

Consequences of Strategic Thinking: A Systematic Literature Review

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ABSTRACT

The current systematic literature review is intended to analyze and synthesize the literature that examines the antecedents of the consequences of strategic thinking. Using PRISMA, a systematic search was conducted on Scopus databases published between January 2019 and October 2023, resulting in 9 articles that met the inclusion criteria. The synthesis results from these articles show that human capital and strategic human resources, organizational excellence, tourism marketing, administrative and financial operations, sustainable governance and entrepreneurial mentoring and sustainability are determining factors for the success of strategic thinking. Apart from that, the research results also show that most of the research was conducted in the tourism industry. This research provides practical contributions as well as directions for future research.

KEYWORDS: Strategic thinking, systematic literature review, tourism industry.

1. Introduction

Strategic thinking is regarded as a crucial idea that has been covered in the literature (Shaik & Dhir, 2021). Strategic thinking is defined as an attitude of an organization's thought process that encourages intelligent action and the desire to inspire the entire company to work in order to achieve goals, achieve competitive advantage over competitors and create new business (Dhir et al., 2018; Dhir & Sushil., 2017; Dhir, 2016; Kazmi et al., 2016). Thinking strategically aims to find new and imaginative strategies that can be used to shape the level of competition (Steptoe-Warren et al., 2011).

Various research results in the last five years regarding the consequences of strategic thinking have identified impacts related to this, such as performance, human capital and strategic human resources, organizational excellence, tourism marketing, administrative and financial operations, sustainable governance and entrepreneurial mentoring and sustainability (Ahmed et al., 2020; Alomari, 2020; Ershadi & Dehdazzi, 2019; Fahmi et al., 2020; Jaffar et al., 2019; Kettunnen et al., 2020; Lee & Park, 2020; Srivastava & D'Souza, 2020). However, it is not yet clear what the impact of variations in these seven factors is in determining the consequences of the success of strategic thinking. Apart from that, understanding regarding the influence of the seven variables mentioned above in determining the level of success of strategic thinking in various sectors is still not clear.

2. Objectives

Based on these gaps, this study is intended to review and synthesize existing literature regarding the impact of strategic thinking such as performance, human capital and strategic human resources, organizational excellence, tourism marketing, administrative and financial operations, sustainable governance, and entrepreneurial mentoring and sustainability and how variations in these influences across different business sectors.

3. Scope and Methodology

3.1. Inclusion and Exclusion Criteria

Several inclusion and exclusion criteria were set to obtain relevant literature and in line with the objectives of this study. First, the literature should come from peer-reviewed journals that focus on the consequences of strategic thinking. Second, the publication time range is 2019 to 2023. Third, the literature must be published in English. Therefore, literature that does not meet these three criteria will not be considered in the final hold review.

3.2. Data Sources and Search Strategy

To answer the research questions, the SLR process was carried out by conducting a comprehensive literature search on predetermined databases to ensure as many relevant and high-quality studies as possible were collected. To ensure accuracy and transparency of the literature review process, this study adopted the PRISMA approach. In this study, the Scopus database was used to search for literature related to the focus of this research because Scopus is seen as the most inclusive database that collects social science journals (Hoang et al., 2024). The search was completed in October 2023 and carried out on the Scopus database with a range of January 2019 to October 2023 using the following keywords: ((strategic thinking)). This keyword is limited to any variable that influences strategic thinking and that variable. By using these keywords, 853 pieces of literature were obtained from the search process. After that, no articles were declared deleted because no duplicates were detected. After this stage, 548 pieces of literature were deleted and another 88 pieces of literature were declared eligible to enter the assessment stage based on the inclusion and exclusion criteria. After carrying out a thorough and careful review process, a total of 9 were obtained that met the inclusion criteria. A summary of the literature selection process is shown in Figure 1.

