

The impact of organizational prosperity in tourism crisis management: An survey study in the Ministry of Culture, Tourism and Antiquities

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Abstract

The current study aims to try find out relationship between organizational prosperity(OP) and its three dimensions in managing tourism crisis(TCM) measuring the impact on the crisis in order to achieve the goal of tourism organization and develop solutions and options necessary to address knowledge , professional gap between them. problem of the study focused on widening gap for tourism crisis when organization focuses on unproductive methods problem resulted in a question, which is extent to which methods and techniques of (OP) are used on tourism crisis(TC) ? study was conducted on a group from the Ministry of Tourism and Antiquities in Iraq , distributed 100 questionnaires, so final analysis for it was (85) forms, study concluded that there is a correlation and impact of prosperity techniques(TCM), planning for it, and developing necessary solutions to face crisis and reduce effects. Due study recommended taking necessary measures to enhance and improve dimensions of (OP) in order to surround crisis reduce damages, as well as reduce costs, which contributes to gaining satisfaction and acceptance for target group.

Key Worde: Organizational Prosperity(OP) , Tourism Crisis Management(MTC), Tourism Crisis(TC)

1. Introduction

Various organizations, whether profit or service organizations, suffer from multiple crises as a result of changes in surrounding environment and its conditions, whether they are "internal and external", especially (MTC) s. Many researchers have researched the causes, challenges, , the most important strategic options that reduce these crises. Tourism crises(TC), therefore tourism organizations are accelerating to develop a vision that seeks to achieve organization's mission in (MTC) through organizational prosperity(OP), which is represented in innovation and creativity in the organization.

2.organizational prosperity.

2-1: Concept (OP)

They have to, especially since organizations that are looking for a comprehensive and distinguished performance, the organizations that seek to achieve economic progress must take into account development of different strategies to compete in various areas of human, resources, knowledge , technology to achieve (OP) (Muhammad 202:271) while he defined it (Ghadban, 2018 (64): It is the ability of the organization's management to invest the cognitive and intellectual capabilities of individuals continuously and appropriately to provide distinguished services by developing their sense of belonging , loyalty to their organization and maintaining it in pursuit of success, innovation , excellence, while (Al-Attar et al., 2021,141:) (OP) are result of efforts of employees and senior management through their strong sense of existence of a cohesive team and a common goal to present results and achievements reached by organizer (Goldbrunner, et.al, 2005:1), and (Waal & Frigns, 2011:8) stresses the interdependence between (OP)ty , well-being. Working individuals, as

organizations can achieve prosperity through senior leadership to give importance to empowering , preserving workers, especially since organizations are looking for comprehensive and distinguished performance. Human, knowledge , technology to achieve **(OP)** (Muhammad 202: 271), while (Ghadban, 64: 2018) defined it as “the ability of organization’s management to invest the cognitive , intellectual capabilities of individuals continuously and appropriately to provide distinguished services by developing their sense of belonging , loyalty to their organization and maintaining it in pursuit of success Innovation and excellence, while (Al-Attar et al., 2021:141:) sees it as “the ability of organization to meet needs , desires of customers through knowledge , educational resources and capabilities that the organization possesses, which it can convert as products of high quality, efficiently effectively.” Whereas (Ommer et al. , 2021: 91) "The organization's ability to survive, grow prosper through its intellectual capital is able to continuously innovate, create and services, meet needs , desires of customer , achieve advantages at cannot be reproduced by other competitors SO, achieve superiority preference over them, **Therefore**, the researcher believes is organizational prosperity it essential, intellectual , creative capabilities in the organization to meet , sustain its strategic plans to meet challenges and constantly update its ideas in order to add additional value.

2-2:Importance Of (OP) In Organization:

According to opinions of researchers and writers such as (Martin, 2010: 19), (Farhad & Roohangizkar, 2011: 8), (Al-Shaibani, 2014: 70, Legzain, et.al, 2015: 1292) (), (Kocak, 2016: 41) (Kleine , et.al, 2019:974), (Abid, et al, 2021:1) (Saleh et al., 2022:225), (Al-Janabi, 2023: 99) In at intellectual and theoretical studies, (OP) and its importance are seen the following axes:

- Increases creativity to achieve long-term success.
- It achieves social , economic stability for organizations and their employees to face all environmental challenges
- It achieves innovation for organizations by identifying all the requirements of the changing , turbulent competitive environment, as well as the existence of possible alternatives to unexpected circumstances.
- **Help** permanent profits for organizations, as well as increasing the level of growth and organizational excellence
- **It contributes** to increasing the efficiency effectiveness of organizations and enhancing intellectual and material capital.
- **It works** to increase organizational confidence of workers, which encourages them to perform well achieve highest levels of efficiency, thus achieving the well-being of the workers containing them by the organization to maintain levels of growth and creativity, to continuously win guest satisfaction.

Based on foregoing, we see at importance of organizational prosperity of the tourism sector is represented in raising morale of workers in tourism organizations by providing appropriate conditions it help them to be creative and innovative. It provides a clear vision for activities of (TO) that contribute to pushing them forward and achieving goals and objectives of organization. It is a weapon for the tourism organization to meet challenges of competing organizations through organization creating skills as enable it to adapt to sudden changes in environment.

