

# **Strategic Improvisation Role in Improving Sustainable Tourism Development: The Impact of Strategic Improvisation in Improving Sustainable Tourism Development, An Exploratory Study in The Ministry of Culture, Tourism and Antiquities**

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## **Abstract**

The current study seeks to know determine role of strategic improvisation (SA) in its three dimensions (Essential Capabilities,(ICC) Strategic Flexibility(SF), Strategic Learning(SL)) as an independent variable , impact on improving sustainable tourism development (STD) in three dimensions (Economic Motive(EEM), Environmental Motive(EM), Social Motive(SM)) as an approved variable For a sample of upper middle levels in Iraqi Tourism Authority, in Ministry of Culture, Tourism and Antiquities, researcher distributed (80) questionnaires, and (10) questionnaires that could not be analyzed were excluded according to the program (SPSS 25) to seek their opinions about availability of the variables researched in order to identify the relationships that targeted them. The study, and the verification two main hypotheses in the study, and the results of the study indicate the possibility of improving the requirements of tourism development (STD) improving them by employing dimensions of strategic agility. These variables interacted to form the general framework for research. It raises levels of development in changing environmental conditions in organization.

**Key words:** strategic improvisation (SI), core competencies, strategic learning, sustainable tourism development (STD).

## **1. Introduction:**

Recently, interest in role of tourism development has increased by researchers, especially in business organizations, including tourism organizations. These goals are achieved in the organization . **therefore** strategic improvisation (SI) one of main pillars on which organization relies because it characterized by dealing with these variables with organizational wisdom that achieves the goals of organization.

## **2. strategic improvisation(SI)**

### **2-1: concept of(SI)**

improvisation means "The Use Of Available Tools Methods Without Concern For Expected Results." term improvisation is derived from the word "Proviso" meaning condition or conditions, as IM means without , when combined becomes "without conditions" (Smith & Blundel, 2014). 3: Therefore, researchers recently paid attention issue of (SI), which aroused their interest in all aspects of organizations, including tourism organizations(TO), (SI). As for the researchers of second classification, they indicated that it (integration of internal external resources and capabilities) according to classification was defined by (Teece 2014: 328). main goal that he seeks is extent of knowing and defining competitive capabilities and measuring them in organization compared to competitors, concept of (SI)refers to cognitive and organizational capabilities that organization contains and that are based on flexibility and the ability to make decisions (Vera, et.al, 2016: 1879)

are Organizational capabilities expertise that are based on reputation experience of competitors from organization with aim of achieving and making critical decisions (Cunha & Cunha, 2003:172) And it would face the environmental challenges of organization, and therefore concept of (SI) is a philosophical concept based on measuring the capabilities , competencies existing in the organization is reflected in improving the competitive advantages of organization in light of sustainable environmental changes whose constant feature is change (Al-Hasnawi, 2021:68 ) While the study (Abdul Karim, 2022) agrees that strategic improvisation (SI) is based on organizational transformations aim to make decisions in structure of organization and in accordance with changes surrounding it medium long term, is embodied in speed of communication with organization's environment enhancement competitive reputation, including It coincides with core objectives (Abdul Karim, 9:2022) by organizing rationalizing organization's resources capabilities in a creative and innovative manner, SO, based on the vision of some researchers on topic of improvisation (SI), means that it organizational professional intelligence (TO) others possess in facing competitive environmental challenges that would enhance the organizational advantages in organization through a set of basic requirements based on resources core values in it, and this is clearly evident in Capabilities, rationalization of resources, intuition and organizational sensing in organization.

## **2-2: Importance Of (SI )**

IT (IS) of improvisation in organization is embodied in various aspects, as lies in achieving a fundamental goal that organization seeks to achieve, which is intuition, analysis, and decision-making in facing competitive challenges in the organization and how to rationalize and enhance resources in the long and medium term, depending on dynamic capabilities (Alhasnawi, 2021:68). It also contributes effectively to enhancing operational efficiency of organization to increase its strategic options (Al-Kindi, 69:2021). also organizational capabilities rely on intuition , sensing, which would enhance improvement of competitive advantage in the organization development of material human capabilities in long term, which increases its environmental sensor system (Adel Abbas ,21:2015), described it as organizational capabilities to take action certain situations include a high level of speed, spontaneity, creativity, possibility of formulating implementing policies ,decisions simultaneously when following up strategic activities of tourism organization line with changes tourism environment (Abdul Karim, 7:2022). Add to, (Al-Shaibani, 2021) sees extent of positive compatibility equates between the available capabilities of organization , improvement , accelerating environmental changes based on organizational learning the experiences accumulated, this is reflected in speed of decision-making in organization compared to competitors, which enhances its organizational reputation in markets (Al-Shaibani, Hamza, 67:2021), it also a tool help organizations adapt to pressure in order remain flexible in light of turbulent environment (Ibrahim, et.al, 2018:214) Or seeking discover new ideas as a result of unexpected events, if useful in discovering opportunities then creating new ideas (93Ahmad, et.al, 2015:) by reducing waste of resources and reducing the cost time associated with strategic planning procedures, importance also contributes to extent to which strategies are utilized or replaced in anticipation of any sudden and rapid change due to environmental uncertainty (Antunes, 2019:6), also contributes to extent to which strategies are utilized or replaced in anticipation of any sudden and rapid change due to environmental uncertainty (Antunes, 2019:6),

## **2-3: Dimensions of Strategic Improvisation ( SI )**

Spark Interest of researchers in concept importance of (SI) for organizational role in organizations, including tourism organization. There is a set of dimensions measures that researchers referred to (IS) according to studies of researchers such as (Kung, 2015: Ciborra, 2009), (Al-Abadi et al., 2020: 424,) ,(Ibrahim, et.al, 2018:214) IT is also seen as a model of strategic learning and adaptation to organization's environment (Fisher & Amabile, 2009), But researcher sought to define dimensions that are commensurate with nature of current studies. environment in which organization operates, study sample, in order to , achieve objectives of the study. These dimensions consists three, as follows:

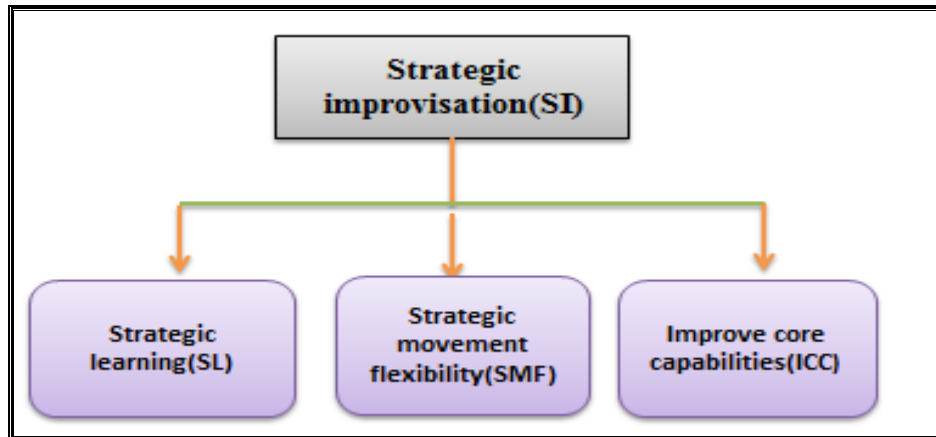


Fig.(1) dimensions of (SI), according previous studies.

Source: based on previous studies and opinions

According to Fig. (1), dimensions measurements of (IS) can be clarified based on previous studies and as follows:

### 2-3-1: Improve core capabilities (ICC):

A number of researchers referred to subject of core capabilities, each researcher considered intellectual practical importance of concept, as it is consistent with cognitive intellectual capabilities of basic resources. SO, concept was defined as a set of cognitive and professional capabilities that are consistent with other capabilities in organization to improve its competitiveness (220-229: 2017). Khoshnood & Nematizadeh s So, it is unique competitive capabilities improve organization's competitive capabilities. This improvement is part of organization's dealings with changing environments that are characterized by ambiguity and complexity (Abu Jabara, 2020: 49), while a study (21: 2013 Abu-Radi) agreed that core capabilities are consistent with improvement of organizational structure and its design in accordance with internal , external variables of organization's environment, **Accordingly**, the researchers indicated that improving core capabilities is extent of organization's ability and ability to make decisive decision in increasing competitive advantages based on a set of requirements and capabilities that the organization possesses (Camara & Petrenko, 2015) and can be employed improving (cognitive, professional, and competitive capabilities), which is reflected in dealing with Senior management with critical conditions and facing competitive challenges in order to add value to organization (Delamare & Winterton, 2005, 33) and based on these opinions, researcher believes improving the core capabilities is represented in,

- A. Increasing competitiveness of organization by facing surrounding challenges
- B. Increasing levels of learning and continuous improvement organization.
- C. Meeting needs of customers by relying on formation and improvement of market capabilities compared to competitors.

### 2-3-2: strategic Flexibility(SF)

Organizations of all kinds, including (TO), seek the possibility of their interaction with their surrounding environment in light of intense competitive challenges. Therefore, the organization that changes and updates its information is able to keep pace with rapid changes, unlike slow-moving and inflexible organizations unable to keep up with other competitive challenges. one of essential points of organization is speed of decision-making dealing with environment through (SF). **Therefore**, strategic response to unexpected that it possesses, extent of modernization takes place on it, and the speed of decision from senior management (Al-Abadi et al., 2020: 426 ) **Therefore**, flexibility is defined as

essential capabilities in organization that are compatible with environment in the speed of decision-making (Al-Issawi et al., 2012: 229), as others described it as prior sensing of environmental conditions based on cognitive organizational capabilities(OC) and accumulated learning in organization, (Al-Shaibani, Hamza, 2021:57) would contribute to enhancing competitive advantages of organization compared to others, in what (Haniyeh, 2016: 18) sees as "The Ambition And Future Direction Organization Is Trying To Build, Depending On Capabilities." to know its internal conditions, and to try to gain insight into external conditions." while (Al-Yasiri et al., 2016: 3) defined as multiple maneuvers such as initiative, investment maneuvers, preventive maneuvers, corrective maneuvers, (Abu Jabara, 2020: 27) believes that it strategic goal that organization seeks to implement in medium and long term. (SF) refers to set of capabilities are used in responding various demands and opportunities exist in dynamic competitive environment and addressing uncertainty risks associated with it (Feldman et al, 2003: 3), while the researchers see that it (SF) is associated with "response ability of organization" that determines interaction with the environment in which operates, while (Hase, et al, 2007:2) indicated, Or a set of capabilities are used in responding to various requests , opportunities that exist in dynamic competitive environment addressing uncertainty risks associated with it. Based on the above, researcher believes that (SF) is based on a set of essential points, as follows:

- It a strategic choice enhances response to unforeseen circumstances, response to opportunities available in competitive environment, in order to ensure strengthening of competitive position of organization.
- Adapting organization to critical environmental changes that occur in environment in a timely and appropriate manner.
- A mechanism that enables organization to shift from one strategy to another at lowest cost.
- Developing strategic resources in an effective manner, in a manner that ensures improving efficiency and adaptability of organization.