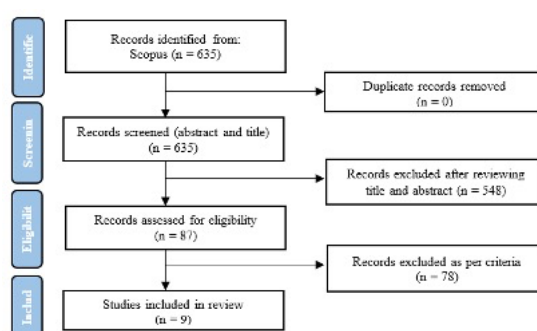


Figure 1. Article Selection Process

4. Literature Review

4.1. Strategic Thinking

When a phenomenon is examined in light of an organization's strategic actions, managerial strategic thinking can be described as a capability (Nuntamanop et al., 2013; Goldman, 2012; Zahra & Nambisan, 2012). The early literature on the issue was impacted by the argument over the conceptual distinctions between strategic planning and strategic thinking in management, as the two were previously believed to be interchangeable (Graetz, 2002; Heracleous, 1998; Liedtka, 1998). Scholars then emphasized the conceptual distinctions between the two ideas, proposing that strategic planning should come first in management strategy (Graetz, 2002; Heracleous, 1998; Liedtka, 1998).

The idea of strategic thinking in management has evolved over time (Dhir et al., 2018). For example, in his early work, Heracleous (1998) described management strategic thinking as people's capacities for innovative thought and synthesis. Graetz (2002) elaborated on this definition, characterizing management strategic thinking as an individual's ability to be creative, intuitive, and innovative. Systems, creative, and vision-oriented thinking skills were all part of the managerial strategic thinking paradigm that Bonn (2005) introduced. Concurrently, Pisapia et al. (2005) introduced a framework for strategic thinking in management that was predicated on three related competencies: rephrasing, self-reflection, and systems thinking. The capability characterization of strategic thinking in management is supported by recent research. Some characteristics of management strategic thinking are as follows: conceptual thinking, creativity, visionary thinking, learning, analytical thinking, objectivity, and synthesizing, according to Nuntamanop et al. (2013). According to Gross (2016), the three cognitive elements that comprise the construct of managerial strategic thinking are reframing, reflection, and systems thinking. Similarly, Dhir et al. (2018) characterize managerial strategic thinking as the capacity for introspection, pattern recognition, trend analysis, and organizational awareness on the part of managers.

Managerial strategic thinking directs managers' future visualization endeavors (Zahra & Nambisan, 2012). Since success requires interaction with a range of these components, managers need to understand how different ecosystem components interact with one another (Bonn, 2005; Moon, 2013). Making links between different variables is an essential component of management strategic thinking, claim (Zahra & Nambisan, 2012). One dimension that embodies this idea is "systems thinking." In order to view an organization holistically, systems thinking refers to the ability to recognize interdependencies both within and across systems (Bonn, 2005; Gross, 2016; Liedtka, 1998; Pisapia et al., 2005).

To understand the complexity of organizational systems, managers need to consider multiple points of view (Zahra & Nambisan, 2012). According to De Bono (1996), these skills are critical because they allow managers to see past preconceived notions and assumptions and make connections between seemingly unconnected events and challenges. Managers may find it difficult to comprehend the intricacies that arise from the relationships between various organizational systems, even if systems thinking aids in understanding these linkages. To fully understand the intricate interactions across several systems, managers need to be aware of the subtle differences inside each system. The capacity to gather, evaluate, and comprehend complicated information using a variety of mental models is known as divergent thought processing (Gentner & Stevens, 2014; Pisapia et al., 2005). Divergent thought processing is a helpful addition to systems thinking in an organizational setting because it enables managers to use a variety of viewpoints to comprehend the interdependence of several distinct organizational systems (Bonn, 2005; Heracleous, 1998).

Reconciling conflicting hypotheses is an essential step in the managerial strategic thinking process, which is fundamental to the strategic decision-making and planning processes (Zahra & Nambisan, 2012). Managers can assess a situation by referencing prior attitudes, perceptions, and experiences through the cognitive process of reflection. They can then use this information to address the problem (Dewey, 1933). Managers evaluate organizational situations in a methodical manner while upholding the goals and values of the company. Moreover, reflection is a critical phase in the decision-making process overall, according to theories of strategic decision-making (Kahneman & Tversky, 2018).

