

THE IMPACT OF STRATEGIC LEADERSHIP IN TO ACHIEVE ORGANIZATIONAL PROSPERITY IN TOURISM ORGANIZATIONS: AN EXPLORATORY STUDY OF OPINIONS OF A SAMPLE OF MANAGERS IN THE IRAQI TOURISM AUTHORITY

Prof. Dr. Dina Hamid Jamal

Professor, Ministry of Higher Education & Scientific Research, College of Tourism
Sciences, Department of Tourism Studies, Mustansiriyah University, Iraq,
Email: Tree.sh2007@uomostansiriyah.edu.iq

Abstract

The Research Aims to Clarify Role of Strategic Leadership (SL) Organizational Prosperity Enhancing (OP) In Iraqi Tourism Authority (ITA) By Studying the Dimensions of Strategic Leadership Represented In (Strategic Direction (SD), Development Human Capital (DHC), Ethical Practices (EP), Core Capabilities (Cc). In Addition To, Dimensions Of (OP), Which Are (Creativity, Intellectual Capital (CI), And Infrastructure). Problem Arises in Knowing Extent to Which (SL) Uses Organizational Prosperity Techniques. SO, The Study Was Conducted In (ITA), A Questionnaire Was Distributed. The Study Concluded That There Are Correlations and Influences For (SL)In Use Of (OP)Techniques.

Keywords: strategic leadership - organizational prosperity.

Introduction

Public organizations, including business organizations, have become increasingly concerned about achieving requirements (OP) at their various levels, especially in Tourism Organizations. Therefore, achieving trend is one of basic goals that (ITA). This requires achieving , providing the requirements for success through successful leadership tools, The strategy in (TO), which is “strategic direction, human capital development, ethical practices, and core capabilities.” The current study looks at measuring leadership indicators in (TO) in achieving competitive advantage compared to competing organizations, this will enhance capabilities and potential to increase levels of growth The long-term.

2.Research Methodology

2-1:Research Problem:

Changes and disturbances in business environment have an impact on business management institutions, including tourism, therefore IT role of (SL) to confront these changes due to strategic orientation, human capital, ethical practices, as well as, core capabilities. SO, senior management should have strengthened these dimensions of organizational prosperity and emerges, The following questions arise from problem:

- To what extent do the strategic leaders in the Iraqi Tourism Authority realize the importance of organizational prosperity?
- Is there an effect of strategic leadership on organizational prosperity?

2-2: Research importance:

The importance of study is gained of variables addressed in research, which are (SL) and (OP), which are among most important variables that play a fundamental role in work of (ITA).. The importance of this study is evident in:

- Providing ideas on importance of (SL) its role in (OP).
- The impact of the (SL) response to environmental changes, which reflects positively on achieving (OP).
- The Role Of (SL) Helping The (ITA).
- Determine The Most Important Steps Should Be Taken Enhance (OP).

2-3: Research objective:

- Explaining impact of (SL) in enhancing (OP)..
- Building a practical model of study variables through quantitative analysis of results of field study.
- Identify level of performance of the (ITA).
- Determining level of adoption of (SL) and (OP).in (ITA).

2-4: Hypothetical plan for study:

After reviewing scientific literature related to topics of (SL) , (OP), a hypothetical chart for study was developed to reflect objectives of study, SO, consists of two variables, the independent variable ((SL)) , the dependent variable (OP), as shown in Figure (1).

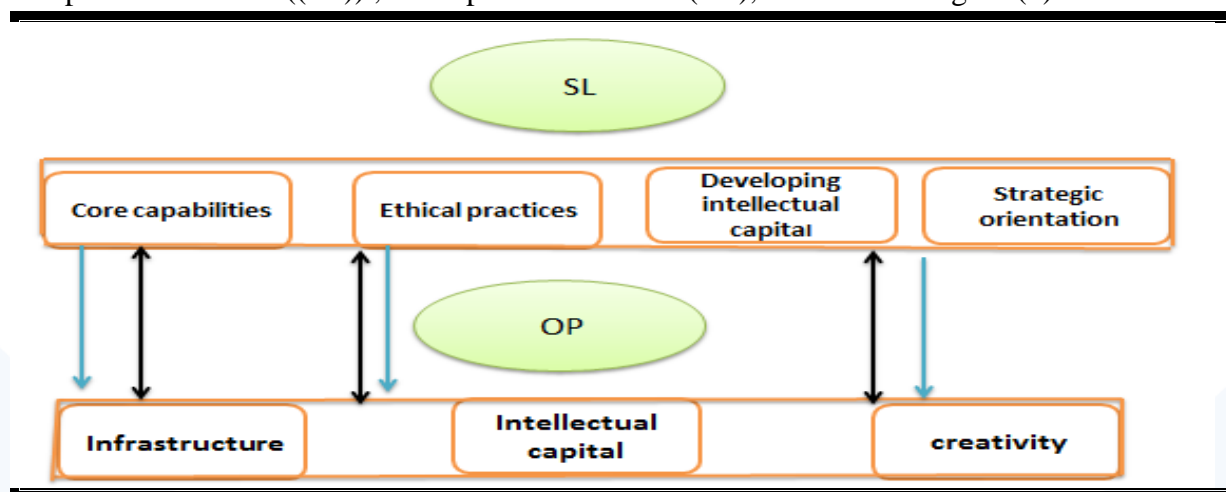


Fig. (1) Hypothetical plan of study

2-5: Theory and hypotheses: There are several main hypotheses, which are as follows:

H1: There is a significant, statistically significant correlation between (SL) and enhancing (OP), SO, There is sub-hypotheses branch out from it, as follows:

h1-1: There is a significant correlation between (SO) and enhancing (OP).

h1-2: There is a significant correlation between (DHC) , enhancing (OP).

h1-3; There is a significant correlation between ethical practices(EP) , enhancing (OP).

h1-4: There is a significant correlation between core capabilities , enhancing (OP).