### 2-3-3: Strategic learning (SL)

A number of studies in social, psychological , mathematical literature contributed to the perception and awareness of individuals of learning, and those studies tried to establish , build momentum with variables such as (emotional-behavioral-psychological-cognitive approach others), therefore introduction of modern technology , artificial , strategic intelligence systems in contemporary organizations is considered One of the modern methods in the flow of information and knowledge to its members and facing the accelerating changes, (El Fazazi, et al, 2019:82.) **Thus**, enhancing cognitive awareness. trend requires adoption of smart training programs rely on integration of modern technological and communication programs with aim of changing mental , cognitive style of individuals. Self-control is the ability of the individual to direct modify himself and regulate his behavior, thoughts and emotions (Al-Shaibani, Hamza, 2021:103) define strategic learning It is smart information employees acquire to deal with prevailing variables (Choi T., 2015:438) the foundations basic requirements enhance capabilities of employees by relying on their available resources in order to know capabilities of competitors and prepare for them (21: 2013 Abu-Radi), **therefore** facing uncertainties and the possibility of improving decision-making requires need to improve cognitive mental knowledge and invest it in multiple activities of production Outputs that meet the desires needs of customers compared to competitors, **as well as** taking leadership patterns that have ability to influence others through "employing a set of effective organizational practices", this depends on extent of employing smart technologies and tools in organizations (Justin D., & et al. 2009:797) What researchers describe (Binbin Xua, et al, 2020,1.) is merging of traditional information with new information in a way that achieves improved knowledge and techniques for developing cognitive tools in the organization based on technology Internet, because traditional ideas of the influence of mental and cognitive motives of the members of organization thus, reflected on performance of momentum of competitive organization, and according to researcher, the importance of (SL) Consist in following:

- Help clarify general directions and landmarks for required change.

- Motivating employees to make right decisions according to leadership paths.
- Helping coordinate work quickly efficiently if vision is properly inspired by workers and management.

It also helps in strengthening positive role in tourism organizations in ministry, because it has a clear specific perspective in carrying out work related to administrative apparatus responsible for tourism activity, which is characterized by high skill and effectiveness, operating this activity in various aspects of sustainable tourism development, which gives it opportunity to establish a tourism sector. Sustainability in field of business by defining and improving the vision of organization.

### **3. Sustainable Tourism Development (SDT).**

The concept of (SDT) is one of relatively modern concepts terms derived from broader concept of it, which is, as main reason for using concept of is for purpose of preserving and areas in long term without any damage or deterioration, whether to environment or society.

#### **3-1: Concept Of (SDT)**

There have been many concepts towards the concept of (STD) in recent times, it has been known from several multiple entrances that relied on its dimensions and environmental changes, as well as its importance for development of physical, social and environmental resources, thus creating more strategic options in organization to achieve goals at different levels. **SO**, concerns of organizations now focus on range of capabilities productivity and operational how to Employing investing water and energy efficiency to achieve sustainable development in tourism industry (Jashi, 2018: 19), thus preserving material, human, and nature resources through exploitation of available resources. According classification, it is defined as “the optimal exploitation of available resources capabilities, whether human, material, or natural, in an effective balanced manner environmentally, urban, socially, and economically.” And in a way that serves various areas of(STD in order to achieve aspirations of local population and needs of tourism in justice without extravagance and wasting the gains of future generations.” (Al-Anzi, 2010: 1), Whereas, researcher (Al-Khadrawi, 2012: 61) referred to as “optimal exploitation of available tourism resources through investment of multiple tools starting from entry of tourists in parallel numbers of tourist sites, provided that they are informed in advance and knowledge importance tourist areas deal with them in a friendly manner in order to, prevent occurrence of damages on both sides. On the other hand, some researchers pointed out that practical programs and plans that are required to be employed optimally. These researchers believe that optimal investment of various resources in organization can achieve added value when there are plans, tools strategic options can be achieved based on studying analyzing the environmental variables surrounding organization (Akdu & Pehlivan, 2012: 78), Therefore, it was defined as ability to “improve the quality of life of host community, satisfy tourists, make best use of resources, preserve natural beauty, historical wealth, and social and cultural values are considered basic capital for tourism.” He also referred to it as ““sustainable tourism development is development that begins with After a complete scientific study within framework of integrated planning for economic, social environmental development within the country as a whole or within any region in which elements of (TD) gather from elements of natural and civilized attractions” (Zain El Din, 2016)

On basis, researcher believes that (STD) is cognitive, technical operational capacity possessed by organizations, including tourism, focus of research to invest, exploit, employ preserve environmental, operational, social human resources through optimal exploitation with elaborate efficiency in order to achieve added value. In light of this definition, the researcher indicated that (STD) depends on multiple tools options aimed at (exploitation, preservation, investment, employment) resources available in organization.

#### **3-2: importance of (STD):**

Various organizations, including tourism organizations, seek to achieve enhance their goals by promoting (STD) when a set of strategic options are available in organization that would ensure the

preservation of environment culture intact sustainable, as well as increase profits from tourism resources in host communities by developing programs plans It is based on concept of sustainability (Darrar, 2014: 79). **SO**, importance of (STD) consist in achieving sustainable competitive capabilities that achieve goals in long term by preserving available resources (Gebhard, et.al, 2007: 9). It also seeks to make best use of resources by relying on strategic tools alternatives seek to employ those The resources in operational aspects achieve added value, while he indicated that natural , environmental resources increase its operational efficiency compared to competitors (Akdu & Pehlivan, 2012: 78), While its role is evident in its ability to meet the needs of the present generation without affecting needs of future generation, and contributes to giving greater priority to community participation working to reduce poverty at the local level, (Zain El Din, 2016: 13) works to support improve the economy, by increasing Job opportunities increased investments, which in turn increase the economic return (Anazi, 21: 2010) Through contributions of researchers, researcher believes (STD) is manifested in following:

- Help reduce tensions result from complex interactions between environment, tourism industry and local communities.
- Help strengthen sustain organizations by developing local economic benefits.
- It plays an important role in preserving and perpetuating tourism resources, and this helps in developing tourism sector in a way that parallels other sectors within the country.
- Help improve tourist experience, as a result of repeated visits to tourist destination.
- Works to increase efficiency of resources, reduce use of scarce , non-renewable resources in (STD) services and facilities.

