

Strategic Leadership Impact On Enhancing Tourism Security: An Exploratory Study Of Opinions Of A Sample Of Managers At Baghdad International Airport"

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Abstract:

The aim of this current study Know impact of strategic leadership(**SL**) on enhancing tourist security (**TS**) at Baghdad International Airport. problem study revolves around main question, which is to determine extent of influence of (**SL**) (strategic orientation"SO", core capabilities, organizational culture, ethical practices, regulatory control) It promoting tourist security (cooperation, training(**CT**) , education, tourism human resources"**THR**", physical measures, and prediction) at Baghdad International Airport. The study employed a descriptive-analytical approach based on nature of study variables (**SL**) , "**HTS**" to collect data and identify characteristics of phenomenon under investigation in field aspect, leading to discussion of hypotheses , their variables. The study sample included 74 directors ,department heads from Civil Aviation Authority at Baghdad International Airport. Questionnaires designed according "Likert5" scale were distributed participants, with 74 questionnaires handed out ,70 valid ones retrieved for statistical analysis, while 4 questionnaires were excluded for statistical analysis due to invalidity. For purpose of data measurement and hypothesis testing, researcher used statistical software, including AMOS,SPSS, V.25 as well as a range of statistical methods , techniques (normality test, multiple regression, face validity, Cranach's alpha, factor analysis, sample adequacy, construct validity, mean, standard deviation, variance, Pearson correlation coefficient, simple linear regression, multiple linear regression, Z-test). study yielded several results, most significant of which is that ethical practices, including functional sense , regulatory control, which involve advanced practices, technology use, enhance tourist security (**HTS**) at Baghdad Airport, representing primary influential dimensions for maintaining (**HTS**). On other hand, other strategic dimensions, such as prediction, had only a minor, if not negligible, impact on HTS at Baghdad International Airport.

Keywords: Strategic Leadership(ST) , Tourist Security (TS).

1. Introduction:

In a world marked by globalization , openness, along with spread of digital advancements that have transcended boundaries , facilitated access to civilizations, historical touristic sites, exploration has become more seamless and effortless. IT is attractive factor for adventure enthusiasts those seeking distinctive tourism experiences. (SL), as studied by (Reland & Hitt, 1999; Lee & Chen, 2007; Salma, 2012), refers to " ability to envision a promising future while maintaining a certain level of flexibility , empowering physical and human factors capable of creating a competitive advantage. It also involves motivating and stimulating creativity of employees to achieve prosperity and development in organizational performance. It (ST) directly impact tourism activity. (TO) are often negatively affected by the security reality, especially in recent years whereworld has witnessed numerous internal security crises that have impacted tourism sector, leading to its decline. Every tourist journey carries

potential risks that threaten tourists' safety, thus emphasizing the significance of tourism professionalism. This entails organizations tourist companies providing secure , safe tourism products and services, addressing risks related to diseases, protection against security incidents, crimes that travelers may encounter, and more (Dimitrov, 2009).

2. Research Methodology

2-1: Research Problem

The tourism sector (TS) in Iraq continues to face multiple challenges, including severe bureaucracy and security concerns. The bureaucratic hurdles , fragility in traditional administrative structure have led to a significant decline functional performance levels, whether in tourism services , products or in security performance aimed at protecting tourists and promoting internal stability. The constant movement rapid development of, coupled with exposure various internal , external risks have driven a strong impetus to tirelessly strive for the improvement , development of tourism. Overcoming security ramifications, especially those targeting overall internal stability , specific tourist security, became a fundamental motivation. Based on above, main research problem is formulated in the following question:

What is impact of strategic leadership with its dimensions (SO, core capabilities, organizational culture, ethical practices, regulatory control) in enhancing (TS) with its dimensions (cooperation, training education, THS, physical measures, and prediction) at Baghdad International Airport?, the following questions arise:

- Is there a real impact of strategic leadership in (ETS) at Baghdad International Airport?
- Do top leadership at Civil Aviation Authority in Baghdad International Airport have a clear perception of dimensions of **SL**?