H2: There is a statistically significant impact of (SL) enhancing (OP), the secondary hypotheses emerge from it, as follows:

h1-1: There is a significant effect of (SO) in enhancing (OP)).

h1-2: There is a significant effect between (DHC) , enhancing (OP).

h1-3; There is a significant effect between ethical practices(EP) , enhancing (OP).

h1-4: There is a significant effect between core capabilities , enhancing (OP).

3-Literature review:

3-1: Strategic leadership (SL)

- **concept of (SL)**

SL it is one of most important concepts addressed by researchers and strategic thinkers, as it is an important strategic factor for success of organizations, especially tourism ones, because they are able to quickly deal with environmental variables and competition, as well as attracting qualified workers to draw a clear strategic vision for working towards independence. He referred to it (Amayreh, 2020.)

It is “a process of influence that leads to achieving desired goals , involves tasks , supporting others to achieve a vision based on clear personal , professional values,” while (Aziz, 2020: 27) indicated that it is “a social , psychological phenomenon that expresses interaction that occurs between an individual , a group that arises automatically.” To meet the needs and social tendencies of individuals. While (Duartha, et.al, 2020:803) indicated that it is “a set of responsibilities undertaken by strategic leader to direct behavior and attitudes of employees, commitment, innovation, and sustainability in order to achieve goals , vision of organization.” While both (Ali & Anwar, 2021:) saw it as “the mechanism through which organization invests current competitive advantages while still searching for new opportunities to achieve superior performance through innovation and learning compared to competing organizations,

Due, we see (SL) is "the leadership that works to achieve goals of organizations, especially tourism ones, in addition to, represents road map for organizations that work to invest human capital to meet work requirements in a way that is consistent with the goals of the tourism organization and its future vision".

3-2: The importance of (SL): importance of (SL) lies in achieving competitive advantage for organizations, especially tourism ones, achieving strategic goals as well as adopting (SC).

Therefore, it is necessary to recognize, as a number of researchers and writers in the field of strategy saw (Hussein, 2021.), (Kim, 2020.) (Majoul, 2023.)

- Promoting creative solutions to problems facing organizations and exchanging information and knowledge to solve problems.
- Continuous improvement: Competency testing and development to train human resources to confront environmental changes on an ongoing basis.

- Developing organizations to ensure their survival and continuity and adapting to changes to achieve their strategic goals.
- Understanding organizational culture of organizations to reach highest levels of competition to maintain positions among organizations.
- Stimulating moral values among employees , thus effectively contributing to overall performance of organizations, especially tourism ones.

3-3: Requirements for success of (SL):

There are many factors that help strategic leader succeed in tasks, especially since tourism organizations face several challenges, including inspecting internal and external conditions of surrounding environment, which are as follows (Al-Maghrabi, 2015: 23).

- The leader's ability to improve technical and moral image.
- Make strategic decisions when needed.
- Empowering leader with strategic acumen and ensuring control over difficult situations
- belief in ideals he seeks to achieve.

3-4: Dimensions of (SL)

The opinions of researchers and writers differed `defining dimensions of (SL). Some of them defined it with (5) dimensions include (ethical practices, core capabilities, human capital, strategic direction, organizational culture) as defined by (Al-Saeedi, 2020:), while (Al-Qazzaz) indicated (2022:) four dimensions of (SL) which are (encouraging ethical practices, (SA), and maintaining balanced strategic control), while (Fasil, 2022:) four other dimensions, which are (organizational control, organizational culture, human capital). (SA)

After studying all aforementioned variables, four dimensions were chosen that fit our current study, including (SA), human capital development, (EP), (CC), of which a brief overview will be given in each of following:

- **SA**

It helps organizations, especially tourism ones, direct organization's resources in right direction in long term by overcoming weaknesses , further strengthening strengths (Al-Rahawi & Al-Nama, 2019:), in addition it represents a human aspect in acquiring knowledge , helping organizations in how to use strategy. Suitable for adapting to environmental changes. Based on above, we see that strategic direction plays an important role in taking.

- **Human capital development(HCD):**

It is knowledge of most important experiences , skills of workers in organizations, especially tourism ones, so they have the ability solve problems, achieve strategic capabilities, cooperate with crises and risks to which organization is exposed. **Therefore**, we see that this dimension plays a major role in developing employees by providing training programs for various job levels.

- **Ethical practices(EP)**

importance of ethical practices lies in controlling ethical behaviors of (SL)and all activities of organization. **Therefore**, process of respecting employees , organizational regulations ,

preserving the reputation of , organization as well as integrity, justice honesty (Noor, 2014:). The organization is also keen to have an ethical charter to achieve excellence over Other organizations , leader be a role model for officials through his ethical practices (Kata', 2014). We conclude from above ethical practices play a large , important role in (OP), especially tourism ones, through the application of ethical controls stipulated in regulations

▪ **Core capabilities**

success of an organization, especially tourism, depends on core capabilities that contribute to its success , superiority over other organizations, as (Myer, 2010:) saw it as a set of unique skills, talents , capabilities that distinguish organization over its competing organizations, in addition to its importance lies in identifying the factors internal strategy (strengths and weaknesses) helps it determine future. In addition, it helps organizations, especially tourism ones, achieve competitive advantage, as pointed out by (Talib and Al-Banna, 2012: 197). Based on the above, we see that core capabilities help achieve strategic goals of organizations, especially tourism ones, So, playing a major role in paying attention to creative ideas of employees for purpose of developing services provided to tourists.