#### 4. Dimensions Of (STD):

The concept of (STD) is based on multiple interrelated dimensions, which are closely related to each other, as importance stems from need to establish dimensions within the strategy of the tourism sector, according to integrated mechanisms that serve dimensions of (STD)in tourism organizations. There were multiple opinions of concept due fact that sustainable development is linked to several variables, which is reflected in defining the dimensions of (STD) (Al-Qahtani, 32:2022), Some see it as dependent on dimensions (Economic Dimension(ED), Environmental Dimension(EV), Social Dimension,(ES Technological Dimension)), while other researchers saw (STD) three dimensions, as defined by (Al-Hiti et al., 2018:13) represented by (environment, society (86: 2009, Kaufmann & Gronau), (Makhoul et al., 39: 2009) agreed on following figure (2):

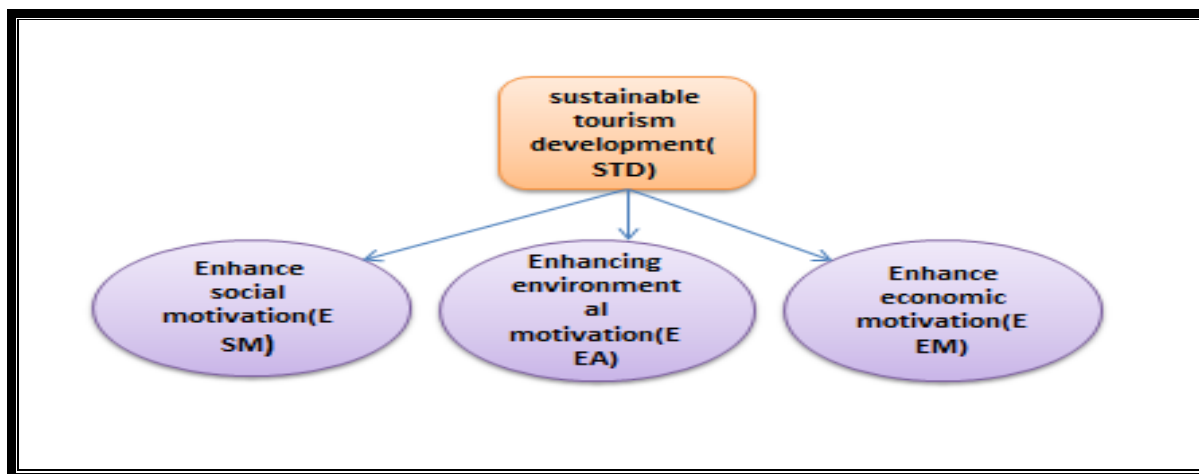


Fig.(2) Dimensions Of (STD), Source: Based On Previous Studies.

#### **4-1: Enhance economic motivation (EEM):**

Organizations of all kinds, including organizations, seek to enhance economic performance work to sustain it constantly. This is manifested through motivation organizational capacity in organizations, this comes through capabilities skills of human resources in how to invest their resources, thus exploit economic resources in various aspects. He mentioned (Kreedy, 2020: 231) economic dimension aims to eliminate economic weakness underdevelopment by finding solutions to the causes, then working on the optimal use of tourism resources and rationing them in a way that helps to advance people raise improve quality of human life, while seeing dimension is represented current future indicators and reflections of economic activity, as It emerges from fact that environment is an integrated economic entity as a base for development, that pollution and depletion of resources eventually weaken its future development opportunities (2010: 96, Jovicic & Ilic), (Al-Kamri, 2012: 112) indicated that economic dimension promotes (STD) by providing additional sources of income such as increasing purchasing power selling local products. A study (Ciroa & Toska 2018: 88) agreed that economic dimension includes a contribution, Tourism in preserving culture of local community seeks to develop local communities as well as distribute benefits fairly among them. In the same context, it was confirmed (22: 2018 Khokhobaia) the economic effects are very wide include both direct, indirect effects, so it is necessary to use relevant methods in case of evaluating economic results. Accordingly, researcher believes that strengthening economic dimension is manifested in consolidating physical and physical aspects of organization maintaining them in a way that enhances organization's competitive capabilities and thus achieves strategic objectives in the long term..

#### **4-2: Enhancing Environmental Motivation(EV)**

The environmental dimension is one of basic requirements in promoting (STD) because it is one of the essential elements in how exploit environmental resources convert them into sustainable elements in organization. Researchers have shown in their studies (137: 2016, Avcikurt, et al) meaning of promoting (EV) is Emphasizing existence of natural resources need to exploit them as much as possible, for the purpose of protecting maintaining them well, for use by future generations. Whereas, many organizations are determined to deter tourism project owners and local communities from illegal use excessive consumption of natural resources, in addition to, integrating protected natural areas development plans in regional and local areas, within the framework of comprehensive development plans programs (3: 2020 Hsu, et al.) It also seeks to integrate plans for the development of protected natural areas in regional local areas, within framework of comprehensive development plans programs. **Therefore**, tourism is required to participate positively in preserving environment (Sharma, 2020:4). SO, promotion of environmental motivation is defined as organizational capabilities that can transform environmental resources controlled by the organization into avenues of opportunities that provide enhance value in organization (Al-Sous, 2012: 205). also capabilities that enhance competitive capabilities in the organization by adopting foundations and requirements aimed at achieving environmental dimensions. Contribute to creating an attractive environment for the organization (401: 2019 Doncheva), As based on these opinions referred to by a number of researchers, researcher believes that the promotion of (EV) is manifested in a lot of importance in the organization and as follows:

- Contribute to strengthening organization's capabilities in competitive advantages
- Good exploitation investment of environmental factors available in organization and turn them into a point of strength.
- Promoting creating value for tourism organization towards investing in new tourists after efficiently providing requirements of sustainable development.