4.2. Tourism Marketing

The creation of novel travel itineraries, an increase in the number of tourist sites, and a rise in global population have all contributed to the travel industry's recent explosive growth. The tourism industry is constantly changing because to Covid-19, technology and the digital economy, changing customer perspectives and behaviors, changing client demographics, and pressing economic issues (UNWTO, 2020a). Currently, there are many levels of suggested actions for bringing tourists back. A sustainable tourism recovery is vital, according to the United Nations World Tourism Organization (UNWTO), and this entails accelerating the digital shift and examining customers' emotional and financial capacity for travel (UNWTO, 2020a). These elements necessitate a redefining of tourism practices in order to satisfy travelers' growing aspirations. We need to make sure that the Sustainable Development Goals (SDGs) are carried out and followed in order to address the demands of the modern world.

In order to ensure the long-term sustainability of tourism growth, it is necessary to achieve an appropriate balance between these three factors (UNEP & UNWTO, 2005). Sustainability principles encompass the environmental, economic, and sociological dimensions of the evolution of tourism. While tourism may be advantageous in a particular place, it may also have negative effects on the neighborhood and the local populace (Azam et al., 2018). As a result, it is crucial that several stakeholders implement policies meant to safeguard the community and environment. However, it is acknowledged that it can be difficult for tourism businesses to implement a business model based on sustainable concepts, such the circular economy (Rosato et al., 2021). Adjudicious public policy ought to facilitate the realization of the Sustainable Development Goals (SDGs), whereby host governments are obliged to cultivate socially and environmentally conscious tourist enterprises within their respective countries (Azam et al., 2018).

The SDG targets are being implemented in the tourism industry by the government, nongovernmental groups, and individual business owners. The objectives of these programs are the adoption of sustainable management practices within the organization and the sustainable use of the now-available natural resources. It is imperative to provide socio-economic benefits to all parties involved in order to effectively execute sustainable tourism endeavors (Prihatini et al., 2023). This entails helping to combat poverty, provide stable employment and income opportunities, and supplying social services to host communities (UNEP & UNWTO, 2005). The tourism sector confronts a formidable task in attempting to inspire tourists to embrace behaviors that are supportive of sustainable development via education, in addition to giving them the greatest experience while accounting for their diverse requirements and expectations (UNEP & UNWTO, 2005).

The identification of more persuasive communication tactics is being used more and more in tourism marketing to influence travelers' behavior with regard to their involvement in sustainability (Font & McCabe, 2017). According to the research, consumer behavior may alter permanently as a result of actions taken in the areas of social influence, habit formation, the

individual self, feelings, and cognition, as well as tangibility (White et al., 2019). Since tourists place a high value on sustainable development, activities conducted under the umbrella of sustainable tourism marketing should likewise target tourists (Ardani et al., 2019). Studies show that highlighting a hotel's sustainability record can influence guests who are very interested in sustainability while also promoting social and environmental well-being (Santoso et al., 2018). Self-referential emotional communication, on the other hand, improves emotional wellbeing while benefiting clients who are less concerned with sustainability (Vinzenz et al., 2019).

A focused marketing and promotion campaign ought to be launched in light of the UNWTO's announcement that action must now be made to revitalize travel (UNWTO, 2020b). In order to regain the trust of their source markets and restore visitor confidence, destinations should communicate with them succinctly and effectively, taking into account the importance of public health and the present sensitivity to it (UNWTO, 2020a). Thus, phrases and logos should be used in the marketing plan to reflect the six clusters of tourism: spiritual peace, symbolic image, emotional flow, natural discovery, creative aesthetics, and cultural experience (Tsaour et al., 2020).

4.3. Operational Performance

Operational performance evaluates how well a team or organization uses its financial and human resources to achieve objectives in a given amount of time (Voss et al., 1997). It is therefore determined by the correlation between the tactics employed and the goals attained; optimality arises when the objectives are reached to the greatest extent possible and the strategies used are as little as possible (Samson & Terziovski, 1999). Objectives can be measured, such activity volume, profitability, turnover, and operating profit, or they can be described as specific things to be achieved, like the availability of project deliverables (Raheman & Nasr, 2007). Chae et al. (2014) state that the means can consist of cash, working capital, equipment, raw materials, and materials. By comparing operational performance to the results of other companies that operate in a sufficiently similar or adjacent market, one can assess operational success in a relative way (Jabid et al., 2023b).