4-1: Organizational prosperity(OP)

4-2: Concept Of (OP)

There are many opinions of researchers , writers on defining concept of organizational prosperity. Omair (2019:) indicated that is “organization’s comprehensive distinction ,success through its possession of (SC) in creativity, Researcher (Kate Hamza,2014) pointed out that intellectual capital, sustainable competitive advantage, and strategic agility possess readiness respond dangerous events , maintain its unique distinction in the work environment.” "changeable." As for (Hamid et al., 2021) “a subjective experience that the organization seeks achieve that is desired by individuals and allows them measure their performance , what they do , helps organization insist on developing , presenting new visions in a positive, long-term direction,” so researcher (Al-Attar & Amazon, 2021) defined it as “organization’s ability to meet needs and desires of customers through resources , cognitive, educational capabilities that organization possesses and can transform.” To products of high quality, efficiency and effectiveness.” As for (Saleh et al., 2022: 225) it is “a stage for stability, peace building, success, survival and long-term sustainability for contemporary organizations through the creativity they possess to provide services quickly and quickly confront environmental challenges.” Accordingly, the researcher (Al-Janabi, 2023: 98) stated that it is “the goal that the organization seeks to achieve by possessing distinctive and unique organizational capabilities and supportive leadership that enhances the sense of commitment among employees , thus contributes to reaching high levels of optimal performance , achieving future directions and satisfaction of organization. Therefore, we see that (OP) is (path that the organization seeks achieve in order to enable it to survive, prosper, achieve high levels of performance achieve sustainable competitive advantage).

4-3: importance of (OP)

It Is one of dreams that leaders seek to achieve in organizations for purpose of proving their existence in an environment characterized by change and uncertainty. **Therefore**, it has become a necessary , indispensable matter, so it is necessary recognize its importance, as mentioned by many writers and researchers. (Hamid et al., 2021: (Abdalla, et.al, 2022:, (Saleh et al., 2022, Jabr, 2023:)

It brings many profits to organizations as well as working to increase growth and organizational excellence.

- Helps To Activate Strategic And Administrative Decisions In Organizations.
- Works To Increase Organizational Confidence Of Employees As Well As To Contain Them To Achieve Highest Levels Of Efficiency.
- Contributes To Identifying Turbulent Competitive Environmental Requirements , Preparing Alternatives When Facing Unexpected Circumstances.
- Contributes developing employees and constantly gaining guest satisfaction.
- works reduce negative feelings appropriate for workers organizations and works to spread a spirit of optimism and happiness at work.
- In addition to, knowing the strengths , weaknesses of tourism organizations to increase the strengths and address] weaknesses.
-] confronts challenges faced by competing tourism organizations by adapting to external environment variables.
- encourages tourism organizations to analyze work systems for purpose of helping them create and innovate.
- provides tourism organizations with a vision for activities to achieve their goals.

4-4: Elements of (OP):

The elements, as mentioned by (Al-Rubaie, 2021: 144), (Al-Janabi, 2023: 99), (Jabr, 2023: 75) lie in each of following:

- Disclosure capabilities , potentials lead to prosperity throughout organization.
- gives organizations ability to respond quickly to environmental changes, which leads sustainable organizational success.
- Creating an organizational climate, focusing key tasks, sharing information, providing required reactions, and making crucial decisions by senior management.
- Attracting qualified individuals work organizations by possessing the knowledge and many skills necessary for work.
- Achieving organizational justice, participation, exchange of ideas, information, knowledge with employees and improving their morale for the purpose of achieving success organizations seek.
- Instilling confidence between leaders , workers in organizations, especially tourism ones, achieve desired goals.
- contributes enhancing creative teamwork by giving workers independence in requirements, especially tourist ones.

- Motivating employees organizations to perform better by providing a reward system, as well as, applying information and communications technology for purpose of achieving competitive superiority.

4-5: Dimensions of (OP):

Researchers , writers have differed in defining dimensions of (OP) and this can be attributed to different intellectual viewpoints. (Muhammad, 2022) defined as being represented by innovation, intellectual capital, sustainable competitive advantage), while (Al-Rubaie, 2021) saw it as:) represented in (creativity, intellectual capital, infrastructure), so my opinion will be made clear (Al-Rubaie, 2021) that more in line with the objectives and requirements of study, which present in each of following:

4-5-1: Creativity:

Creativity is one of main dimensions plays a vital role in success of organizations, especially tourism ones. Omer (et.al, 2010) referred to it as “a set of conditions that affect success of creativity in organizations that adopt as a basis for their success and achieving excellence in performance and continuity.” “In growth and survival,” as well as contributing to increasing competitive capabilities keeping pace with environmental developments, it is also capable of generating new ideas and work methods, as well as, adding new value individual and society (Jabr, 2023: 86). SO, we see creativity is the ability carry out work in a distinctive and unique way. type, whether it is in producing goods or providing a service.

4-5-2: Intellectual capital(IC)

It represents “mental , intellectual capabilities of workers in organizations can be directed to achieve maximum increase in market value and increase the level of growth primary source for its enhancement basis for prosperity in light of great challenges senior management in confronting crises (Youssef, 2021:), as well as creating a smart organization in investment.” Creative minds, keeping pace with developments in external environment, taking responsibility in difficult situations, evaluating results, responding immediately quickly to confront problems crises to achieve it (Jabr, 2023). So (IC) can be defined as (a set of knowledge and skills that the organization possesses enhance its survival and prosperity to obtain A sustainable competitive advantage).

4-5-3: Infrastructure:

Infrastructure is backbone of organizations foundation upon which operations administrations are based, consists of a handful of main elements (organizational culture, physical environment, organizational structure, information technology, material knowledge) (Al-Omari, 2020:), while (Ismail et al., 2017) identified) It consists of three main elements (the physical component, the human dimension, shared services). Based on above, we see that infrastructure, which can be defined as “one of the most important basic pillars in tourism organizations is backbone them on which all departments are based.” and operations to achieve its desired goals.

5-Method Of analysis & Research:

Introduction

Research Hypotheses Were In Form Of Questions, To Verify The Validity Of Relationships Of The Hypothetical Research Scheme, Sample Was Chosen From (Managers In The Iraqi Tourism Authority) Answer The Questionnaire Questions To Ensure Validity Of The Assumptions Or Not, The Tools And Methods Used To Collect And Analyze Data About The Reality Of Tourism Organizations Were Determined, As Shown. In The Following Paragraphs:

5-1: Search location:

The Iraqi Tourism Authority in Baghdad was chosen conduct the research , test variables with approved criteria items

5-2: The Research Population & Sample

Research Community Represents Managers Working In Iraqi Tourism Authority, Distributed (60) Questionnaires To Studied Sample, After Marking Them By Them, It Was Retrieved Unpacked In A Way Serves Research Project.

