of directors has a positive impact on the extent of information reporting, due to the expertise it possesses in various fields, such as (financial, social, and environmental). In the same context, a study (Al-Shammari, 2024:78) indicated that banks, whether for-profit or non-profit, public or private, need creative leaders to ensure their continuity and success in the local and global markets. Strategic leadership is primarily responsible for setting the bank's strategic direction to achieve its objectives. This focus and agreement on strategic leadership is a sustainable competitive advantage and the continued, long-term success of the banking sector (Fadel, 2022: 67). Competent managers also play a role in meeting stakeholder requirements and protecting their interests by encouraging accountants (Hamad et al, 2020: 7) to provide more social and environmental information alongside financial information to ensure the quality of information and increase transparency (Haider, 2019: 44). Some researchers suggest that banks that report non-financial information signal their desire to communicate with stakeholders about sustainability issues. Others suggest using integrated reporting to signal the bank's social, environmental, governance, and strategic performance, as well as the profitability of the bank's stakeholders (Al-Jabouri, 2024: 69). Banks with competent managers who perform well in the field of sustainability choose to report on sustainability with high quality to signal their outstanding performance, consistent with signaling theory. Banks with weak performance in the field of sustainability prefer low-quality sustainability reporting to protect their legitimacy. This is consistent with Sharia theory (Al-Rawi, 2022: 98). There is a close relationship between Strategic thinking and integrated reporting. Strategic thinking contributes to directing and organizing the company, while integrated reporting provides the information necessary for making Strategic decisions (Shabram, Aboud, 2024: 570). Achieving a company's excellence requires fully utilizing these two elements within the work context. The dimensions of strategic thinking in leadership are among the critical factors that directly influence the extent to which Companies adopt integrated reporting practices (Al-Obaidi, 2023: 77), as they provide a conceptual framework that helps leaders understand the company's comprehensive picture and make proactive decisions that are consistent with the rapidly changing business environment. This type of thinking, the leadership's ability to guide the Company toward adopting more comprehensive disclosure methodologies that reflect the principles of sustainability and transparency, emerges. Managers typically link integrated reporting to developments in the Company's reputation, improved relations with stakeholders, and reduced reputational risks. In

addition, managers may participate in integrated reporting. To manage impressions (Al-Jabouri, 2024: 69).

Based on the above, the researcher believes that the strategic thinking of leadership has a direct impact on the extent of adoption of integrated reporting in commercial banks, and that in the context of the relationship between integrated reporting and strategic thinking of leadership, it becomes clear that the success of integrated reporting depends on the method of presenting information by the board of directors, entrusted with leading the bank, determining processes and mechanisms, making critical decisions, determining the strategies that banks seek to implement, and setting goals.

6. The scientific aspect

Chapter One: Description of the Study Sample and Its Variables

This chapter describes the study sample through the demographic characteristics of its members and identifies the levels of the study variables.

First: The Study Population and Sample

The field of study represents the banking sector, specifically the 20 banks listed on the Iraq Stock Exchange. This field was chosen by the researcher due to the importance of integrated reporting in this sector for many stakeholders, in addition to its suitability to the study topic, which discusses the role of the dimensions of strategic thinking of leadership in enhancing the levels of adoption of integrated reporting. The study community included managers and their assistants in these banks. A random sample was selected by distributing 300 questionnaires to the study community electronically and on paper. Two hundred ninety questionnaires were retrieved. After reviewing the retrieved questionnaires, nine questionnaires were excluded due to a lack of data. Therefore, the study sample, which included the retrieved questionnaires valid for analysis, was 281 questionnaires. Table 1 shows the details of the questionnaire distribution.

Table (1): Details of the Questionnaire Distribution

Questionnaire Forms	Number
Number of forms distributed	300
Number of refunded forms	290
Number of excluded forms	9
Number of Forms Valid for Analysis	281

Source: Table prepared by the researcher

Second: Self-Honesty

The self-honesty of the questionnaire was tested using the validity coefficient, which is calculated by finding the square root of the Cronbach's alpha coefficient. The validity coefficient verifies that the questionnaire statements accurately reflect the intended measurement. It is considered a subsequent test to determine the acceptability of the questionnaire for measuring the study variables. Table 2 shows that the validity coefficient for the study variables ranged from 0.891 to 0.952. These are very high values, confirming the reliability of the questionnaire data and that its statements accurately reflect the intended measurement variables.