4.4. Strategic HRM

Most businesses in the world aim to get a competitive advantage and struggle for survival and expansion in order to eventually generate a profit. Recent years have seen an increase in organizational rivalry and challenges, especially in the wake of globalization and the technological revolution. How to handle variations is one of the main issues that companies are currently facing. This is particularly true for developing countries, whose economies are more brittle and whose companies have a harder time keeping up with the rapid pace of change. Given that human capital is seen as one of the most important determinants of an organization's productivity, managers and upper management have started to consciously consider the selection and development of human resources in order to face challenges and maintain competitiveness. Kucharčíková et al. (2015) assert that human resource management is the most important role in an organization and that it is a means of implementing business strategies and accomplishing objectives. Strategic human resources management aims to reduce work-related accidents, increase morale and productivity, and place the right people in the right places (Wright & McMahan, 2011). These factors contribute to the growing significance of strategic HRM in the corporate world. Companies expand not just financially but also in other ways. Financial stability alone is not a guarantee of corporate success. However, the engine of corporate success and organizational advancement is an effective strategic human resource. Businesses will have a major competitive advantage if they adopt people policies (Keltu, 2024). Any successful corporation has to have good human resources management since it raises the organization's standards and values. Effective human resources management gives the company a competitive edge (Waiganjo et al., 2012). Human capital is the one structure that other companies are unable to duplicate (Becker et al., 2012).

4.5. Organizational Excellence Model

Through the identification of opportunities for growth and the showcasing of strengths, organizational excellence provides an ideal model for the development and enhancement of organizations. Excellent organizations are those that consistently adapt to the excellence model and strive to become closer to organizational excellence (Ringrose, 2013). Through the identification of opportunities for growth and the showcasing of strengths, organizational excellence provides an ideal model for the development and enhancement of organizations. Organizations that continuously try to achieve organizational excellence and adjust to the excellence model are considered excellent.

The first set of requirements for the excellence model is leadership. According to Iqbal and Asrar-ul-Haq (2017), there are

three main requirements for leadership: leaders, especially senior leaders, must help the organization achieve its objectives, ensure its long-term survival, and choose the organization's overall direction through the management system. Let's talk about tactics next. Iqbal and Asrar-ul-Haq (2017) claim that strategy criteria show how high-achieving companies design and adjust their plans and ancillary policies to meet stakeholder needs and expectations. Third, laborers. Employee standards show how much a company values its people as its most valuable asset and fosters a culture that promotes shared interests by balancing individual and group goals (Ringrose, 2013). Partnerships and resources rank fourth. The partnerships and resources criterion, according to Iqbal and Asrar-ul-Haq (2017), demonstrates how exceptional businesses arrange and manage suppliers, internal resources, and external relationships in order to support strategies and policies and carry out procedures effectively. Items, services, and procedures come in fifth. In order to generate increasing value for clients and other stakeholders, great firms plan, manage, and enhance procedures, goods, and services. Customer results come in sixth. According to customer outcomes criterion, better firms have streamlined strategies and policies to better serve consumers by understanding their requirements and expectations. The seventh is employee outcomes. Outstanding companies have successfully streamlined strategies, put employee management strategies into practice, and developed supportive policies, as demonstrated by employee outcomes criteria based on employee requirements and expectations (Ringrose, 2013). Community results occupy the eighth position. Superior organizations have successfully streamlined strategies, put supportive policies into place, and realized social responsibility through a variety of means, according to community results criteria. ninth, the main results. (Ringrose, 2013) posits that key results criteria demonstrate that superior companies have effectively accomplished both financial and non-financial results, streamlined plans and supporting policies, and developed systems and procedures to fulfill the demands and expectations of key stakeholders.

4.6. Administrative and Financial Operations

Anywhere people congregate, including schools, churches, social events, sports teams, healthcare facilities, government offices, and even political meetings, performance management can be used. It may be utilized anytime people interact with their environment to achieve desired outcomes, not just in the office, where it is widely used. According to Armstrong and Baron (2005), it is an "integrated strategic approach to increasing the effectiveness of companies by improving the performance of the people who work in them and developing the capabilities of teams and personnel". To guarantee productivity, managers usually utilize a performance management system to match the goals of the business with those of its workers (Choi et al., 2008).