5-3: Tools used collecting data

- **Questionnaire:** A group of interconnected questions was defined in a way achieves the goal sought by research within framework of chosen problem. questionnaire was adopted for purpose of collecting data for analysis, obtaining information numerical results to measure research variables using , adopting a set of standards after they were arranged , prepared according to requirements trends of research. The pentagonal scale was adopted for this purpose, as shown in appendix.

- **Description of questionnaire:** was considered main source for measuring analyzing questions hypotheses testing them towards detailing (SL) in tourism organizations , extent of inclusion potential to enhance (OP) in them, according to research variables on theoretical side, the questionnaire was divided into:

- ❖ **The first section:** It contains (12) paragraphs that express independent variable (SL), includes (4) dimensions, first dimension (SA), & dimension (HCD), third dimension (ethical practices (EP), fourth dimension (Cc), each of them included (3) paragraphs.

- ❖ **The second section:** contains (9) paragraphs express dependent variable (OP) distributed over (3) dimensions, first dimension (creativity), second dimension ((IC)), third dimension (infrastructure), each of them included (3) Paragraphs.

- ❖ **For a total of (21) items**, as shown Table (1), their validity reliability will be tested using (SPSSv23) program.

| paragraphs | Number of paragraphs | NO |
|------------|----------------------|----|
| 3 | SO | X1 |
| 3 | DHC | X2 |
| 3 | EP | X3 |
| 3 | Cc | X4 |
| 12 | SL | X |
| 3 | creativity | Y1 |
| 3 | IC | Y2 |
| 3 | Infrastructure | Y3 |
| 9 | OP | Y |

Source: researcher in light of research variables

5-4: Methods of describing & analyzing data

Various statistical means methods are used obtain results during conduct of research, through which hypotheses are tested for purpose of understanding problems , answering questions raised in research through application of (SPSS v23), and among these statistical methods are following: (frequency distribution, graphical shapes, percentages, Weighted arithmetic mean, standard deviation, relative importance (intensity of answer), Spearman's rank correlation coefficient, simple Pearson correlation coefficient, simple linear regression coefficient, multiple regression coefficient, sequential regression, coefficient of determination R², F-test.

Table (2) Correlation coefficient values:

| No. | Correlation coefficient value | Interpretation |
|-----|-------------------------------|--------------------|
| 1 | Perfect connection | $r = 1$ |
| 2 | Strong connection | $0.5 \leq r < 1$ |
| 3 | Average correlation | $0.3 \leq r < 0.5$ |
| 4 | Weak connection | $0 < r < 0.3$ |
| 5 | There is no connection | $r = 0$ |

5-5: Testing validity & reliability

- Testing apparent validity of questionnaire: means ability of questionnaire to express goal for which it was designed, or that questionnaire measures what it was designed to measure, that it reflects the content to be measured according relative weights, that question or phrase in questionnaire actually measures what the research is supposed to measure. There are several methods, easiest of which is honesty of arbitrators who specialize in field of phenomenon in question, as it was presented to a number of arbitrators some paragraphs were corrected and modified after taking opinion regarding relationship to dimension that we measure or not?

- **The stability of questionnaire:** Tools Measures achieve positive results give same results if it is re-applied several times in a row. If researchers repeat the measurement, they obtain

same results. For purpose of ensuring stability of these estimates, research sample members are re-tested at different times to give the same results. This has been done. Calculating reliability using Alpha-Cornbach coefficient method. This coefficient is used when we want to measure the stability of the estimates that we obtain from tests or questionnaires (or their axes) measure a subject whose items are assumed to be homogeneous. To extract reliability according to method, (Cornbach Alpha) equation was applied. Alpha-Cornbach). The value of the reliability coefficient must be greater than (0.60) to accept reliability of questionnaire and pass it over entire sample.

Table (3): Reliability factor values and interpretation of significance

| no | Stability coefficient value | Interpretation |
|----|-----------------------------|------------------------------|
| 1 | – 0.90or more | Excellent stability |
| 2 | 0.89 – 0.80 | Very good stability |
| 3 | 0.70 – 0.79 | Good stability |
| 4 | 0.50–0.69 | Low stability (needs review) |
| 5 | 0.49 or less | Poor reliability |

Source: Gouda, Mahfouz (2010), p. 25

If reliability coefficient is (0.70) or more, this means this is appropriate for research, studies in which questionnaire is an approved tool, the results are in Table (4) as follows:

Table (4) Reliability Test Results

| NO | X1 | Search variables | Cornbach,s Alpha | Interpretation |
|----|----|----------------------------|---------------------|--|
| 1 | X2 | SO | 0.993 | (Passes test) There is stability in items of first dimension |
| 2 | X3 | DHC | 0.987 | (Passes test) There is stability in items of second dimension |
| 3 | X4 | EP | 0.976 |)Passes test) There is stability in items of third dimension |
| 4 | X | Cc | 0.976 | (Passes test) There is stability in items of fourth dimension |
| 5 | Y1 | SL | 0.987 | (Passes test) presence of stability in independent variable items |
| 6 | Y2 | creativity | 0.989 | (passes test) There is stability in items of first dimension |
| 7 | Y3 | IC | 0.864 | (Passes test) There is stability in items of second dimension |
| 8 | Y | Infrastructure | 0.989 | (Passes test) There is stability in items of third dimension |
| 9 | X1 | OP | 0.950 | (Passes test) The presence of stability in items of dependent variable |
| 10 | X2 | All items of questionnaire | 0.984 | |

Source: Prepared by researcher according to results of (SPSS V23)

6: The importance of research variables (SL) , (OP) This paragraph refers to answers of sample members, who numbered (60) individuals, regarding contents of questionnaire questions related to independent variable (SL) dimensions, dependent variable (OP) dimensions. Tables were adopted that show trends in sample's answers for each paragraph, as medians were used. Arithmetic, standard deviation, and relative importance, according to the answer strength matrix.