#### **4-3: Enhance social motivation (ESM):**

(ESM) investment of social values behaviors towards productive trends in organization, and this process takes place by employing them in positive aspects that add additional ability and knowledge

contribute to strengthening image of organization. Values, attitudes, beliefs and values of individuals within society can be identified through their behavior in that environment (Chavez- Corte & Maya) (ESM) includes role of tourism in development of local communities, the preservation of cultural identity, and the fair allocation of resources (Gronau & Kaufmann, 2009: 86), in addition to it includes (ESM) attitudes values of society, impulsive influenced behavior by those values. On the attitudes, beliefs, and values of individuals within community, through their behavior in that environment (Alwakid et al., 2021: 34). Therefore, the researchers focused on two important points represented in developing the infrastructure for water distribution, promoting transport or health services, sports or recreational activities. As well as other public places and how can be transformed into a point of strength as a result of changes surrounding organization lack of productive natural human resources and how to preserve them (Sharma, 2020:4),Accordingly, researcher believes that promotion of social (ESM) is represented in optimal investment utilization of social resources to enhance permanence sustainability of tourism development in an optimal manner by adopting the foundations positive incentives to transform the weaknesses of the organization into strengths that contribute to the sustainability of environment in way.

## **5. Relationship Between Dimensions Of (ST) (STD) :**

There is no doubt that relationship of with (ST) and three characteristics with levels of (STD) reflects positively on exploring strategic options that would improve capabilities of the organization competitively, would create competitive opportunities based on reliability, integrity honesty in organization, as speed of knowledge acquisition, employment conversion into value Productive will create a state of certainty in decision-making, this would avoid cases of excessive trust mistrust among its members (&V. Elkemali, 2014: 300). (Bessière),

## **6. Study Methodology:**

In this axis, researcher will deal with correlation influence relationships of hypotheses of the study, as well as percentages of agreement for study sample, testing apparent confirmatory validity of study variables, and extent of agreement on dimensions of the study.

### **6-1: Research Problem:**

Tourism projects are currently facing many challenges resulting from large rapid environmental changes and developments in surrounding environment, information revolution, increase in globalization, etc., and this requires need to adapt to requirements of change and development and the exploitation of contemporary and modern management concepts such as the concept of strategic improvisation, this requires use of Some modern concepts strategies to develop its performance, purpose of this study can be achieved by answering following sub-questions:

- **Is there an effect of dimension of (SI) in achieving (STD)?**
- **How can Ministry of Culture, Tourism and Antiquities invest in levels (SI) in achieving (STD)?**

### **6-2: Research Importance:**

- importance of current research lies in importance of variables studied by research and its novelty, as importance of study has been proven to enhance activities in organization carried out by organizations in an important sector, which is the tourism sector, which seeks to promote and raise status of society, so the importance of research is evident in the following:
- The current study seeks to present a set of recommendations and proposals for the decision-maker in the Ministry of Culture, Tourism and Antiquities, the study sample.
- It also discusses two very important critical issues of management, namely: (SI), and (STD), as an important philosophy in the rapid changes facing various organizations, including tourism organizations.



❖ **Theoretical Scheme Of Study:**

The hypothesis chart reflects an image that shows the nature of influence relationships between study variables, their trends by relying on relationships specified in study hypotheses, on the basis of which independent study variable (SI) was identified, which includes five main dimensions represented by (ICC, FC, SL) adopted variable (STD), which includes three main dimensions represented by (EEC, EC, ES) as shown in Figure (3) below:

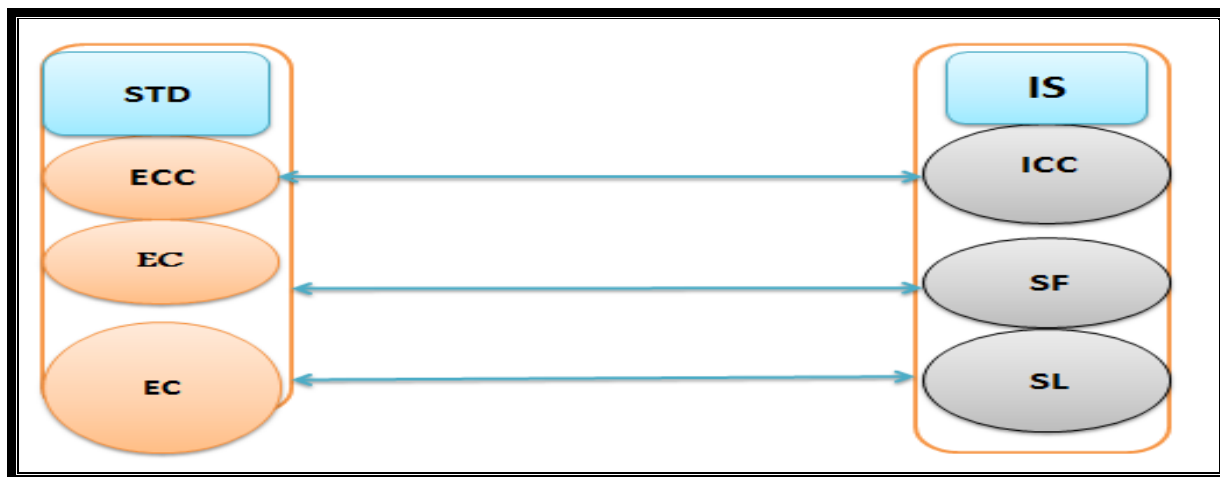


Figure (3) shows the methodological chart of study

Source: researcher according to previous sources

**6-3: Testing Apparent Confirmatory Validity Analysis And Percentages Of Agreement Between Variables Of Study:**

In this chapter, researcher reviews the outputs of statistical analysis related to tests of validity, stability, internal consistency, levels of the sample's responses questionnaire items and the testing of hypotheses through a package of statistical measures methods that are in line with requirements of special study by knowing role impact of strategic agility in promoting (STD) in order to achieve goals. The study, as the researcher will rely on two methods to test the validity of questionnaire (the method of testing apparent validity based on opinions of gentlemen of arbitrators, method of confirmatory constructive validity by means of confirmatory factor analysis).