Financial performance focuses on using financial indicators to measure the achievement of objectives because doing so helps the organization obtain the essential support for the various activities it carries out as well as the financial resources and investment opportunities it needs to reach its goals (Surroca et al., 2010). In this case, financial performance serves as a tool to fill in any gaps and address potential issues during the investment decision-making process (Mahdi et al., 2021). Identifying future financial capability based on funds and budgets is also helpful in diagnosing the financial condition (Uotila et al., 2009).

Through management behaviors connected to the performance of tasks and responsibilities, managerial performance—which is the foundation for the success of the organization—and financial performance are inseparable (Thornton III & Byham, 2013). (Whiting et al., 2008). Through the use of suitable mitigating mechanisms, administrative performance contributes to the recognition of the reality of performance, inspires individuals, and identifies gaps for improvement. These components must operate with the process in mind, since without a process, a product or service cannot be produced. According to Lim et al. (2012), a process is a necessary component of a production system. Until a process yields one or more products or services, it cannot be classified as a specific activity. Compared to other tasks inside the organization, the process could require greater understanding and management.

4.7. Sustainability Governance

Sustainable development is defined as development that aims to change society locally, regionally, and globally. Due to environmental concerns, sustainable development has evolved into a three-dimensional concept that currently includes social, environmental, and economic systems (Echebarria et al., 2018). According to the theory of sustainable development, these three systems work together to generate a macro-system. The socio-cultural system, which offers socio-cultural services and is focused on distributive equity; the environmental system, which prioritizes resource conservation as a necessary condition for life and human activity; and the economic system, which is backed by sound public finances and

is oriented toward resource efficiency and innovation, are the three systems, according to Echebarria et al. (2018).

The 2030 Agenda for Sustainable Development and the 17 SDGs were approved during a special UN session in 2015 (United Nations, 2020). The agenda aims to attain sustainable development and eradicate world poverty by 2030. Institutions of public administration are needed to assist in achieving the SDGs. As part of its goal to advance "a life of dignity for all within the planet's limits," the European Commission (2020) has committed to become involved in sustainability initiatives.

Finland has included the social, cultural, economic, and ecological dimensions of sustainability into its national framework. In the context of the country, the various dimensions are explained as follows. The ecological dimension addresses the need to adapt human conduct to fit within the bounds of nature, as well as the preservation of biodiversity and healthy ecosystems. Economic sustainability is defined as balanced growth that allows society to carry out its fundamental responsibilities, which is required for social sustainability. Kehitys (2018) defines social and cultural sustainability as preserving human welfare and passing that welfare down through the generations. Furthermore, according to Häikiö (2014), not all of its residents completely incorporate sustainable development into their political decision-making procedures and practices. Because sustainability is frequently linked to environmental concerns, regional administrations have a relative amount of power to decide on matters pertaining to regional development. The importance of the economic aspects of sustainability is highlighted by government initiatives to promote sustainability through recycling programs and a circular economy. These efforts are inseparable from a unitary state in terms of government and government autonomy areas guaranteed by the Constitution (Lidström, 1998).

4.8. Entrepreneurial Mentoring and Sustainability

Kram is one of the top researchers on the role of mentorship. It is regarded as research and is thought to be the most methodical study that enumerates mentoring's role. Based on the aforementioned research, mentorship serves two purposes: career and psychosocial (Jabid et al., 2023a). According to Kram (1983), career functions are determined by the influence, skill, and status of mentors within the organization, whereas role model characteristics are inherent in psychosocial functions. The degree of interaction and emotional exchange between a mentor and mentee can have an impact on psychosocial functioning. Later, Burke (1984) added "role modeling functions"—which give mentors the know-how and abilities to direct acceptable behavior—to Kram's two-dimensional mentoring functional classification.