Table (5): Estimated scale according a five-point Likert scale

| NO | answer | Weighted average | level |
|----|---------------------|-------------------|--------|
| 1 | I strongly disagree | From 1 to 1.79 | high |
| 2 | not agree | From 1.80 to 2.59 | high |
| 3 | unreal | From 2.60 to 3.39 | middle |
| 4 | I agree | From 3.40 to 4.19 | low |
| 5 | I strongly agree | From 4.2 to 5 | low |

Source: (Barakat: 2013:P13

- (SL): In axis of measuring, research questionnaire included (12) questions distributed over (4) dimensions, to find the extent of availability of SL components in tourism organizations according to opinions of managers in the Iraqi Tourism Authority (research sample), the results were Sample answers to the axes are as follows:
- SO: value of relative importance reached (70.45%), which is a good percentage confirms agreement of research sample on most of paragraphs of this axis, as arithmetic mean for this axis was (3.52), which falls within the period (3.40 to 4.19). This means that the sample's answers are directional. Towards agreement, a standard deviation of (0.91), which indicates extent of homogeneity of answers regarding (SO), as in Table (6) , Figure (2).

| % Relative importance | SD | Arithmetic mean | Paragraphs | | | | | | | | | | Dimensions | |
|-----------------------|-------|-----------------|--------------------------------|---|------|----|------|----|------|----|---|---|------------|----------------------|
| | | | 5 | | 4 | | 3 | | 2 | | 1 | | | |
| | | | Sample answers and percentages | | | | | | | | | | | |
| | | | % | f | % | f | % | f | % | f | % | f | | |
| 70.00 | 0.893 | 3.50 | 8.3 | 5 | 51.7 | 31 | 21.7 | 13 | 18.3 | 11 | - | - | Q1 | X ₁ SO |
| 70.34 | 0.911 | 3.52 | 10 | 6 | 50 | 30 | 21.7 | 13 | 18.3 | 11 | - | - | Q2 | |
| 71.02 | 0.928 | 3.55 | 11.7 | 7 | 50 | 30 | 20 | 12 | 18.3 | 11 | - | - | Q3 | |
| 70.45 | 0.91 | 3.52 | Total | | | | | | | | | | | |

levels of importance of paragraphs after (SO) were distributed between highest level of response achieved by paragraph (Q3), with an arithmetic mean of (3.55) a standard deviation of (0.928), relative importance constituted (71.02%), confirming that most of the members of research sample agreed on paragraph. Which states (that management makes decisions in light of new perceptions that may occur in the future), while paragraph Q1) achieved lowest response level among (SO) paragraphs, as its arithmetic mean value reached (3.50) and the standard deviation recorded (0.893). relative importance constituted (70.00%), confirming agreement of some members of research sample on (management possesses a vision characterized by knowledge and the ability to innovate,

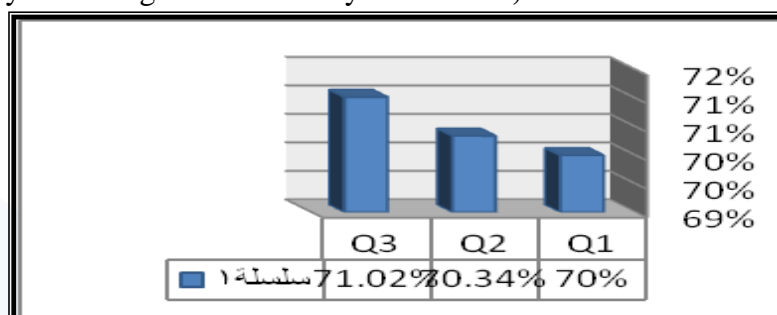


Figure (2) relative importance of sample's answers regarding agreement on items of first dimension (SO) of (SL) variable.

- **DHC:** The value of relative importance reached (69.47%), which is a high percentage that confirms the agreement of the research sample on most of the paragraphs of this axis, as the arithmetic mean for this axis was (3.47), which falls within period (3.40 to 4.19). This means that answers sample has a tendency towards agreement, and a standard deviation of (0.92), which indicates the extent of homogeneity of answers regarding (human capital development), as in Table (7) Figure (3).

Table (7) Description of sample's responses items of second (DHC) for (SL) variable:

| Relative importance % | SD | Arithmetic mean | Paragraphs | | | | | | | | | | Dimensions | |
|-----------------------|-------|-----------------|--------------------------------|---|------|----|------|----|----|----|-----|---|------------|-----|
| | | | 5 | | 4 | | 3 | | 2 | | 1 | | | |
| | | | Sample answers and percentages | | | | | | | | | | | |
| | | | % | f | % | f | % | f | % | f | % | f | | |
| 70.00 | 0.930 | 3.50 | 10 | 6 | 50 | 30 | 20 | 12 | 20 | 12 | - | - | Q4 | DHC |
| 69.34 | 0.892 | 3.47 | 6.7 | 4 | 53.3 | 32 | 20 | 12 | 20 | 12 | - | - | Q5 | |
| 69.06 | 0.946 | 3.45 | 6.7 | 4 | 55 | 33 | 16.7 | 10 | 20 | 12 | 1.7 | 1 | Q6 | |
| 69.47 | 0.92 | 3.47 | TOTAL | | | | | | | | | | | |

Source: researcher based on the results of SPSS

levels of importance of paragraphs after (DHC) were distributed between highest level of response achieved by paragraph (Q4), with an arithmetic mean of (3.50) , a standard deviation of (0.930), relative importance constituted (70.00%), confirming that most of the members of research sample agreed on this question. paragraph suggests that (organizations help employees constantly develop their skills), while paragraph (Q6) achieved the lowest response level among paragraphs (DHC), as arithmetic mean value reached (3.45) , standard deviation recorded (0.946). a relative importance of (69.06%) confirms agreement of research sample members on (organization adopts controls , standards for appointment and recruitment away from personal considerations).