2-3:Ingredients for (OP):

Organizations that embrace a rigid administrative thought for a long time find it difficult for them to find themselves a prestigious competitive place, and therefore they respond to a set of elements at support prosperity, so achieving (OP) requires the availability of a creative environment capable of developing and developing the ideas of individuals working in tourism organizations. **(OP)** as reported by (Chew, 96:96-972005), (Carlopio, 2012:189-190), (Chairman, 2013:3), (Al-Shaibani, 2014), (Jacobus, 2016:68-69). (Hendriks et al, 2017:10), (Mushtaq, 2017:787-788), (Al-Anazi, 2017: 420), (Walt, 2018:4-5 (Al-Janabi, 2023: 99), in each of the following:

- presence of a leadership has a major role in development , development of working individuals to enhance prosperity at work, which in turn is reflected in overall positive performance to enhance efficiency and effectiveness at work.
- Adopting the application of positive practices, which in turn seek to reveal the capabilities, capabilities and activities at lead in turn to prosperity in all parts of organization.
- Adopting the sharing of information about comprehensive strategies of organizations , presenting and providing required feedback on appropriate performance and making crucial decisions by higher managements.
- Activating energies of individuals , influencing them from a positive , psychological point of view to achieve a performance that distinguishes the organization and makes it build foundations of prosperity in light of competition that is characterized by speed of change.
- Flexibility is important tool , basis for achieving (OP) , as it gives organization ability to respond quickly to environmental changes.

2-4: Dimensions of (OP):

(OP) is based on many dimensions that express nature of its work within organizations, so there were many opinions of researchers , writers (Niammuad, et.al, 2014:19), (Zailani & Tan, 2009:242) and (Al-Shaibani, 2014: 71), (Al-Rubaie, 2021 (159: , (Zailani & Tan, 2009: 242) in their presentation of dimensions of organizational prosperity according to it different intellectual points of view, as each researcher has his own vision in presenting these dimensions, based on opinions of a group of researchers who researched processes of (OP) in different environments, he thought Based on his current study, researcher concluded that prosperity is based on following dimensions:

- ❖ **Creativity.**
- ❖ **Intellectual capital.**
- ❖ **Infrastructure.**

2-4-1:Creativity:

Contemporary organizations today seek excellence by working to achieve results that have not been achieved before and focus on creativity that makes them distinct from their competitors in light of the intense competition in business world, as excellence has become only way to survive, therefore creativity has become extremely important as one of important roles in administrative work In addition to positive results that benefit organizations and their employees through the quality of solutions it provides and getting rid of habitual thinking (Meknasy, 2017: 21), creativity is a combination of individual and personal capabilities and characteristics that lead to positive , beneficial results for the individual and organizations, communication to successive solutions to a specific problem Or a new idea (Jarwan, 2002: 32) It is to develop ideas that include what is new and innovative in terms of operations and services that can fall within the scope of work of organizations and include special methods of work, procedures and policies (Al-Saeedi, 2014: 286). Creativity also contributes to resolving crises by creating and finding advanced ideas and proposals for problems. Which can occur in the organization (Scu & Krishnan, 2017: 2), so it has become one of the main factors in the long-term success of organizations in competitive and changing environments to achieve organizational prosperity (Yusuf, 2021: 882), and creativity is defined as “the ability of organizations to perform By doing things in a creative, new, distinctive and different way, whether it is services provided to customers or distinctive production processes, it also helps organizations in facing all challenges that may be exposed to, which are related to organizational prosperity , transforming creative ideas into practical models, i.e. making ideas productive, he indicated (Omer et al 2010:517).

2-4-2: Intellectual capital(IC):

(IC) is represented by mental , intellectual capabilities workers in organizations who have potential to invest them in achieving the maximum increase in market value of organizations increasing level of growth (Clup et al, 2012:103). Increasing the level of growth , main source of its promotion basis for at

prosperity in light of challenges The large scale of higher managements in face of crises (Yusuf, 2021: 882), and it is represented by a group of human, material, structural capitals that, if they reach the level of efficiency, will improve financial performance and thus make the value of market organizations greater (Ommer et al., 2021: 91) among (Ekwe, 2013:141) states that "it is one of important means to implement the strategy, importance is explained by raising and maximizing value of the organization, striving to improve at relationship with customers , suppliers, enhancing competitive advantages, as well as the broad economic competition that prevails in competitive environment, especially in knowledge, which is a source of prosperity." Whereas (Al-Shaibani, 2015: 154) sees that "organizations have competitive capabilities, capabilities, skills and valuable information that lead to an increase in organizations' wealth , capabilities work to strengthen , enhance their competitive position. **Therefore**, organizations remain strong prosperous for a long period of time, working to strengthen level of Prosperity , growth within a turbulent environment", while (Rasheed et al., 2018: 15) see Based on foregoing, we see that intellectual capital helps to face crises due to it knowledge, skills, and experience that help in early anticipation of crises. Proper planning for crisis management through creative thinking, finding creative solutions, ability to act in difficult situations, take responsibility, evaluate results, respond promptly quickly to confront Various crises to achieve organizational stability and prosperity.