According to Goodland and Daly (1996), sustainable management is the combination of a company's attempts to be sustainable in the social, environmental, and economic spheres with a range of management practices meant to reduce risks and increase corporate value. Depending on what is being pursued in which field, sustainability can be understood in several ways. In particular, even though there is a standard, the technique of establishing the degree may change in the case of a corporation founded in diverse disciplines due to the different areas of interest and purposes of pursuit (Holdren et al., 1999). Economic, environmental, and social responsibility were the three categories into which the study's sustainability-related items were divided.

4.9. Absorptive Capacity

The phrase "ability of the organization to recognize the value of new information, assimilate it, and apply it to commercial ends" is one of the most often used definitions of absorptive capacity, according to Cohen and Levinthal (1990). A commonly recognized operationalization of absorptive capacity is provided by Zahra and George (2002), who combine four capabilities: assimilation, acquisition, exploitation and transformation. The ability of an organization to locate and gather fresh data that is essential to its operations is reflected in the acquisition dimension. According to Zahra and George (2002), assimilation is the capacity of an organization to take in and make sense of newly acquired information. To put it another way, assimilation helps organizations comprehend newly acquired information, assess if it aligns with their current body of knowledge, and modify the new information to facilitate assimilation (Lefkowitz & Lesser, 1988). According to McGrath and MacMillan (2000), transformation is the capacity of an organization to create a new knowledge schema by fusing previously acquired knowledge with freshly assimilated knowledge. Zahra and George (2002) define exploitation as the process of incorporating new knowledge concepts into the ongoing activities of an organization.

While the four dimensions collectively indicate absorptive capacity at the "construct level," each has a separate function

and, as such, can be classified as a different "dimensional-level" capability (Jansen et al., 2005). A business might, for instance, be better at acquisition but less adept at exploitation. An organization like this will not use fresh data to generate new goods or services (Baker et al., 2003). Investigating the relationship between management strategic thinking and absorptive capacity at the construct and dimensional levels is therefore crucial.

5. Result and Discussion

This systematic literature review study included 9 pieces of literature that met the inclusion criteria (Table 1). The literature is further classified based on the year of publication, country, industry, methods, and findings.

Table 1. Summary of Systematic Literature Review

Author(s)	Country	Industry	Method	Finding
Ahmed et al. (2020)	Iraq	Tourism Industry	Quantitative	Strategic thinking => performance
Alomari (2020)	Jordan	Banking Industry	Quantitative	Strategic thinking => human capital and strategic human resource
Alqershi et al. (2022)	Malaysia	Automotive Company	Quantitative	Strategic thinking ≠ performance
Ershadi & Dehdazzi (2019)	Iran	Public Organizations	Quantitative	Strategic thinking => organizational excellence
Fahmi et al. (2020)	Iraq	Tourism Company	Quantitative	Strategic thinking => tourism marketing
Jaffar et al. (2019)	Iraq	Religious Tourism Sector	Quantitative	Strategic Thinking => Administrative and financial operations
Kettunen et al. (2020)	Finland	City Government	Quantitative	Strategic Thinking => sustainability governance
Lee & Park (2020)	Korea	Entrepreneurship Industry	Quantitative	Strategic Thinking => entrepreneurial mentoring and sustainability
Srivastava & D'Souza (2020)	United States of America	Software	Quantitative	Strategic thinking => absorptive capacity

5.1. Distribution of Literature by Year

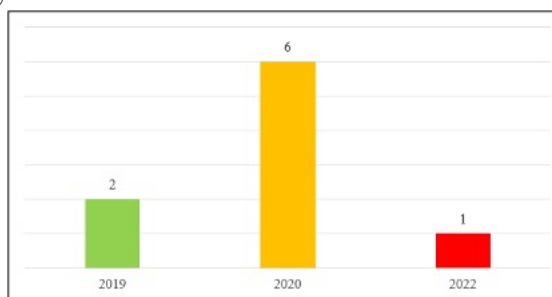


Figure 2. Distribution of Articles by Year

The distribution of literature between 2019 and 2023 is shown in Figure 2. It is known that studies regarding the consequences of strategic thinking tend to experience fluctuations. In 2019 there were only two studies, then there was an increase in the following year to six studies. Next, for 2021, there will be no published research. Publication was actually found in the following year, namely 2022, with only one research published. Furthermore, no research was reported until October 2023. So, this topic is still very limited by researchers in the world.