2-2: Importance of Study:

a. The study focuses on two main variables, namely strategic leadership tourist security, which together form essential elements for success of (TO).

b. The study aims to identify practical aspects of implementing (SL) ability to (ETS) at Baghdad International Airport. It also aims to diagnose obstacles , provide future recommendations and proposals.

2-3: Research Objectives:

a. Establishing a knowledge framework that allows researcher to address relevant questions related to study concepts (SL, TS) through literature review and scientific studies.

b. Demonstrating impact of (SL) in (ETS).

c. Identifying mutual influence relationship between study variables , the dimensions of (SL) and (TS).

2-3: Research Method:

The method adopted in scientific , literary studies is result of researcher's comprehension , perception of study topic , the problem. research method consists of a set of main , sub-systems, each having a specific role in collecting data and theoretical field information, classifying them scientifically, analyzing and interpreting them in a manner that achieves study's objectives , results (Al-Askari, 2014). current study adopts a descriptive-analytical method based on the nature of the study variables (SL, and TS). Aims to collect data, identify characteristics of phenomenon to be addressed in fieldwork, ultimately discuss hypotheses and variables. descriptive method is one of best methods that can be used as an organized scientific analysis , interpretation to describe a specific

phenomenon or problem quantitatively. It involves precise clear data collection, classification, analysis (Sulaiman, 2014: 135).

2-4:Hypotheses of Research:

H1: There is a significant correlation between (SL) and (TS).

H2: There is a significant effect of (SL) on (TS).

2. Literature Review

3-1: Concept of (SL):

As defined by (Katae, 2014), refers to "ability of a leader to envision a suitable future and successfully implement it to ensure that organization acquires, develops talented individuals with high potential, while preserving them in an uncertain environment." Furthermore, (Prasert charoensuk & Tang, 2017) describe it as "a set of decisions, procedures that lead design, implementation, monitoring of plans to achieve the organization's vision, mission, strategy, and strategic objectives within the managerial environment in which it operates." Similarly, (Samimalat, 2019:3) views it as "process of formulating a vision for future, communicating it to subordinates, motivating and engaging them, participating in supportive strategic exchanges with peers subordinates." Additionally, (Al-Rubaiawi, 2019:38) defines it as "the ability achieve a positive goal and meaning for organizations, create a positively envisioned future by drawing a long-term strategic vision and successfully implementing it through focusing on human capital, core capabilities, relying on cooperative strategies." Similarly, (Duarin Aelal, 2020:249) sees it as "a set of responsibilities assumed by the strategic leader to guide the behavior and attitudes of employees, commitment, innovation, sustainability in achieving the organization's goals vision. (Duartha et al., 2020:803) also state that it involves "a set of responsibilities assumed by the strategic leader to guide behavior attitudes of employees, commitment, innovation, and sustainability in order to achieve the organization's goals and vision."

3-2: Strategic Leadership SL:

3-2-1: Strategic Orientations: Is defined as "The formulation of organization's objectives, manner in which resources are allocated, and sequence of necessary actions to achieve those objectives, as well as ETS. also involves determining strategic direction of organization, their strength increases when conduct a comprehensive survey of their environment make critical decisions about future of organization." (Lio et al., 2020:2). It assists in directing organization's resources in right direction in long run, by reinforcing strengths and effectively overcoming weaknesses faced by organization (Al-Rahawi & Al-Nima, 2019:32). It concerns practices of senior management in terms of defining organization's purpose managing organizational environmental relationships, especially with influential parties affected by organization's activity its fundamental components in its internal external environment (Al-Azzawi, 2016:41). The importance of strategic orientation is highlighted through providing participation opportunities for all managerial levels in planning implementing organization's specified objectives, which enhances sense of belonging and loyalty among its employees. (Saad & Nasser, 2019:91).