2-4-3: Infrastructure:

Infrastructure is represented by an interconnected set of basic elements in all organizations by providing "structural and necessary support for success of organizations" conducting their operations properly. And raising level of as productivity (Nasrallah et al., 2018: 6), in addition to considering it the backbone of organizations basis on which all their operations , administrations are based , extent to which they achieve desired goals, as it consists of five basic elements needed by all organizations that search for creativity and excellence in success, elements are organizational culture Physical environment, organizational structure, information technology, physical knowledge (Al-Omari, 107: 2020) , its success (Al-Shaibani, 2014: 61), while identifying three components of the infrastructure (Ismail et al., 2017: 782), the physical component: as it consists of computer and electronic devices, programs, , data information bases, so that these components become an indispensable necessity Or finding an alternative to it in order not to complete organization's operations and achieve its goals. As for the human dimension: it is considered basic and vital part of activating infrastructure , benefiting from it in required manner. Managing and operating other components, while referring to dimension of shared services: to a group of various communication networks, including participation With information, physical components and communication with each other within the organization, the exchange of data and information can be limited to a limited scale to include only the human resource of the organization, or making services available to all. Based on the foregoing, we see that infrastructure is (a container that includes all activities related to tourism organizations, and that their success , survival in market is linked to the distinguished infrastructure these organizations possess that is able to face crises and respond to them through their distinction and keeping pace with modern technology.

2-5: Tourism crisis management(TCM):

IT is one of important departments that has become a priority in all organizations because of its prominent , important role in process of anticipating occurrence of a crisis and preventing risks in workplace, how to work to avoid it and limit its damage to organizations. (TCM):often occur when there are events beyond expectations of organizations, or when governmental or commercial requirements restrict resources of organizations and threaten their profits , reputation. Tourism, describing the crisis as "a problem that appeared on horizon and was overlooked until it was completed and escalated, becoming a crisis that was difficult to deal with (Shamma, 2013: 13). **Therefore**, (TCM) is difficult through practical application, as there are risks in applying solutions, risks increase in environments of environmental uncertainty with fear of an unknown future, as working to experiment with solutions

during a crisis makes ideas thorny (Al-Bakri, 54: 2020) in what he saw (Al-Qahtani, 2019: 1) **(TCM)** is an important element in planning.

2-5-1: The concept (TCM):

There are several definitions of concept of tourist crisis As have been dealt with by a number of researchers and writers, as among researchers (Nnamdi & Onuoha, 2020:2), the tourism crisis is "exceptional, multivariate entities defined by the location and the relevant reference organizations, these variables change constantly and are difficult to predict in advance" (Blom ,et.al, 2019:140), while there are those who believe that the crisis can be harmful to business because it destroys value of organizations, especially tourism ones, puts pressure on management by providing limited time for management to respond and leads to business failure, as defined by researchers (Alves, et. al, 2020:3), that management of tourism crisis is extent to which the organization is able to cope with environmental fluctuations, whether internal or external environmental conditions, while others defined it as making critical organizational decisions contribute to improving uncertainty due to various variables, and it is often done Perception of crisis through three subjective criteria experienced by decision makers in crisis, whether they are strategic leaders or respondents, which are (threat, uncertainty, urgency). As in cases of uncertainty, the phenomenon of crisis indicates a high degree of uncertainty regarding nature of threats (known and unknown information), while urgency is seen as moving things quickly (Stem, 2017:24), researchers agreed (Heta, et.al. , 2018:16) as "a set of measures taken to prepare for the crisis when it occurs, respond to it and mitigate its severity, these measures include setting points for intervention between various stages causing the crisis to disrupt successive impact of crisis, **therefore**, ability of senior management lies in control and court in decisions in lack of sufficient data and information for individuals to form a complete picture of course of events, (Bennett, 2015:22) believes that crises, by their nature, are often fast-moving, ambiguous, destabilizing, and low-probability events So, have the ability to destroy organizations, although leaders cannot usually They plan for crises, but they expect their occurrence, so crisis from administrative perspective is defined as "a critical and decisive moment related to the fate of administrative entity that has been hit by an acute problem in front of decision-makers that make them extremely confused point that they do not know any decision that will be taken" (Al-Khudairi, 2003: 155).

2-5-2: Importance Of (TCM):

Crises are a source of opportunities despite being shocking , threatening to organizations. During crises, many lessons can be learned in field of planning and preparing for potential crises. Therefore, it is necessary to recognize their importance as mentioned by (Salim, 18:2005 (Al-Rawi 2010,:46) (Javed, 2016:41), (Zulkarnaini, et.al, 2019:524) (John & Eke, 2020:40-43) (Jaya, et.al, 2020:1998) in each of following:

- Contribute to showing weaknesses , deficiencies in organizations and work to avoid them and reduce their seriousness.
- Works , strengthen organizations towards process of change for the better to achieve their goals.
- It helps to provide opportunities for some workers to participate and make decisions, especially those who have the ability and competence in facing crises.
- Help to achieve mutual success between administrative leaders and employees to overcome crises.
- It works to increase the efficiency of organizations at individual and group levels, as well as to improve the performance of the organization for better.
- Determines principle of accountability , exposing defaulters , those responsible for the administrative, financial and human losses.