5.2. Distribution of Literature by Country

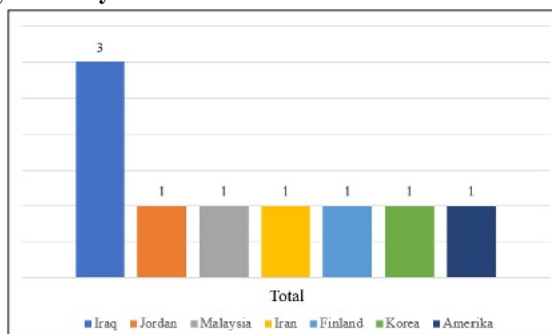


Figure 3. Distribution of Articles by Country

Distribution of literature by country as shown in Figure 3. The results show that the majority of studies are located in Iraq (N=3), followed by Jordan, Malaysia, Iran, Finland, Korea and Amerika with the number of research produced and published respectively. one study (N=1). For this reason, it can be said that a number of countries that produce one research publication are areas where studies related to the consequences of strategic thinking are very rare.

5.3. Distribution of Literature by Industry

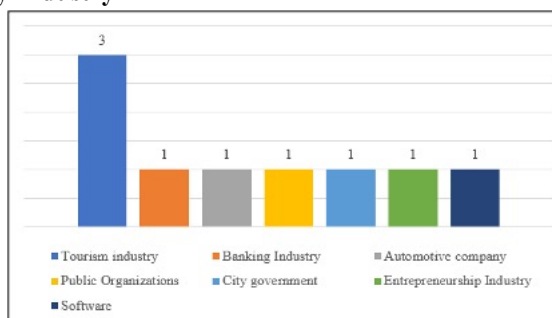


Figure 4. Distribution of Articles by Industry

The distribution of literature by industry shows that articles are spread across seven industries as shown in Figure 4. The tourism industry (N=3) is the industry most studied, followed by the banking industry, automotive companies, public organizations, city government, entrepreneurship industry and software (N=1). These results indicate that studies on strategic thinking have only been carried out in a number of industries.

6. Findings

Based on a systematic literature review of 9 pieces of literature that meet the inclusion criteria related to the impact of strategic thinking such as performance, human capital and strategic human resources, organizational excellence, tourism marketing, administrative and financial operations, sustainability governance and entrepreneurial mentoring and sustainability. Studies related to this topic were mostly carried out in Iraq and followed by Jordan, Malaysia, Iran, Finland, Korea and Amerika. Studies related to this topic were mostly carried out in the tourism sector.

Furthermore, from the 9 pieces of literature reviewed, it was confirmed that research on strategic thinking was most associated with performance (two studies) and provided significant positive and insignificant results (Ahmed et al., 2020; AlQershi, 2021). In order to support managerial capacities and boost performance, strategic thinking is helpful. Aside from that, management relies heavily on strategic thinking to promote strategic capabilities that prioritize the demands of the customer. The ability to think strategically is crucial for determining the real demands of the future that can lead to increased performance. However, strategic thinking is also considered not to contribute to performance. This is a result of managers' inability to take a proactive approach to observing the internal and external business environments, foresee risks and dangers to avert unforeseen circumstances, and seize opportunities to accomplish objectives. In addition, management needs to have a strategic mindset and consider how the organization affects the environment surrounding it. When leading a business, creative thinking and strategic planning are essential, as is taking preventative action to reduce the likelihood of losses.

Strategic thinking influences not only performance but also strategically advantageous human resources. Since human resource management (HR) can give an organization a competitive edge, it is crucial to their strategic management (Caylan, 2024). According to Mozhdehi et al. (2024), skilled workers are an organization's most valuable asset since they can adjust to and confront technological advancements. Because of this, the human element is regarded as one of the factors that most affects an organization's productivity in the context of organizations (Hasanain, 2024). As a result, competent line managers and senior management possess the strategic thinking needed to enhance organizational performance, enabling them to meet obstacles and thrive in the marketplace (Hameed et al., 2022; Anlesinya et al., 2019).