**6-4: Apparent Validity Test Of Questionnaire**

The virtual validity test requires presenting questionnaire in initial form to a group of arbitrators with aim of expanding academic, scientific and practical experiences in correcting and arbitrating questionnaire so that it becomes valid to represent subject of study (knowing the role and impact of (SI) in (STD)) is best representation, as data of application of virtual honesty test documented in Table (1) confirm realization of virtual honesty in all paragraphs of the questionnaire according to each variable of study. results were as follows:

- percentage of arbitrators' agreement on validity of items of independent variable (SI) improving core points was 83.33%, which documents agreement of arbitrators on the validity of (10) items out of (12) items devoted to improving strategic objectives. In particular, rate of agreement of arbitrators on paragraphs (improving vision of organization) amounted to (100%).
- percentage of arbitrators' agreement on the validity of paragraphs of the dependent variable and three dimensions was (100%), which is a complete percentage documenting agreement of arbitrators on all paragraphs allocated to dependent variable represented by improving (STD).

**Table (1) confirmatory**

Study variables	number of paragraphs	Agreement Ratio	level of agreement
SI	ICC	5	%100
	SF	5	%75
	SL	5	%100
STD	ECC	5	%75
	EV	5	%75
	EC	5	%100

Source: Outputs of (SPSS 28) Program

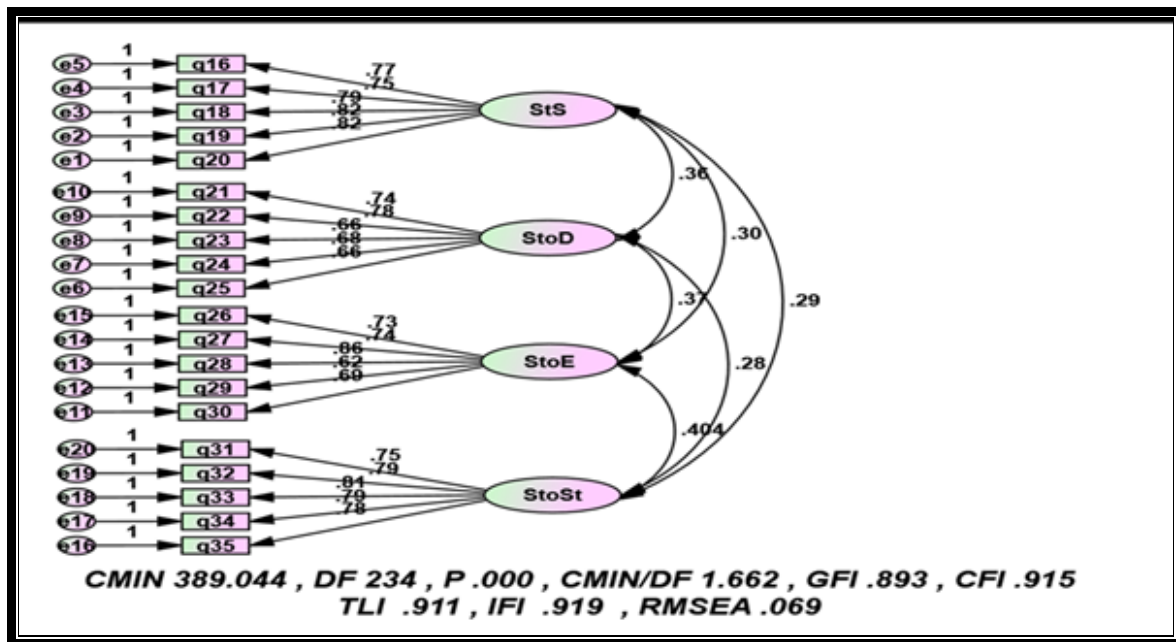
**6-5: Structural Affirmative Test Dimensions Of (SI) In (STD)**

application of confirmatory factor analysis requires that size of studied sample be sufficient for application, by finding value of (KMO) measure, which confirms that sample size is sufficient for application of confirmatory factor analysis in event that the value of (KMO) calculated is more than (0.500) ( Tigheza: 2012, 83), but if sample size is not sufficient to apply confirmatory factor analysis method, researcher will search for other methods to test validity of questionnaire items, after finding value of statistical treatment scale (KMO), the analysis data showed that studied sample size is sufficient to apply factor analysis method confirmatory is highly efficient and as detailed in Table (2).

**Table (2) prepared by researcher**

KMO	variants
0.940	( ICC)
0.883	( SF)
0.810	( SL)
0.775	( EEM)
0.810	( EV)
0.790	( EEM)
<p>Test Results Document All Scale Values Were More Than (0.500), Which Confirms Possibility Of Applying Confirmatory Factor Analysis Method On Data Obtained From Answers Of Studied Sample With High Efficiency</p>	
<p>{ The Kaiser – Meyer – Olkin Measure } : KMO</p>	
<p>Explanation</p>	

Source: Outputs of (SPSS 28) Program



Source: Outputs of (SPSS 28) Program  
 FIG.(4) Test Dimensions Of (SI) In (STD)

Table (3) according to Fig. (2) above, document that value of statistical treatment scale for independent dependent variables according to consecutive numbers in it according to (KMO) criterion, as it reached (0.940) after improving essential points (ICC) and (SF) recorded (0.883). ), while value of statistical treatment scale (KMO) of (SL) was (0.810), value of statistical treatment scale (KMO) of enhancing economic motivation was recorded (0.775). It scored a value of (0.790), all of these results were higher than (0.500). This confirms the possibility of applying method of statistical treatment, confirmatory factor analysis, on data obtained from the answers of studied sample with high efficiency. While second phase of application of assertive factor analysis method requires the existence of significant correlations between dimensions (**improving core capabilities, strategic flexibility, strategic learning**) within (SI) between them, application of assertive factor analysis method also requires existence of significant correlations between two dimensions.