❖ **Dimensions Of (MTC):**

Most of researchers agreed that organizations are exposed to crises go through multiple stages, therefore must be realized , dealt with by the decision-maker, each of these stages has it own factors conditions, So extent of Due organization's ability to make the decisive decision it adds value to tourism organization as well as controlling stages of danger. The challenges facing tourism organization, researcher believes that dimensions for managing the tourism crisis lie in three dimensions are compatible with study community , goals that researcher seeks his studies. (Jabeen, 2018:10) in the following:

❖ **Improve Control System:**

It means extent to which the organization can put in place mechanisms and procedures facilitate facing the danger , security , tourism challenge through the adoption of an integrated system that adopts standards methods that facilitate this process after adopting accurate decisive information in order to make decisive decisions (Mehrotra, et.al, 2008:15). Ihen, It is also known as cognitive capabilities of organization, and accurate information emanates from it to meet security challenge in tourism of all kinds. **Therefore**, stage is considered one of important stages for completing the infrastructure of the control or early warning system, as is represented in providing decision-maker with accurate information data to gain market opportunities after turning crisis into a point. Power (Al-Shibli, 2018: 34), according to researcher (Parnell, 2014: 51), Improving and developing an early warning system may help organizations, including tourism organizations, to face cases of "uncertainty , certainty", and this would enhance the capabilities of the organization in improving its work in market, and this improvement depends on several basic requirements that must be met in internal environment of organization, among these requirements is the efficiency of resources Humans and their ability to face crisis before it occurs to reduce risk ratios to the organization and put preventive requirements before it occurs. On this basis, the tourism organization is interested in developing and preparing all basic requirements , technologies considers them an important factor in success of crisis management (Coombs & Daniel, 2018: 200),

On other hand, this technology helps reduce cost of tourism product , thus enhance levels of confidence in organization and make it more reliable compared to competitors. Based on these opinions,] researcher believes] building, maintaining and strengthening an early warning system through technological and informational techniques contributes to enhancing competitive capabilities and making the organization more Flexibility compared to others enabled the researcher to consider it an essential point in his current study.

❖ **Containing Danger And Damage :**

stage requires "implementing confrontation plan was developed in previous stage to reduce the damages of the crisis." aim at this stage is to work to stop the chain of effects resulting from crisis, and to contain treat the damages resulting from the crisis, as it is considered an essential task of crisis management (Al-Salem, 2015: 58), At stage, organization, including tourism, narrows gap between the danger and the planned and potential damages in organization actual dangers. On this basis, senior management can take critical decisions that enhance strategic choice that enables it to surround crisis (Hughesa et al, 2020: 3) role of concept of "containing damage" at stage is considered an administrative role to limit the movement of crisis , work to assess the damage , deal with the matters that can be dealt with and prevent the spread of the crisis to other joints in the organization and work to address it as soon as possible. It is also one of the processes give organization the best solutions that would To clarify dismantle complexity of decision in a timely manner and thus improve early warning cases of all risks and damages facing organization (Coombs & Daniel, 2018: 200).Due basis, researcher believes that stage of containing danger and damage needs more requirements and smart mechanisms in organization.

❖ **Activity Improvement:**

After identifying and improving first and second stages, another stage comes, and the most important is in stages of managing security tourism crisis. Senior management through "raising efficiency of human resources, improving the technical and knowledge potential, and modern learning and training." (Hussein et al., 2021: 168), and according to a group of opinions and visions of researchers and thinkers such as (Coombs, 2011:34), (Al-Salem, 2015: 58), (Al-Jarjari et al., 2020: 529) (Hussein et al. 2021: 169) In regard, they concluded there is a set of procedures and methods required to be taken in order to modernize , develop the activity and raise possibility of early warning system in all stages, including:

- A. Increasing capabilities of workers on "early warning system" continuously through training and continuous learning.
- B. •Improving technical, technical , technological capabilities in order to ensure the improvement of early warning system and strengthening of its organizational capabilities.
- C. Increasing the professional effectiveness of tourism organization by adopting developing human , competitive skills and benefiting from confronting modernizing its technological systems.
- D. Conducting more continuous improvement of cognitive systems in organization conducting preventive maintenance of the system before the risk or damage by relying on smart systems , sensing systems to counter danger and damage before it occurs.

So, researcher we see that methods of learning continuous improvement must be utilized confront previous crises, as organizations can through them identify weaknesses and address, develop strengths and benefit from experiences of tourism organizations, and serve as feedback, which constitutes last stage of crisis management.

3. Mouthed & Data Analysis:

In this section, data will be analyzed and evaluated by analyzing the responses of the target audience.