- **Core Competencies:** Are subjects that have attracted attention of writers researchers as represent tangible intangible assets distinguish an organization with unique and rare characteristics. These characteristics enable the organization to differentiate itself from its competing counterparts utilize them to execute various tasks, activities, while also reinforcing competitive advantage (Al-Zubaidi et al., 2016:472). Heizer and Render (2011:75) referred to core competencies as "a combination of unique skills, talents, capabilities that set an organization apart from its competitors." Additionally, organizational accumulated learning, especially concerning coordination of diverse

production skills and achieving integration between various technological patterns, plays a crucial role (Wit & Myer, 2010:332). Mooney (2007:12) described them as "central capabilities and value-generating activities for the organization." According to Jameel (2010:133), the success superiority of organizations depend fundamentally on their ability to create and build core competencies.

- **Ethical Practices:** Ethical practices serve as compass guiding individuals towards making right choices, intersecting with prevailing societal values that define what is right and wrong in their behavior (Abu Al-Wafa, 2010:67). When an organization is founded on strong ethical practices, its strategies can be implemented more effectively, as it fosters a culture that promotes ethical behavior (Redmond, 2015, 1-9). Their significance lies in controlling ethical behaviors of strategic leaders, shaping perceptions and conduct in situations where it is necessary to strike a balance between the organization's self-interest stakeholder interests. primary objective of adopting ethical practices is to direct employees' commitment to codes of conduct that help gain confidence in improving their performance towards the services they provide (Noor, 2014:187).

- **Organizational Culture(OC) :** IS defined as "a set of beliefs, core values, ideas held by managers and employees within the organization, which influences its performance" (Hitt, 2011:365). Nguyen (2014:10) referred to it as "a collection of shared understandings or meanings among a group of individuals are largely implicit among members are relevant distinct for a particular group. These shared understandings are also transmitted to new members. OS can be reinforced through important factors that safeguard organizational culture, such as aligning its vision, values, and strategies with management practices followed within the organization. It focuses on effective investment in human resources and optimizing individual capabilities, encouraging innovation excellence in providing novelty by instilling passion fostering a competitive atmosphere among employees, promoting teamwork encouraging collaborative work, **thus** enhancing their desire for learning and personal development" (Mohammed, 2022:51).

- **Organizational Control:** According to Alayoubi et al. (2020:17), organizational control refers to measures adopted by strategic leaders to achieve objectives maintain organizational practices or introduce changes in behavior and patterns. Control contributes to adapting to environmental changes an organization faces. Organizational control can be categorized into financial control, which emphasizes short-term results, strategic control, which focuses on the content of strategic actions rather than their outcomes (Bilgin et al., 2017:845). Al-Khafaji (2008:202) highlights its importance in implementation of strategy by providing strategic leaders with information that serves the organization in achieving strategic competitiveness and ensuring availability of control processes based on criteria through which strategies are implemented, adjustments are made to correct the organization's course and achieve good returns.

3-2-2: Concept of (TS): Is defined as "working to provide suitable conditions for foreign tourists through their visits, transportation, and stay in host country by providing all the basic necessities. These necessities, which may seem secondary to some segments of society, include some entertainment and recreational facilities that foreign tourists desire" (Khashan, 2012). Additionally, Samia & Zeinab (2016) point out that tourist security involves legal protection that state provides or takes care of for tourists in host country. This protection includes safety of individuals, their properties, and ensures country's obligation to protect tourist groups from any attacks or illegal practices from the time they cross the host country's borders until they depart safely. Furthermore, Kafi (2015:48) emphasizes that tourist security means providing a sense of safety and reassurance to tourists from the moment they arrive in country until they leave, encompassing their safety, belongings, property, protection from any harassment or crimes that may occur during their stay, meeting all their needs.