Table (2): Validity and reliability of the questionnaire

Variable Type	Variables	Code	Reliability Coefficient	Cronbach's Alpha Coefficient
Independent 1	Strategic Thinking	X	0.891	0.794
Continued	Integrated Reporting	Y	0.913	0.833
	Total Questionnaire		0.952	0.906

Source: The table was prepared by the researcher using the statistical program (SPSS)

Third: Description of the expressions of the strategic thinking variable

Table 3 shows the descriptive analysis of the study variables (dimensions of strategic thinking of leadership and integrated reporting). This analysis was conducted using several methods, such as the arithmetic mean, standard deviation, and the lowest and highest values.:

Variables and dimensions	Symbol	Arithmetic mean	Standard deviation	Lowest value	Highest value	Relative importance	Coefficient of variation	Intensity of agreement	Sequence
A. Opportunity Thinking	MM1	4.243	0.482	2.00	5.00	84.9%	11.3%	very high	1
B. Holistic Thinking	MM2	4.217	0.510	2.00	5.00	84.3%	12.1%	very high	3
C. Timely Thinking	MM3	4.220	0.604	1.40	5.00	84.4%	14.3%	very high	2
D. Strategic Intent	MM4	4.211	0.486	2.00	5.00	84.2%	11.6%	very high	4
Strategic Thinking	M	4.224	0.376	2.86	5.00	84.5%	8.9%	very high	
Integrated Reporting	Y	4.095	0.444	1.16	5.00	81.9%	10.8%	high	

From the table, it is also noted that there is a high degree of agreement for the strategic thinking variable in its four dimensions (a. Opportunistic thinking, b. Comprehensive thinking, c. Timely thinking, d. Strategic intent), all according to the perception of the sample members of accountants and administrators in Iraqi banks in the field of study, due to the calculated arithmetic mean value for this variable in its dimensions exceeding its hypothetical value of (3). The high value of relative importance confirms this, as the value of the arithmetic mean reached (4.224) for the strategic thinking variable with a relative importance of (84.5%). It is also noted that dimension (a. Opportunistic thinking) achieved the highest level of agreement in terms of the arithmetic mean of (4.243), followed by dimension (c. Timely thinking) with an arithmetic mean of (4.220), then dimension (b. Comprehensive thinking) with an arithmetic mean of (4.217), and finally dimension (d. Strategic intent) with an arithmetic mean of (4.211). The low value of the standard deviation, as well as the low value of the coefficient of variation, also indicate that less than its hypothetical value of (50%) indicates consistency and lack of dispersion in the responses of sample members, which enhances the reliability of the arithmetic mean results in representing the total sample at the level of the banks in the study area. The table also notes that there is a high degree of agreement for the integrated reporting variable, according to the perceptions of the sample members, including accountants and administrators in the Iraqi banks in the study area. This is due to the calculated arithmetic mean value for this variable, with its dimensions, exceeding its hypothetical value of (3). The high value of relative importance confirms this, as the arithmetic mean value reached (4.095) for the integrated reporting variable, with a relative importance of (81.9%). The low value of the standard deviation as well as the low value of the coefficient of variation, which is less than its hypothetical value of (50%), also indicate consistency and lack of dispersion in the responses of sample members, which enhances the reliability of the arithmetic mean results in representing the total sample at the level of the banks in the study area.

Fourth: Testing the difference hypotheses

(H1.1) First Hypothesis: There are statistically significant differences in the availability of strategic leadership thinking according to the perceptions of sample members within the study area.

A one-sample T-test was used to test the significant differences in the availability of strategic leadership thinking within the study area according to the perceptions of sample members. Table (4) shows the test results.

Table (4): Availability of Strategic Leadership Thinking in Banks, Study Area

Variables and dimensions	Symbol	Hypothetical arithmetic mean =3		
		t	df	Sig. (2-tailed)
A. Opportunity Thinking	MM1	43.273	280	0.000
B. Holistic Thinking	MM2	39.968	280	0.000
C. Timely Thinking	MM3	33.861	280	0.000
D. Strategic Intent	MM4	41.723	280	0.000
Strategic Thinking	M	54.611	280	0.000

Source: The table was prepared by the researcher using the statistical program (SPSS)

It is noted from Table (4) that the value of (t) is significant at a statistical significance level of less than 5%, which confirms the existence of substantial differences, and thus the availability of strategic thinking for leadership according to the perception of the sample members within the field of study, so the first sub-hypothesis is accepted.

(H1.2) Second sub-hypothesis: There are statistically significant differences regarding the availability of integrated reporting according to the perceptions of sample members within the study area.

A one-sample T-test was used to test significant differences in the availability of integrated reporting within the study area according to the perceptions of sample members. Table (5) shows the test results.

Table (5): Availability of integrated reporting in banks in the field of study

		Hypothetical arithmetic mean =3		
Variables	Symbol	t	df	Sig. (2-tailed)
Integrated Reporting	Y	41.334	280	0.000

Source: The table was prepared by the researcher using the statistical program (SPSS).

It is noted from Table 5 that the value of (t) is significant at a statistical significance level of less than 5%, which confirms the existence of substantial differences and thus the availability of integrated reporting according to the perception of the sample members within the field of study. Accordingly, the second sub-hypothesis is accepted, and based on the results of the sub-hypotheses, the first central hypothesis is accepted.