3-1: research problem

The research problem is to answer the following questions:

- What is the role and importance of organizational prosperity and what are its most important characteristics? Who is he(OP) ?**
- **How does (OP) contribute to maintaining improvement and sustainability of managing the tourism crisis?**

3-2: Research importance

Recent years have witnessed the development of many concepts and models for tourism activity, as organizations, including tourism, seek to improve the reality of the solutions and options necessary to address the tourism crisis by improving the reality of the strategic orientation. in tourism business organizations.

3-3: Sample Response:

The researcher distributed (100) questionnaires to Ministry of Tourism and Antiquities in research community, as researcher targeted department managers , decision-makers, as well as those with average degrees in the ministry, as shown in Table (1)

Table (1) sample and research community

Suitable Analysis	For	Not Valid	Not Mentioned	Questionnaire Received	Distributed Questionnaire	Case
80		5	10	85	100	NO
80%		5%	10%	85. %	100%	%

Source : prepared by researcher

3-4: (OP) variable model:

The results of analysis were for (OP) variable, which is indicated in table (1), as it appears sample size was (181), it also appears from table there are no missing values, it is also clear that all data ranged between (± 1.96), this indicates data follows a normal distribution, as it was found minimum response was at coding (1), i.e. (completely disagree), while highest response was at coding (5), i.e. (completely agree). scale questions are as shown in Table 2.:

Table (2) Results Of First Examination Of (OP) Variable In Three Dimensions:

Max	Min	Kurtosis	Skewness	N	questions
5	1	-.645	-.552	85	C1
5	1	-.764	-.530	85	C2
5	1	-.619	-.538	85	C3
5	1	-.922	-.416	85	C4
5	1	-.284	-.622	85	C5
5	1	-.995	-.261	85	IC1
5	2	-1.036	-.157	85	IC2
5	1	-.835	-.162	85	IC3
5	1	-.777	-.171	85	IC4
5	1	-.705	-.155	85	IC5
5	1	-.566	-.385	85	I1
5	1	-.771	-.280	85	I2
5	1	-.476	-.253	85	I3
5	1	-.761	-.355	85	I4
5	1	-.852	-.239	85	I5

Source: SPSS V.25 output

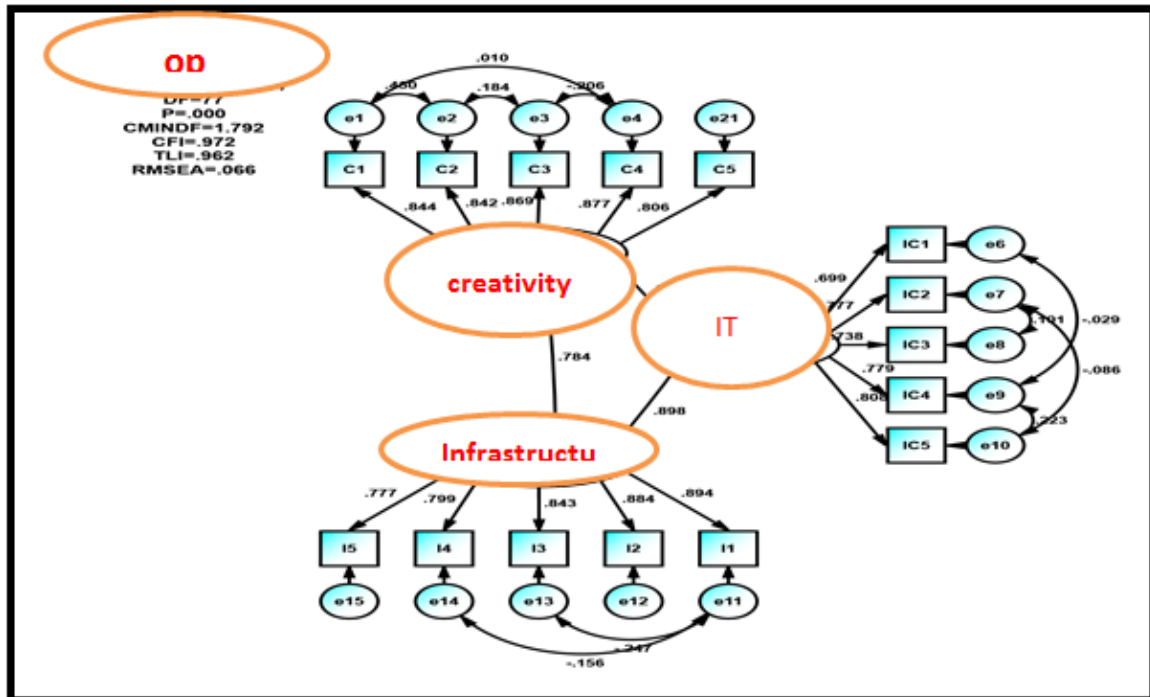


Table (2) shows values of estimates, which achieved values ranged between (0.699-0.699), as it is clear that all questions are effective, from values of (CR), which recorded values that ranged between (9.149-18.072), which is greater than (critical value) of (1.96). It is a sufficient indicator to adopt final model in subsequent analyses,

3-5: Variable tourism crisis management(TCM) model:

The results of analysis refer to variable "(TCM)" and its three dimensions, which are shown in the table (), since the sample was (85), and in absence of any missing values, it also turns out that all data ranged between (± 1.96), and it also indicates that the distribution of data is a normal distribution. As it appears that minimum response was at coding (1), i.e. (completely disagree), while the upper response was at coding (5), i.e. (completely agree).