3-2-3: Dimensions of (TS):

- **Cooperation:** Cooperation in tourist security takes various forms, including exchange of sensitive information related to tourist security between top management in (TO) and security authorities. Meetings are organized periodically between relevant authorities to review emerging issues, plans, scenarios for any emergencies (Sonmez et al., 1998). Cooperation is defined as "all activities carried out by responsible parties for tourist safety and security, collaborating with other relevant parties, which are supportive to security measures, such as media security forces" (Wolff & Larsen, 2014:3). Cooperative measures help organizations maintain (TS) in tourist areas through collaboration between relevant entities in safeguarding the security and stability of areas (Avraham, 2015:5).
- **Training and Education:** These activities, as indicated by Paraskevas (2013:1), focus on training of tourist security personnel to increase awareness, improve intelligence capabilities, enrich their security knowledge. Adam (2015:2) sees training as one of modern methods in gathering information, dealing with threats, crises that may jeopardize tourism industry or any other matter that might affect tourist safety and airport security. Training also enhances intelligence and security capabilities performed by (TS), improving skills of airport staff in dealing with security issues, (ETS). Training is of great importance in contemporary management of dealing with environmental changes in organization and environment, especially after increase in competition. Globalization of markets and the spread of organizations across borders, continents have led to challenges and competition in the local global markets. **Therefore**, training is a significant source for developing talents of employees, increasing their capabilities in job performance, enhancing productivity. Training is considered an investment with tangible returns that helps meet economic and social growth needs (Al-Namrawi & Hussein, 2015:27).
- **Tourist Human Resources (THR):** Are characterized by unique approach to workforce management, aiming to achieve a competitive advantage through strategically deploying a committed capable workforce. This is accomplished by using a comprehensive set of personal, structural, cultural techniques (Kolesnikova & Analoui, 2012:38). Human resources are defined as "planned pattern for developing human resources activities that influence behavior of employees with the goal of enabling the organization to achieve objectives. It includes measures of auditing workers in tourism sector and procedures to ensure loyalty and political and religious affiliation among employees in tourism industry" (Korstanje & Taylor, 2012:2).
- **Physical Measures:** Security measures for airport design should adhere to international standards related to tourist safety. This includes relying on electronic security measures, surveillance cameras, (ES) checkpoints, using modern techniques to inspect vehicles entering airport. These measures aim to strengthen tourist security (Blake & Sinclair, 2003:4). Practices in this category are related to facility design, developing security checkpoints, vehicle inspection, monitoring facilities, enhancing existing security measures in public places (Bassil, 2014:3). These measures procedures can be implemented in both public places tourist establishments (Kiliclar et al., 2018:2). researcher concludes that physical measures are facilities needed by organizations, especially tourist organizations, to facilitate their work achieve their goals. Providing these facilities (physical measures) requires strategic leadership capable of accurately diagnosing necessary and essential physical measures to achieve objective, which is ensuring the safety and security of tourists.
- **Anticipation:** **Anticipation** is a blend of skills, knowledge, capability, experience that enables top leadership to make appropriate decisions. It involves deep analysis of the organization's situation, particularly in face of a turbulent and unstable environment characterized by uncertainty high risks (Heinze, 2011:358). Anticipation is defined as a scientific phenomenon that occurs through using good ideas and thinking based on previous experiences to face, address future problems that have not been seen before (Milier & Ireland, 2005:3). Pretz et al. (2014:38) consider anticipation as the

ability to recognize , exploit opportunities by using direct sensory, emotional, experimental, cumulative, inferential, and comprehensive perception.

4.Data Analysis Result

4-1: **Testing Data Normality:** It is necessary to confirm distribution of data before conducting statistical analyses. This involves determining whether data follows a normal distribution or not, which helps in selecting appropriate statistical method for analysis (parametric or non-parametric) (Pallant, 2011:92-95). The data was tested using the Kolmogorov-Smirnov test, as shown in Table (10) and Figure (9).

Table (10) Results of Normality Test.

variables	Kolmogorov-Smirnov			
	Statistic	Df	Sig.	decision
(SL)	0.077	70	0.200	data follows a normal distribution
(TS)	0.097	70	0.169	data follows a normal distribution

source is prepared by researcher using SPSS V.25 software.

significance levels of tests, 0.200 and 0.169, respectively; indicate that variables (SL , TS) were greater than significance level of 0.05. This suggests that data follows a normal distribution.