**6-6: Analytical Description Of Variables Of Study:**

Table No. (5) shows value of arithmetic mean for dimensions of independent variable (SI), strategic improvisation in three dimensions, as well as ratios of the levels of dependent variable (STD) in three dimensions as well, standard deviation and relative importance of all dimensions of study, as well as value of impact coefficient, as in No. (5) that follows :

Variants	Mean	Standard Deviation	Coefficient Of Difference	Relative Importance	Arrangement
( EEC)	3.64	0.644	17.7%	72.8%	1
( SF)	3.56	0.610	17.1%	71.2%	2
( SL)	3.51	0.583	16.6%	70.1%	4
( <u>SI</u> )	<u>3.57</u>	<u>0.447</u>	<u>12.5%</u>	<u>71.4%</u>	<u>1</u>
( EEM )	3.85	0.690	18.7%	79.8%	1

(EEV)	3.89	0.689	17.8%	67.2%	2
(EEF)	3.90	0.610	17.2%	59.2%	3
(STD)	3.82	0.663	17.9%	68.7%	2

Source: Researcher According To Outputs Of Program (SPSS 28).

availability of six dimensions of two variables of study, in which main variable of (SI) was measured in Ministry of Tourism Antiquities of Iraq, in an orderly manner, led to essential capabilities obtaining a relative coefficient of difference (17.7%) to be solved in first order, then (SF) in second order with a coefficient of relative difference (17.2%), (SL) ranked third, with a relative coefficient of difference (17.1%). with a relative level of interest (72.8%-70.2%), with agreement homogeneity in the opinions of sample, through standard deviation of variable at macro level (0.447), on availability of a weighted arithmetic mean (3.57) available through owning departments of Ministry of Tourism , Antiquities , its affiliated departments for strategic improvisation Which is characterized by( "EC, SF, SL)", and dependent variable (STD) is sustainable tourism development by which the variable was measured in Ministry of Tourism Antiquities of Iraq, in an arbitrary manner that led to "economic motive" first obtaining a relative coefficient of difference (18.7), then The environmental motive came second, in a row, with a relative coefficient of difference (17.2%), social motive came third in the third place, with a relative coefficient of difference (17.1%), on availability of a weighted arithmetic mean (3.82) available through possession of the departments of the Ministry of Tourism and Antiquities its affiliated departments for the levels of sustainable tourism development (STD) in three dimensions. In addition to application investment in tourism production areas activities that achieve superior performance over internal and external competitors in the Iraqi market.

## 7. Correlations & Regression Of Study Hypotheses

Knowing the correlations between dimensions of study variables will enable researcher to know variables extent of correlation between them so that she can know the results present recommendations that are consistent with the environmental reality in which the organization operates in current study, and this can be demonstrated by testing the two main hypotheses adopted by researcher in Ministry Culture, tourism and antiquities.

**H1:The first main hypothesis:** There is a significant correlation between (Si) three dimensions with (STD). The three sub-hypotheses emerged.:

h1:There is a significant positive correlation between core capabilities dimension (ICC) (STD)

h2;There is a significant positive correlation between dimension of (SF) in (STD).(

h3: There is a significant positive correlation between (SL) in sustainable tourism (STD)

**H2;The second main hypothesis:** There is an effect between dimensions of (SI) with (STD). Three sub-hypotheses emerged:

h1:There is a significant impact relationship between (ICC) in (STD).

h 2: There is a significant positive relationship between dimension of strategic h2:flexibility (SF) in (STD)

h3:There is a significant positive relationship between (SL) in (STD).

❖ **Testing and analyzing correlation hypotheses:** According to Table (6), the results showed correlation of first main hypothesis with dimensions of study variables, according to the following:

A	( SI )				( STD )
		correlation	t-value	tabular t-value	Moral level
	( ICC )	.740	22.20	(1.987)	.03

<b>B</b>	<b>( SF )</b>	<b>.710</b>	<b>24.58</b>	<b>(1.987)</b>	<b>,02</b>
<b>C</b>	<b>( SL )</b>	<b>.670</b>	<b>21.50</b>	<b>(1.987)</b>	<b>.000</b>
	<b>SI</b>	<b>.706</b>	<b>22.76</b>	<b>(1.987)</b>	<b>,01</b>

**Source: According to outputs of program (SPSS 28)**

❖ Testing first sub-hypothesis: There is a positive correlation between the intrinsic (ICC) and (STD), according to Table (6). calculated (t) value is (22.20), which is greater than the tabular (t) value of (1.96) at a significant level (.000). Therefore, hypothesis is **accepted** and null hypothesis (H0) is rejected.

❖ Testing second sub-hypothesis: There is a positive significant correlation between (SF) (STD), as value of correlation was (.710), a good correlation according to research sample, while the calculated (t) value was (24.58), which is greater From the tabular (t) value of (1.96) at a significant level (.02), which indicates that the relationship between two variables has a positive relationship, therefore the hypothesis is **accepted** and null hypothesis (H0) is rejected.

❖ Testing third sub-hypothesis: There is a positive and significant correlation between (SL) and (STD), according to Table (6). The calculated (t) value was (21.50), 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 three overall dimensions: There is a positive and significant correlation between dimensions of (SI) (STD), as shown according to Table (6), as value of correlation between them reached (.706), a good correlation according to adult research sample ( 70 employees, while the calculated (t) value was (22.76), which is greater than tabular (t) value of (1.96) at a significant level (.000). Therefore, hypothesis is accepted and null hypothesis (H0) is rejected.