Table (3) Results Of First Examination Of "(TCM)" Variable With Three Dimensions

Max	Min	Kurtosis	Skewness	N	Q
5	1	-.557	-.509	85	ICS1
5	1	-.570	-.492	85	ICS 2
5	1	-.791	-.384	85	ICS 3
5	1	-.924	-.402	85	ICS 4
5	1	-.819	-.382	85	ICS 5
5	1	-.720	-.517	85	CDD1
5	1	-.712	-.482	85	CDD 2
5	1	-.596	-.538	85	CDD 3
5	1	-.657	-.552	85	CDD 4
5	1	-.604	-.585	85	CDD 5
5	1	-.861	-.394	85	AT1
5	1	-.859	-.415	85	AT2
5	1	-.596	-.576	85	AT3
5	1	-.730	-.547	85	AT4
5	1	-.724	-.525	85	AT5

Source: SPSS V.25 Table (4) (TCM) Model

Q1	path	DIM.	estimates	C.R.	P	DISESION
DEW1	<---	Improve control system	.734		0.000	impact
DEW2	<---		.862	14.096	0.000	impact
DEW3	<---		.886	12.087	0.000	impact
DEW4	<---		.878	11.961	0.000	impact
DEW5	<---		.892	11.104	0.000	impact
PP1	<---	Containing danger & harm	.888		0.000	impact
PP2	<---		.968	18.804	0.000	impact
PP3	<---		.918	19.097	0.000	impact
PP4	<---		.871	16.909	0.000	impact
PP5	<---		.802	14.141	0.000	impact
CD1	<---	Activity Improvement	.829		0.000	impact
CD2	<---		.791	19.258	0.000	impact
CD3	<---		.831	13.740	0.000	impact
CD4	<---		.934	15.559	0.000	impact
CD5	<---		.914	14.837	0.000	impact

Source: Amos Software.

3-6: Structure Of Search Measurement Tool:

results in Table (5) indicate the degree of reliability in consistency of study scale, as well as the awareness of the results obtained by researcher during a different time period. Therefore, the process of "structural stability of measuring instrument" is verified using the "Alpha Cranach" test, stability coefficient of the instrument is calculated using "Alpha Cranach" coefficient and as follows:

ت	degree of constancy & stability	Alpha Cranach	dimensions degree
1	creativity	0.900	Stability Good
2	(IC)	0.802	Stability Good
3	infrastruefation	0.790	Stability Good
4	(OP)	0.830	Stability Good
5	(TCS)	0.850	Stability Good
6	(CDD)	0.794	Stability Good
7	(AT)	0.810	Stability Good
8	(TCM)	0.818	Stability Good

Source: programs SPSS V.25

4. Testing hypotheses: The researcher made main hypothesis, which is divided into sub-hypotheses for current study:

H1: The first main hypothesis: There is a significant correlation between Organizational Prosperity (OP) in Tourism Crisis Management (TCM), and the following sub-hypotheses emerge from it:

h1: There is a positive correlation for the creativity dimension (C) in tourism crisis management (TCM).

h2: There is a positive correlation with of (IT) (IC) in (TCM).

-h3: There is a positive correlation with dimension of infrastructure (Infestation) in (TCM)

h4: The four sub-hypotheses emanating from third main hypothesis were also tested, as stated in study outline and as in table (), which follows:

Table (6) Correlation Matrix (Pearson) Correlation between of (OP)with (TCM)

n	OP	TCM		
		correlation coefficient	calculated t-value	tabular t-value Moral level
A	creativity	.670	22.20)(1.987 .o4
B) IC(.570	20.58)(1.987 ,02
C	Infrastructure	.710	24.50)(1.987 .000
	OP	.650	22.28	(1.987 ,01

Source: Prepared by researcher based on output of electronic calculator N = 87

- **Testing first sub-hypothesis:** There is a positive and significant correlation between creativity dimension (C) , tourism crisis management (TCM), according to Table (6). employees, while calculated (t) value was (22.20), which is greater than tabular (t) value of (1.96) at a significant level of (.000). Therefore, hypothesis is accepted and null hypothesis (H0) is rejected.
- **Testing second sub-hypothesis:** There is a positive and significant correlation between the dimension of intellectual capital (IC) (TCM), as the value of correlation was (.570), an average correlation according to research sample, while the calculated (t) value was (20.58), which is greater From tabular (t) value of (1.96) at a significant level (.02), which indicates that relationship between two variables has a positive relationship, therefore hypothesis is accepted and null hypothesis (H0) is rejected.
- **Testing third sub-hypothesis:** There is a positive significant correlation between dimension of infrastructure (TCM), according to Table (6). 85 employees, while calculated (t) value was (24.50), which is greater than tabular (t) value of (1.96) at a significant level of (.000). **Therefore**, hypothesis is accepted and null hypothesis (H0) is rejected.
- **Testing first hypothesis with overall dimensions:** There is a positive and significant correlation between dimensions of (CP) , (TCM). average according to the research sample amounting to (85) employees, while calculated (t) value was (22.28), which is greater than tabular (t) value of (1.96) at a significant level that was (.000). Therefore, the hypothesis is accepted and null hypothesis (H0) is rejected.
- ❖ **The second main hypothesis:** There is a positive effect relationship between Organizational Prosperity (OP) in Tourism Crisis Management (TCM), from which the following sub-hypotheses emerge:

h1: There is a significant effect of creativity dimension (C) in (TCM),

h2:There is a significant effect of (IC) , (IC) in (TCM).