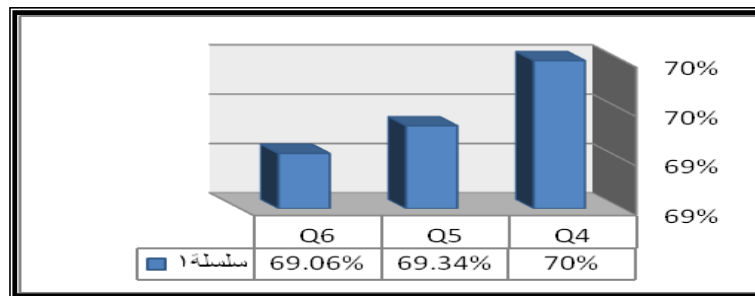


Figure (3) relative importance of sample's answers regarding agreement on items of second dimension (DHC) for (SL).

- **Ethical practices(EP)** : value of relative importance reached (68.57%), which is an average percentage that confirms the agreement of research sample on most of paragraphs of this axis. arithmetic mean for this axis was (3.43), which falls within the period (3.40 to 4.19). This means that the sample's answers are heading towards agreement. a standard deviation of (0.94), which indicates extent of homogeneity of the answers regarding (ethical practices), as in Table (8) and Figure (4)

Table (8) Description of sample's responses to the items of third dimension (EP) of (SL)

| % Relative importance | SD | m | Paragraphs | | | | | | | | | | Dimensions | |
|-----------------------|-------|------|--------------------------------|---|----|----|------|----|------|----|-----|---|------------|----------|
| | | | 5 | | 4 | | 3 | | 2 | | 1 | | | |
| | | | Sample answers and percentages | | | | | | | | | | | |
| | | | % | f | % | f | % | f | % | f | % | f | | |
| 68.34 | 0.907 | 3.42 | 5 | 3 | 55 | 33 | 16.7 | 10 | 23.3 | 14 | - | - | Q7 | X3 EP |
| 69.04 | 0.946 | 3.45 | 5 | 3 | 60 | 36 | 11.7 | 7 | 21.7 | 13 | 1.7 | 1 | Q8 | |
| 68.32 | 0.979 | 3.42 | 5 | 3 | 60 | 36 | 8.3 | 5 | 25 | 15 | 1.7 | 1 | Q9 | |
| 68.57 | 0.94 | 3.43 | TOTAL | | | | | | | | | | | |

Source: Researcher Based On The Results Of SPSS 23

levels of importance of paragraphs after (EP) were distributed between highest level of response achieved by paragraph (Q8), with an arithmetic mean of (43.45) a standard deviation of (0.946), a relative importance of (69.04%), confirming that most of the research sample members agreed on this paragraph. It is likely that (organization rewards those committed to it with ethical behavior at work), while paragraph (Q9) achieved lowest level of response among the paragraphs (EP), as arithmetic mean value reached (3.42) and the standard deviation was recorded (0.979), relative importance was formed (68.32%) This confirms the agreement of research sample members on (management should be a role model for subordinates through their EP).

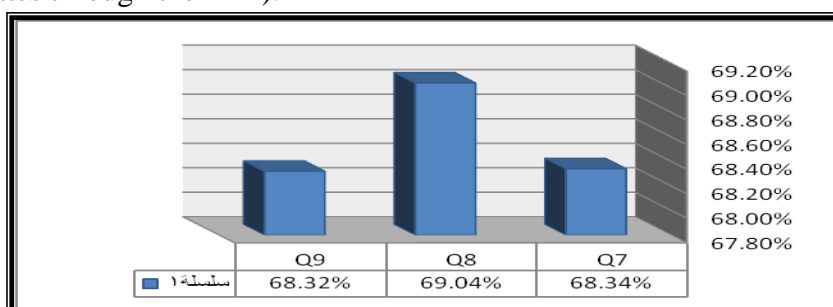


Figure (4) relative importance of sample's answers regarding agreement on items of third dimension (EP) of (SL).

- **Core Estimates(CE):** value of relative importance reached (68.67%), which is a high percentage confirms agreement of research sample on most of the paragraphs of this axis, as arithmetic mean for this axis was recorded (3.43), which falls within the period (3.40 to 4.19). This means that sample's answers are heading towards agreement. a standard deviation of (0.94), which indicates extent of homogeneity answers regarding (core capabilities), as in Table (9) & Figure (5).

Table (9) Description of sample's responses to items of fourth dimension (Cc) of (SL) :

| Relative importa nce % | SD | M | Paragraphs | | | | | | | | | | dimension | |
|-------------------------------------|-------|------|--------------------------------|---|------|----|------|---|------|----|---|---|-----------|----------------------------------|
| | | | 5 | | 4 | | 3 | | 2 | | 1 | | | |
| | | | Sample answers and percentages | | | | | | | | | | | |
| | | | % | f | % | f | % | f | % | f | % | f | | |
| 69.34 | 0.947 | 3.47 | 6.7 | 4 | 58.3 | 35 | 10 | 6 | 25 | 15 | - | - | Q10 | X ₄ C _c |
| 67.98 | 0.924 | 3.40 | 3.3 | 2 | 60 | 36 | 10 | 6 | 26.7 | 16 | - | - | Q11 | |
| 68.68 | 0.945 | 3.43 | 6.7 | 4 | 55 | 33 | 13.3 | 8 | 25 | 15 | - | - | Q12 | |
| 68.67 | 0.94 | 3.43 | TOTAL | | | | | | | | | | | |

Source: Researcher Based On Results Of SPSS 23

levels of importance of (Cc) paragraphs were distributed between highest level of response achieved by paragraph (Q10) with an arithmetic mean of (3.47) and a standard deviation of (0.947), a relative importance constituted (69.34%) to confirm that most of the members of the research sample agreed on this paragraph, which suggests (The administration benefits from (Cc) for purpose of achieving its goals), while items (Q11) achieved lowest response level among (the core capabilities), as its arithmetic mean value reached (3.40). standard deviation was (0.924), and its relative importance constituted (67.98%). This is confirmed by agreement of some members of research sample that (management is interested in employees with academic qualifications and good experience).