❖ **Testing and analyzing impact hypotheses:** There is a positive impact relationship between (SI) in (STD), and the following sub-hypotheses emerge from it: According to Table (7), results showed correlation of first main hypothesis with dimensions of study variables and according to following:

Sample	(STD)					
	( $\beta$ )	R2	F	( $\beta$ ) impact coefficient	(t)	Moral level
<b>Constant</b>	<b>1.677</b>	<b>.81</b>	<b>6.97</b>	<b>.56</b>	<b>4.420</b>	<b>.001</b>
<b>( ICC )</b>	<b>.232</b>	<b>.72</b>	<b>4.76</b>	<b>.430</b>	<b>6.856</b>	<b>.005</b>
<b>( SF )</b>	<b>.015</b>	<b>.86</b>	<b>7.54</b>	<b>.230</b>	<b>7.642</b>	<b>.020</b>
<b>( SL )</b>	<b>.210</b>	<b>.78</b>	<b>6.76</b>	<b>.454</b>	<b>4.539</b>	<b>.000</b>
<b>( STD )</b>	<b>.317</b>	<b>.72</b>	<b>6.60</b>	<b>.580</b>	<b>4.250</b>	<b>.000</b>

**Table (6) shows effect relationships between variables of study: According data received from (SPSS 28)**

Through the data of table (6), it was found that there are relationships of influence between the dimensions of (SL) in managing tourism crisis in its three dimensions (TCM). results were as follows:

- There is an effect relationship for "ICC" dimension in dimensions of (TCM), as the value of (t) was acceptable when compared to tabular value of (1.96) and a statistical level (0.001), this means there is an effect of "capabilities" dimension Intrinsic ICC "is valued at (5.420) when value of

dimensions of variable (Sustainable Tourism Development TCM) is equal to zero. As for value of marginal slope, it reached ( $\beta = .232$ ), this indicates a change of (1) in dimensions of (ICC) value is (5.420) when value of dimensions of variable (TCM) is equal to zero. As for the value of marginal slope, it reached ( $\beta = .232$ ), this indicates that a change of (1) in dimensions of intrinsic capabilities (ICC) will lead to a change of ( $0 = .232$ ) in dimensions of (TCM), while value of ( $R^2 (.81)$ ), which means that creativity variable explains value (.76) from variance in other dimensions, that a percentage (0.19) of variance is due to variables and factors that did not enter the regression model, i.e. to other factors outside the dimensions of current study. In light of these results, this hypothesis is **accepted**.

- There is an impact relationship for strategic flexibility dimension (SF) in dimensions of (STD), since value of (t) was acceptable when compared to tabular value of (1.96) and a statistical level (0.05), this means that there is a. (SF) is (7.642) when the value of the dimensions of the variable (sustainable tourism development (STD) is equal to zero. While value of ( $R^2$ ) is (.86), which means that (SF) explains its value (.86)) of resulting variance In other dimensions, and that a percentage of (0.14) of unexplained variance is due to variables that are not included in the factors of current study, while the value of the marginal slope has reached ( $\beta = .015$ ), and this indicates that a change of (1) in the dimension of "fundamental abilities (SF) ) will lead to a change of ( $0 = .015$ ) in the dimensions of (STD) in Ministry of Culture, Tourism and Antiquities, the research sample. In light of these results, this hypothesis is **accepted**.

- There is an effect relationship for strategic (SL) in (STD), since the value of (t) was acceptable when compared to tabular value of (1.96) and value was (4.539) and at a statistical level of (0.05), and this means that There is an infrastructure dimension of (4.539) when value of the dimensions of variable (STD) is equal to zero. While the value of ( $R^2$ ) was (.78), which means that strategic learning variable explains its value (.78)) of the variance in other dimensions, that percentage (0.22) of unexplained variance is due to variables that did not enter the regression model, i.e. to other factors outside the dimensions of the study. The current value, while the value of marginal slope has reached ( $\beta = .210$ ), this indicates that a change of (1) in dimensions of (SL) will lead to a change of ( $0 = .210$ ) in dimensions of sustainable tourism development in Ministry Tourism antiquities research sample. In light of these results, this hypothesis is **accepted**

## 8. Conclusions & Recommendations

### 8-1: Conclusions

- The results indicated that the ministry, the study sample, has a level of (SI), it also pays great attention to need for sensitivity and sensing of sudden changes.
- It is inferred that Ministry, study sample, is still effective in its management pays great attention to discovering weaknesses and environmental challenges through quick decision-making, in response to urgent dynamic variables according to proactive plans that enable it to mobilize and mobilize all resources.
- According to responsibilities , business activities carried out by Ministry, it is directly responsible for managing employing resources, this is what makes decisions have a strategic impact on all Ministry's formations.
- The results indicated there is a direct positive correlation between dimensions of study variables, this is an indication that workers officials have desire to discover true potential of resources to address all sudden challenges , work to develop appropriate solutions for them.
- The study showed that most of senior leaders work to involve their employees in making strategic decisions or involve them in setting plans for ministry, which increases competence fundamental cognitive capabilities, thus increases possible strategic options alternatives.
- The results of the study showed dimensions of (SI) are employed in a professional manner in departments divisions of ministry, which helps to increase improve (STD) creates a lot of job opportunities and gaining new customers adds added value.

## 8-2: Recommendations

- The need to focus on individuals with "knowledge learning experience" by directors departments of Ministry of Tourism and Antiquities, research sample, put them within joints with performance below level of ambition, to impose benefit from them in raising levels of those formations reaching high performance levels meet desire and ambition.
- Senior management in ministry should continue to adopt (SI) based on "essential capabilities, strategic flexibility and increased learning" in the ministry as a methodology in its practice, especially in the field of following up on environmental changes to have appropriate readiness readiness to respond to change in an era of rapid changes.
- Promoting a culture of joint responsibility through participation of workers and groups of society in planning and implementation processes to contribute to reaching best results, to study and understand needs of various parties and work to meet them.
- The necessity of promoting . adopting use of modern administrative concepts by employees of "senior leadership" in the ministry to enhance appropriate tools as a strategic vital input in promoting (STD), especially two dimensions of joint responsibility and taking actions show their impact on (STD).
- Motivate the "institutions departments of the Ministry of Tourism and Antiquities" to invest professional and creative knowledge improve infrastructure to develop their capabilities by increasing level of effective communication quality of services provided, in a manner that ensures effective coordination and consolidation of the relationship with customers.

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