h3: There is a significant effect of the infrastructure (Infestation) in (TCM).

h4:The four sub-hypotheses emanating from third main hypothesis were also tested as contained in study outline and as in Table (7):

TCM						model
Moral level	T	β Factor effect	F value	R2	Factor β	
.000	4.420	.44	4.97	.74	1.677	Constant
.005	2.856	.330	5.76	.72	.329	OP
.020	5.642	.430	6.54	.76	.071	creativity) C (

.000	4.539	.454	6.76	.75	.182) IC (
.000	4.250	.550	6.56	.74	.076	Infrastructure

Source: Prepared By Researcher Based Output Of Electronic Calculator N=85

- **Testing first sub-hypothesis:** There is a positive significant correlation between creativity dimension (C) , (TCM), according to Table (6). employees, while calculated (t) value was (22.20), which is greater than tabular (t) value of (1.96) at a significant level of (.000). Therefore, hypothesis is accepted and null hypothesis (H0) is rejected.
- **Testing second sub-hypothesis:** There is a positive , significant correlation between the dimension of intellectual capital (IC) , (TCM), as value of correlation was (.570), an average correlation according to the research sample, while the calculated (t) value was (20.58), which is greater From tabular (t) value of (1.96) at a significant level (.02), which indicates that the relationship between the two variables has a positive relationship, therefore hypothesis is accepted and null hypothesis (H0) is rejected.
- **Testing the third sub-hypothesis:** There is a positive , significant correlation between the dimension of infrastructure (I) , (TCM), according to Table (6). research amounted to (85) employees, while the calculated value of (t) was (24.50), which is greater than tabular value of (t) amounting to (1.96) at a significant level was (.000), and therefore the hypothesis is accepted and null hypothesis (H0) is rejected.
- **Testing first hypothesis with overall dimensions:** There is a positive , significant correlation between dimensions of Organizational Prosperity (CP) and Tourism Crisis Management (TCM). average according to research sample amounting to (85) employees, while calculated (t) value was (22.28), which is greater than tabular (t) value of (1.96) at a significant level was (.000). **Therefore,** hypothesis is accepted and null hypothesis (H0) is rejected.
- ❖ **second main hypothesis:** There is a positive **effect** relationship between (OP) in (TCM), and following sub-hypotheses emerge from"
 - **There is a significant effect of (C) in (TCM).**
 - **There is a significant effect of (IC) in (TCM).**
 - **There is a significant effect of infrastructure (Infestation) in (TCM).**
 - **The four sub-hypotheses emanating from third main hypothesis** were also tested as contained in study outline and as in Table (7):

TCM						model
Moral level	T	β Factor effect	F value	R2	Factor β	
.000	4.420	.44	4.97	.74	1.677	Constant
.005	2.856	.330	5.76	.72	.329	OP
.020	5.642	.430	6.54	.76	.071	creativity C
.000	4.539	.454	6.76	.75	.182	IC
.000	4.250	.550	6.56	.74	.076	Infrastructure

Source: Prepared By Researcher Based Output Of Electronic Calculator N=85

From the data of Table (7), it was found that:

❖ **there are relationships of influence between of (OP) in three dimensions (TCM). The results were as follows:**

a. There is an effect relationship of creativity (C) on dimensions of (TCM), since the value of (t) was acceptable when compared to its tabular value of (1.96) a statistical level (0.05), this means that there is an existence of creativity dimension (C) of an amount (5.642) when value of dimensions of variable (Tourist Crisis Management) is equal to zero. As for value of the marginal slope, it reached ($\beta = .430$), and this indicates as a change of (1) in dimensions of creativity in (OP), (C) will lead to a change of (0 = .430) in the dimensions of tourism crisis management in the research sample hotels (OP) While the value of (R2) was (.76), which means that creativity variable explains its value (.76)) of the variance in its other dimensions, that the percentage (0.240) of variance is due to variables factors that did not enter the regression model, i.e. to other factors outside dimensions of the study current. In light of these results, this hypothesis is accepted.

b. there is an effect relationship of intellectual capital (IC) on (TCM), since value of (t) was acceptable when compared to it tabular value of (1.96) and a statistical level (0.05), this means there is an (IC) dimension. (IC) is (4.539) when value of dimensions of the variable (TCM) is equal to zero. While the value of (R2) was (.75), which means that intellectual capital variable explains its value (.75) of the variation occurring in other dimensions, and that the percentage (0.250) of the unexplained variation is due to variables that were not included within the factors of the current study. marginal slope has reached ($\beta = .454$), this indicates that a change of (1) in dimensions of creativity in organizational prosperity (C) will lead to a change of (0 = .454) in the dimensions of (TCM) in research sample hotels (OP). . In light of these results, this hypothesis is accepted.