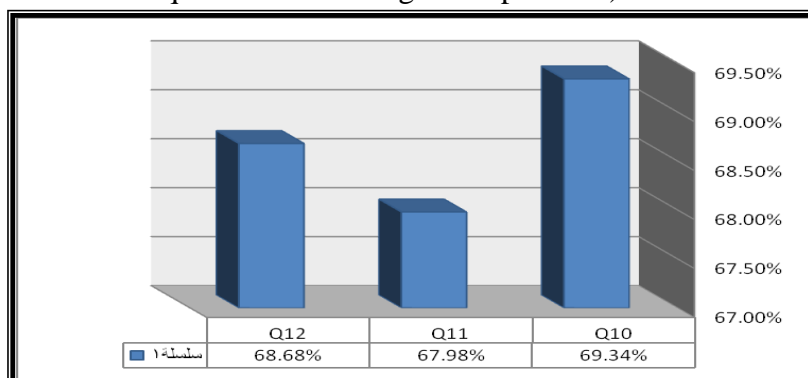


Figure (5) relative importance of sample's answers regarding agreement on items of fourth dimension (Cc) of (SL)

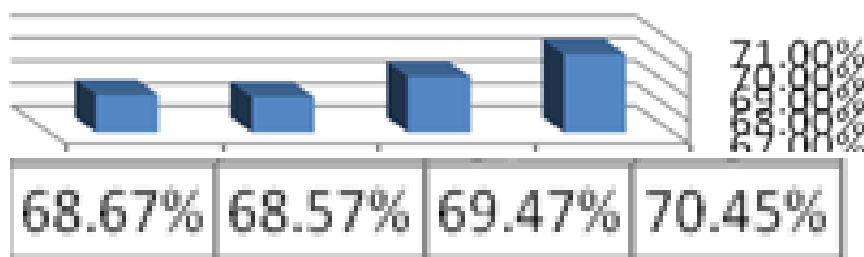
Accordingly, clear from Table (10) that value of weighted arithmetic mean for variable (SL) reached (3.46), which falls within period (3.40 to 4.19). This means that sample's answers are heading towards agreement, with a standard deviation of (0.93), which indicates the extent of homogeneity. In research sample's answers regarding this variable, relative importance was recorded (69.29%), which is an average percentage that confirms the research sample's agreement on most of paragraphs (SL)

Table (10): Level of importance of independent variable, (SL)

| Ranking | Level of response of sample members | % Relative importance | SD | Weighted arithmetic average | VAr. | code |
|-------------|-------------------------------------|-----------------------|------|-----------------------------|------|------|
| 1 | well | 70.45 | 0.91 | 3.52 | SO | X1 |
| 2 | middle | 69.47 | 0.92 | 3.47 | DHC | X2 |
| 4 | middle | 68.57 | 0.94 | 3.43 | EP | X3 |
| 3 | middle | 68.67 | 0.94 | 3.43 | Cc | X4 |
| Independent | middle | 69.29 | 0.93 | 3.46 | SL | X |

Source: Researcher Based On Results Of SPSS 23

To compare (SL) axes in terms of relative importance, it noted that (SO) axis received highest level of relative importance at (70.45%), (EP) axis recorded lowest level at (68.57%), as shown in Figure (6).



Measuring level of importance, arithmetic mean, standard deviation of independent variable (SL) showed that largest share of answers in research sample were for (SO), this indicates importance of (senior management's practice of acquiring knowledge , opening windows of future thinking for purpose of developing an appropriate strategy), then (DHC), which is represented by (knowledge experience that tourism organizations possess for purpose of increasing their knowledge , learning about latest methods of development and training at all levels).

▪ OP : The research questionnaire, in axis of measuring promotion of (OP) , included (9) questions distributed over (3) dimensions, to find extent of availability in Tourism organizations expressed opinions of managers in the Iraqi Tourism Authority (research sample), the results of sample's answers to the axes of (OP) were as follows:

1. Creativity: value of relative importance reached (70.43%), which is a good percentage that shows the agreement of the research sample on most of the paragraphs of this axis, as the arithmetic mean for this axis was (3.52), which falls within the period (3.40 to 4.19). This means that the sample's answers are directed towards Agreement, standard deviation (0.94), which indicates the extent of homogeneity of answers regarding (creativity), as in Table (11)
- 2.

Table (11): Description of sample's responses to items of first dimension (creativity), (OP):

| % Relative importance | Sd | mean | Item | | | | | | | | | | dimension | |
|-----------------------|-------|------|------------------------------|---|------|----|----|---|------|----|---|---|-----------|------------|
| | | | 5 | | 4 | | 3 | | 2 | | 1 | | | |
| | | | Sample answers & percentages | | | | | | | | | | | |
| | | | % | f | % | f | % | f | % | f | % | f | | |
| 70.32 | 0.948 | 3.52 | 10 | 6 | 53.3 | 32 | 15 | 9 | 21.7 | 13 | - | - | Q13 | creativity |
| 70.32 | 0.948 | 3.52 | 10 | 6 | 53.3 | 32 | 15 | 9 | 21.7 | 13 | - | - | Q14 | |
| 70.66 | 0.911 | 3.53 | 8.3 | 5 | 56.7 | 34 | 15 | 9 | 20 | 12 | - | - | Q15 | |
| 70.43 | 0.94 | 3.52 | Total | | | | | | | | | | | |

Source: researcher based on results of SPSS V23

levels of the (Creativity) items were distributed between the highest response level achieved by paragraph (Q15) with an arithmetic mean value of (3.53) and a standard deviation of (0.911), a relative significance that constituted (70.66%) to confirm agreement of all members of research sample on this paragraph, which suggests that (organization is making continuous and advanced improvements appear through winning new projects), while paragraphs (Q13 and Q14) achieved lowest response level among paragraphs (creativity), as the value of its arithmetic mean reached (3.52), standard deviation was (0.948), the relative importance was formed (70.32%) This confirms the agreement of some members of research

sample that (workers possess the necessary skills that contribute to providing distinguished services) , (they rely on modern development programs to improve services provided by organization