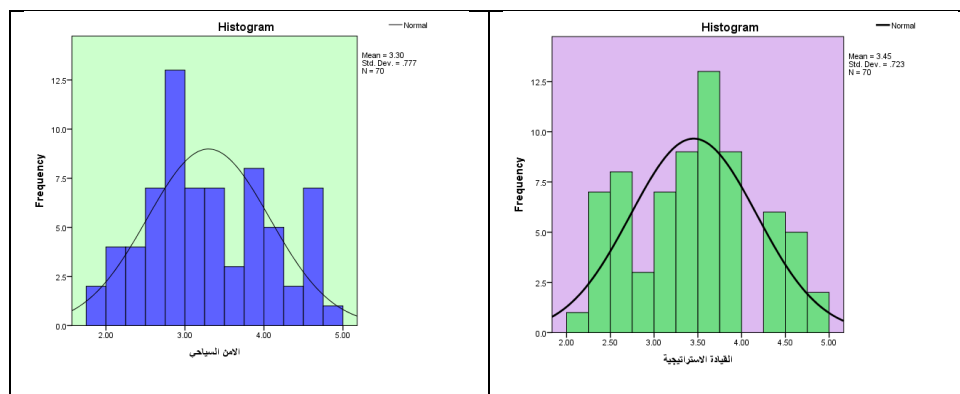


Fig. (9) normality test for research variables ,source is prepared by researcher using SPSS V.25 software.

Secondly, analysis shows a significant correlation between SL , (TS). Table (33) and Figure (28) indicate a correlation coefficient value of (0.841**), with a significance level of (0.000), which is less than significance level of (0.05). calculated value of (Z) is (10.024), which is greater than critical value of (Z) at (1.96). This result indicates a statistically significant correlation, it reflects a strong relationship between strategic leadership and (TS).

Therefore, alternative hypothesis is accepted, indicating that there is a significant correlation between (SL) and (TS). The findings suggest that effective management of organizational resources, such as developing human capital, establishing (SO), building an efficient organizational culture, leveraging core competencies, positively influences awareness and tourist security within airport management.

Table (33) presents correlation values between dimensions of strategic leadership and (TS)							
Tourism Security	Dimensions of variable "Strategic Leadership"	correlation value and level of significance.		calculated Z value	direction of relationship	strength of relationship	decision
	(SO)	R	0.541**	4.957	Positive linear relationship	Moderate	Acceptance of the alternative hypothesis
		Sig	0.000				
	Core competencies	R	0.714**	7.328	Positive linear relationship	Moderate	Acceptance of alternative hypothesis
		Sig	0.000				
	Organizational culture	R	0.671**	6.651	Positive linear relationship	Strong	Acceptance of alternative hypothesis
		Sig	0.000				
	Ethical practices	R	0.599**	5.661	Positive linear relationship	Strong	Acceptance of alternative hypothesis
		Sig	0.000				
	Organizational control	R	0.755**	8.058	Positive linear relationship	Moderate	Acceptance of alternative hypothesis
Sig		0.000					
Strategic leadership	R	0.841**	10.024	Positive linear relationship	Strong	Acceptance of alternative hypothesis	
	Sig	0.000					
number of accepted alternative hypotheses	6						
The percentage	%100						
The critical Z value is 1.96							
correlation is significant at the 0.01 level							
Sample size = 70							

Source: Output of SPSS V.25 software

4-1: Testing And Analyzing

A. The second main hypothesis: There is a significant effect of strategic leadership on tourism security. The results in Table (34) and Figure (29) show extracted value of (F) between strategic leadership and (TS), which recorded (164.800). This value is greater than the tabulated (F) value of (3.94) at a significance level of (0.05). Based on this, we accept the hypothesis that states: "There is a significant effect of strategic leadership on (TS)." This indicates the presence of a significant effect of strategic leadership on tourism security. results suggest that as airport management effectively manages organizational resources through developing human capital, contributing to establishing strategic direction, building an effective organizational culture, and leveraging core competencies, it

leads to an increase in awareness and tourism security. value of Adj (R^2) was found to be (0.704), indicating that strategic leadership explains 70% of the variations in tourism security. Additionally, calculated value (β) for variable of strategic leadership was (12.837), which is greater than the tabulated (t) value of (1.660) at a significance level of (0.05). This confirms significance of (β). Furthermore, value of (β) at (0.904) suggests that a one-unit increase in strategic leadership will lead to a 90% increase in tourism security.