c. There is an impact relationship for dimension of infrastructure (I) in dimensions of (TCM), since value of (t) was acceptable when compared to its tabular value of (1.96) , its value was (4.250) and at a statistical level of (0.05), and this means that there is value of infrastructure dimension is (4.250) when the value of dimensions of the variable (TCM) is equal to zero, while the value of (R2) is (.74), which means that infrastructure variable explains it value (.74)) of the variation in other dimensions , ratio of (0.260) of unexplained variance due to variables did not due regression model, i.e. to other factors outside the dimensions of current study, while the value of marginal slope had reached ($\beta = .550$), and this indicates that a change of (1) in dimensions of creativity in (OP) (C) It will lead to a change of (0 = .. 550) in the dimensions of (TCM) in the research sample hotels (OP). In light of these results, this hypothesis is accepted.

5. Conclusions And Recommendations:

5-1: Conclusions:

❖ **Theoretical conclusions**

There have been multiple studies have indicated the adoption and strengthening of tourism security crisis management in accordance with the environmental conditions surrounding organization, but there is a gap that needs to be narrowed as much as possible to enhance measure.

- Theoretical studies found link , impact of (OP) in managing crisis because of what it achieves in improving the image of tourism organization.

❖ **Practical results:**

- It turned out that the results of the study showed that the response level ranges between medium and high for dimensions and paragraphs of (OP) and its three dimensions (study sample members.

- The rates , values of descriptive , average analysis of dimensions of study were somewhat identical to perception of employees in Ministry of Tourism (study community), meaning they are acceptable.

- The level of response (for study sample) to dimensions paragraphs of managing the tourism crisis in its dimensions (control , control, modernization of activity, containment of danger and damage) was high, which indicates that the study sample had a clear perception of importance of achieving "the

nature of tourism work in ministry" to adopt creativity , intellectual capital And the infrastructure, and there are efforts being made by higher managements to achieve this goal.

- It was found there are good levels of "dimensions of (OP)" in the Ministry of Tourism, the research community, in terms of a good correlation between the variables of the study, as nature of the ministry's work monitors signals from surrounding environment to exploit opportunities available through dimensions levels of (OP) . It led to enhancing level of (TCM) through rapid response to customers the organization.
- The results showed there is a correlation between (creativity in managing the tourism security crisis in the study sample community), this is a product of understanding and interaction of ministry's senior management with its customers through adoption of professional and knowledge expertise and addressing gap in the workplace.
- The existence of a good correlation between hotel infrastructure and management of (TCM) through improving the level of services provided to tourists.
- ❖ The Ministry of Tourism, research community, adopts methods dimensions of organizational prosperity by possessing "creativity, intellectual capital, and infrastructure," which reflects positively on strengthening management of the tourism security crisis in tourism services sector, this in turn will add additional and competitive value to gain largest possible number of new tourists. Through the following:

A - The increase in creativity of human resources in the ministry enhances familiarity and relationship with tourists in the ministry of tourism, the study sample, as well as their ability to unify , exchange their resources and capabilities to generate new ideas and internal competition with same level of interaction, thus enhances the improvement of crisis management and planning for it in future.

B - The ministry's administration owns study sample intellectual capital, and this actually led to gaining new tourists by improving guide's relationship with tourists through managing tourist crisis in the best management.

C It seems that strategies owned by Ministry of Tourism and Antiquities, study sample, have contributed to adoption of professional orientations that have led to reducing the levels of complexity, ambiguity and uncertainty facing hotels by adopting management and planning for future crises..

5-2: Suggested recommendations:

- Spreading spiral , cognitive thinking on how to improve techniques of (OP) in terms of knowledge, experience and methods of creativity in an environment that individual cannot predict its stillness, this would achieve success in behavioral communication in workplace , manage challenges efficiently through improving productive mechanisms and procedures for early warning for crisis management.
- Senior management in "hotel management" should employ levels of creativity intellectual capital available to it, invest improve it in an optimal manner in addressing dealing with future conditions and challenges.
- The need to promote , invest "intellectual capital" in Ministry of Tourism and strengthen it in proportion to increasing competencies human knowledge experiences through presenting creative ideas need for tourist guides to participate in decision-making in possibility of improving the management of the security crisis optimally.
- Adopting technological techniques that will update information , experiences by following patterns of thinking consistent with competitive capabilities of hotels in order to improve and enhance competitive capabilities of their human resources in line with unexpected requirements and needs of tourists.
- The questioned "hotel management" should invest professional creative knowledge and improve infrastructure to develop due capabilities by increasing the level of effective communication quality of services provided, in a way that ensures effective coordination by consolidating personal relationships,

as well as consolidating the relationship with customers resort, which contributes to enhancing value of cognitive skills This would enhance optimal management of the crisis.

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