Furthermore, strategic thinking also has a positive impact on organizational excellence. This is of course based on first, the vision of providing opportunities to develop staff's professional abilities, increasing the frequency of information for staff and regular meetings with superiors (Salvadorinho et al., 2024). Second, creativity, which includes encouraging a team spirit, listening to fresh ideas, and offering a more flexible work schedule (Devi, 2024). Third, methodical thinking, which includes jotting down ideas and recognizing and evaluating issues before acting (Ferdowsian, 2016).

Leadership is also influenced by strategic thinking. According to Harrington et al. (2014), The ability to respond strategically to opportunities and problems both now and in the future, despite the rising instability of the global environment, is what makes strategic thinking so important to the tourism industry. In order to gain a competitive edge in the tourism industry, one must identify possible opportunities and risks, build on strengths, and steer clear of weaknesses (Fahri et al., 2021). These actions can all help with future development planning (Khasawneh, 2020). This means that while creating strategic plans, tourist planners must take unforeseen events and limits into account (Ketchen & Short, 2018). Next, administrative and financial operations are also influenced by strategic thinking. Strategic thinking has been proven to be the main driver of increasing administrative and financial operational performance (Jaffar et al., 2019). This can happen when companies can balance time and better future management by developing a more stable financial system to create operational efficiency and reduce unnecessary costs (AlQershi, 2021).

Apart from that, strategic thinking also has a positive impact on sustainability governance. Developing a strategy alone is not enough to guarantee sustainable achievements for a government. This requires the involvement of a government that understands strategic thinking to make this happen (Kettunen et al., 2020). The best way to approach sustainability, in Zeemering's (2021) opinion, will be to incorporate sustainability into all pertinent government development objectives and plans. There is a positive correlation between government engagement with sustainability challenges and its performance in several strategic thinking domains.

Positive entrepreneurial mentoring and sustainability are also determined based on strategic thinking. Nagayya and Rao (2017) emphasize the importance of developing the mentality and skills as an entrepreneur through tailored programs and activities so that the overall development process can encourage economic growth and innovation based on strategic thinking (Dixit et al., 2024). Appropriate strategic thinking is considered capable of increasing better income (Tajpour et al., 2023), thereby contributing to the survival and sustainability of SMEs in a volatile and uncertain environment (Clauss et al., 2021).

Lastly, the ability to absorb information is positively impacted by strategic thinking. Strategic thinking itself has been considered a determining factor of absorptive capacity. This statement is considered to be in accordance with the findings (Srivastava & D'Souza, 2020) that there is a positive relationship between absorptive capacity and managerial strategic thinking capacity. In line with this, it means that companies with strong dynamic capabilities will be able to develop and redeploy internal and external skills to respond to crises or environmental changes, thereby increasing the importance of strategic thinking (Ledi et al., 2024).

7. Limitations and Research Gaps

In accordance with the research results that have been discussed previously, it turns out that this study also has several limitations, such as first, this study only focuses on the consequences of strategic thinking, therefore, in future research it is better to use antecedents to see what variables influence strategic thinking. Second, this study only looks at research that has been published in the last five years, therefore, in future research it is better to use a longer period (at least 10 years).

Furthermore, this study also succeeded in answering research gaps, such as first, the relationship between strategic thinking and the seven variables does not all have a unidirectional influence. Of the two studies that examined the relationship between strategic thinking and performance, only one study failed to be confirmed. Second, in relation to the relationship between strategic thinking and the seven variables, it turns out that it is not only tested in one sector but also in other sectors so that generalizations from each sector are more acceptable in various business sectors.

8. Conclusion

This SLR study confirms the important role of the consequences of strategic thinking. Based on the findings in this study, several suggestions are given for future research. First, the findings of this study show that most studies related to this topic were carried out in the tourism industry, so there are still many sectors that have not been researched. Therefore, future research is recommended to examine the antecedents of strategic thinking such as organizational structure, organizational resources and culture and environmental factors. Second, this research indicates that there is still a big opportunity to add other constructs and redesign them into models such as technological change in order to review the indirect relationship through technological change to strategic thinking itself to gain broader insight regarding this topic.

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