Fifth: Testing the relationship hypotheses

(H1). The first primary hypothesis: There is a statistically significant correlation between strategic leadership thinking and integrated reporting within the study area.

To test this hypothesis, the Pearson correlation coefficient was calculated to determine the significance, strength, and direction of the relationship between strategic leadership thinking and integrated reporting within the banks in the study area. Table 6 shows the value of the correlation coefficient.

Table (6): The relationship between strategic leadership thinking and integrated reporting

Variables	Statement	Y
MM1	Pearson	0.493**
	Sig.	0.000
MM2	Pearson	0.424**
	Sig.	0.000
MM3	Pearson	0.328**
	Sig.	0.000
MM4	Pearson	0.426**
	Sig.	0.000
M	Pearson	0.574**
	Sig.	0.000

.(**) Statistically significant at a 1% significance level, (*) Statistically significant at a 5% significance level.

It is noted from Table (6) the following:

1. There is a positive (direct) significant correlation with a statistical significance of less than 5% between the dimension of (opportunistic thinking) within the variable of strategic leadership thinking and the variable of integrated reporting. This means that an increase in the adoption of integrated reporting within the Iraqi banks in the field of study will accompany the availability of the dimension of (opportunistic thinking).

2. There is a statistically significant positive (direct) correlation of less than 5% between the dimension of "holistic thinking" within the variable of strategic leadership thinking and the variable of integrated reporting. This means that the presence of the dimension of "holistic thinking" will be accompanied by an increase in the level of adoption of integrated reporting.

3. There is a statistically significant positive (direct) correlation of less than 5% between the dimension of "holistic thinking" within the variable of strategic leadership thinking and the variable of integrated reporting. This means that the presence of "holistic thinking" will be accompanied by an increase in the level of adoption of integrated reporting within the Iraqi banks in the study area

4. There is a statistically significant positive (direct) correlation of less than 5% between the dimension of "strategic intent" within the variable of strategic leadership thinking and the variable of integrated reporting. This means that the presence of the dimension of "strategic intent" will be accompanied by an increase in the level of adoption of integrated reporting within the Iraqi banks in the study area.

5. The findings reveal a statistically significant positive correlation at a significance level of less than 5% between the "timely thinking" dimension of strategic leadership thinking and the integrated reporting variable. This indicates that the presence and enhancement of timely thinking within the strategic orientation of leadership in the Iraqi banks included in the study is associated with an increased level of integrated reporting adoption. From an accounting perspective, this relationship underscores the critical role of strategic leadership—particularly its timely decision-making capability—in promoting comprehensive, forward-looking, and value-relevant disclosure practices in alignment with the principles of integrated reporting

Based on the above, the fourth central hypothesis can be accepted.

Table (7): Summary of the study hypothesis test

	Hypotheses	Results
H1	(H1) Main Hypothesis 1: There is a statistically significant relationship between strategic leadership thinking and integrated reporting within the study area.	Accepted.
H2	(H2) Main Hypothesis 2: There is a statistically significant effect of strategic leadership thinking on integrated reporting within the study area. Accepted.	Accepted.

Source: Table prepared by the researcher

7. Conclusions and recommendations

1. There is a strong alignment between integrated reporting and the core dimensions of strategic leadership thinking, particularly opportunity-driven thinking, adaptability, and holistic integration. Through the practice of conscious leadership, integrated reports are elevated beyond routine compliance mechanisms to become strategic tools that facilitate informed decision-making and strengthen transparency and accountability towards stakeholders.
2. Effective integrated reporting requires a comprehensive approach to business management, an integrated infrastructure including stakeholder engagement, and a management approach that places value generation as a strategic issue and a primary objective of the business unit.
3. The study results showed that strategic thinking among banking leadership is highly prevalent (87.7%), with a high level of agreement on the importance of its four dimensions (84.5%). The highest of these dimensions was "opportunistic thinking" (84.9%), followed by "timely thinking" (84.4%) and "holistic thinking" (84.3%). The arithmetic mean for the "strategic intent" dimension was 4.211. This highlights the pivotal role of strategic thinking in enhancing responsiveness to changes in the banking environment and improving the quality of reporting.
4. The results revealed a significant positive correlation between leadership strategic thinking and the level of integrated reporting, with the availability of integrated reporting content reaching 82.3%. The study also showed that each dimension of strategic thinking positively to the adoption of integrated reporting, with "opportunistic thinking" having the highest impact.
5. Emphasizing the importance of enabling banking leaders to adopt the dimensions of strategic thinking (such as strategic intent, holistic thinking, anticipating opportunities, and making timely decisions) through specialized development programs, in a way that supports the formulation of effective future policies, risk management, and achieving sustainability and competitiveness.
6. Enhance the capabilities of administrative leaders in strategic thinking by integrating this concept into leadership development programs, enabling managers to link integrated reporting to the bank's overall vision and long-term strategies.

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