Table (34): Analysis of (SL) in (TS)

Dependent Variable	(SL) Variable		(R^2)) R^2 (Adj	(F)	(t)	Effect Size	Effect Power	Sig	Decision		
Tourism Security	(SO)) α (1.843	0.293	0.283	28.178	5.308	0.634	significant	0.000	Acceptance of alternative hypothesis	
) β (0.403									
	Core Competencies) α (1.393	0.509	0.502	70.553	8.400	1.004	significant	0.000	Acceptance of alternative hypothesis	
) β (0.567									
	Organizational Culture) α (1.124	0.450	0.442	55.743	7.466	0.892	significant	0.000	Acceptance of the alternative hypothesis	
) β (0.623									
	Ethical Practices) α (1.426	0.359	0.350	38.126	6.175	0.738	significant	0.000	Acceptance of alternative hypothesis	
) β (0.542									
	Regulatory Compliance) α (1.189	0.569	0.563	89.885	9.481	1.133	significant	0.000	Acceptance of the alternative hypothesis	
) β (0.630									
	Strategic Leadership) α (0.176	0.708	0.704	164.800	12.837	1.534	significant	0.000	Acceptance of the alternative hypothesis	
) β (0.904									
	Critical (Table) value of F = 3.89 //Critical (Table) value of t = 1.660//Sample Size = 70											
	number of accepted alternative hypotheses = 6											

5: Conclusions and Recommendation

5-1: Conclusions

- There is a lack of strategic leadership in management of tourism security at Baghdad International Airport, indicating a structural deficiency in airport's management, which poses a security threat to the entire tourism process in country.
- The senior leadership at Baghdad International Airport lacks a clear understanding of the tasks and duties of tourism security at the airport, resulting in evident inconsistency in achieving the desired objectives of securing tourists inside and outside the airport.
- The examination of airport's organizational structure does not reveal the existence of a department or section dedicated to managing tourism security, indicating a lack of strategic planning by airport's senior leadership to (ETS).
- The statistical analysis results demonstrate a significant correlation between (SL) and (ST), indicating that the airport's effective resource management, human capital development, (SO), building an effective organizational culture, along with leveraging core competencies, positively impact its awareness and (TS).

5-2: Recommendations

- It Essential For Senior Leadership At Baghdad International Airport To Increase Their Focus On (TS) By Providing All Security Requirements , Developing Strategic Security Plans That Facilitate Smoother Security Procedures, Thereby Contributing To Airport's Advancement And Prosperity.
- Investment In Strategic Orientation By Airport's Senior Leadership Is Crucial, Involving Adopting , Implementing A Clear And Transparent Security Strategy To Achieve Its Mission. This Can Be Achieved By Efficiently Managing Available Resources Through Rational Analysis , Human-Centered Intuition, Allowing Airport To Navigate Successfully In A Changing Work Environment Towards A More Successful Future.
- Increased Attention To Core Competencies By Airport's Senior Leadership Entails Attracting Qualified Individuals With Good Experience In (TS) , Allocating Crisis Resources To Build New Capabilities For Developing Essential Security Personnel To Ensure Security Of Tourists At Baghdad International Airport.
- Senior Leadership At Baghdad International Airport Needs To Prioritize Organizational Culture By Possessing Developing A Security Culture That Can Be Followed In Dealing With Tourists. This Culture Is A Principle That Every Organization Seeks To Possess And Operate, Aiding It In Achieving Its Goals Through Shared Understanding Common Meanings Among A Group Of People, Which Is Largely Implicit Among Members And Also Transmitted To New Members.

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