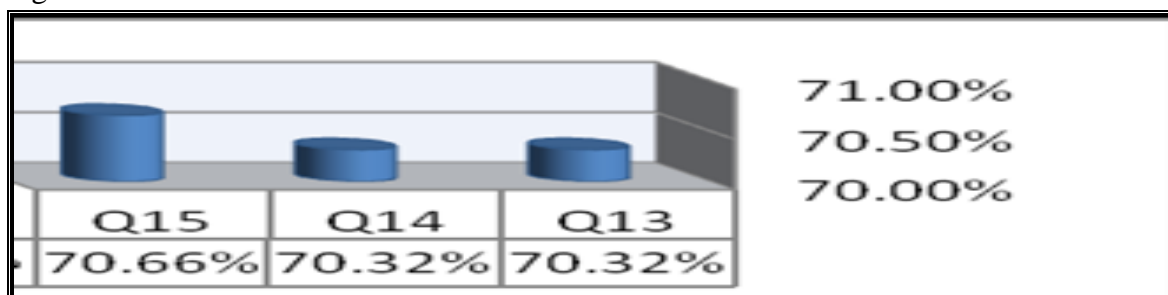


Figure (7) The relative mportance of sample's answers regarding agreement on items of first (creativity) of (OP).

3. (IC): value of relative importance reached (65.79%), which is an average percentage that confirms agreement of research sample on most of paragraphs of this axis, as arithmetic mean for this axis was (3.29), which falls within period (3.40 to 4.19). This means that sample's answers A trend towards agreement, a standard deviation of (1.03), which indicates extent of homogeneity of the answers regarding (IC) as in Table (12).

Table (12) the sample's responses to items on second dimension (IC) of (OP):

| % Relative importance | Sd | mean | Item | | | | | | | | | | dimension | |
|-----------------------|-------|------|------------------------------|---|----|----|------|----|------|----|-----|---|-----------|-----------|
| | | | 5 | | 4 | | 3 | | 2 | | 1 | | | |
| | | | Sample answers & percentages | | | | | | | | | | | |
| | | | % | f | % | f | % | f | % | f | % | f | | |
| 66.06 | 1.030 | 3.30 | 6.7 | 4 | 50 | 30 | 11.7 | 7 | 30 | 18 | 1.7 | 1 | Q16 | Y2 DHC |
| 63.64 | 1.066 | 3.18 | 8.3 | 5 | 40 | 24 | 15 | 9 | 35 | 21 | 1.7 | 1 | Q17 | |
| 67.66 | 0.993 | 3.38 | 10 | 6 | 45 | 27 | 18.3 | 11 | 26.7 | 16 | - | - | Q18 | |
| 65.79 | 1.03 | 3.29 | Total | | | | | | | | | | | |

Source: researcher based on results of SPSS V23

The importance levels of (IC) paragraphs were distributed between highest level of response achieved by paragraph (Q18) with an arithmetic mean of (3.38) , a standard deviation of (0.993), and a relative importance of (67.66%), confirming that most of the research sample members agreed on this paragraph. Which is likely (organization's interest in (IC) to improve its performance), while paragraph (Q17) achieved the lowest response level among the paragraphs (IC), as the value of arithmetic mean for them reached (3.18), standard deviation was recorded (1.066), relative importance constituted (63.64%) This confirms the agreement of some members of research sample on (that organization encourages (IC) by supporting knowledge creators).

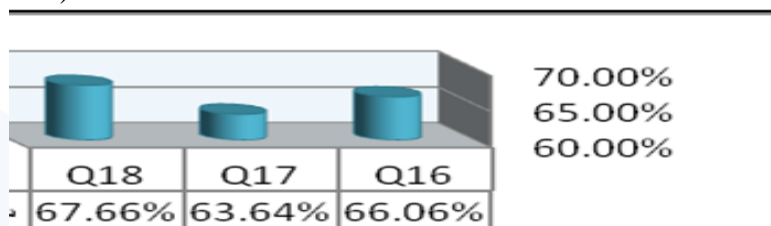


Figure (8) relative importance of sample's answers regarding agreement on items of second (IC) of (OP).

4. **Infrastructure:** value of relative importance reached (70.32%), which is a good percentage that confirms the agreement of research sample on most of paragraphs of this axis, as arithmetic mean for this axis was recorded (3.52), which falls within period (3.40 to 4.19). This means that sample's answers are vector. Towards agreement, and a standard deviation of (1.04), which indicates the extent of homogeneity of answers regarding (**infrastructure**), as in Table (13).

Table (13): of sample's responses to items on third (infrastructure) of (OP)

| % Relative importance | Sd | mean | Item | | | | | | | | | | dimension | |
|-----------------------|-------|------|------------------------------|---|------|----|------|---|------|----|-----|---|-----------|----------------------|
| | | | 5 | | 4 | | 3 | | 2 | | 1 | | | |
| | | | Sample answers & percentages | | | | | | | | | | | |
| | | | % | f | % | f | % | f | % | f | % | f | | |
| 70.30 | 1.033 | 3.52 | 11.7 | 7 | 53.3 | 32 | 13.3 | 8 | 18.3 | 11 | 3.3 | 2 | Q19 | Y3 infrastructure |
| 70.30 | 1.033 | 3.52 | 11.7 | 7 | 53.3 | 32 | 13.3 | 8 | 18.3 | 11 | 3.3 | 2 | Q20 | |
| 70.36 | 1.049 | 3.52 | 11.7 | 7 | 55 | 33 | 10 | 6 | 20 | 12 | 3.3 | 2 | Q21 | |
| 70.32 | 1.04 | 3.52 | Total | | | | | | | | | | | |

Source: researcher based on results of SPSS V23

So, levels of importance of (infrastructure) paragraphs were distributed between highest level of response achieved by paragraph (Q21) with an arithmetic mean of (3.52) and a standard deviation of (1.049), a relative importance that constituted (70.36%) to confirm that most of the members of research sample agreed on paragraph, including It is likely that (the organization seeks to provide infrastructure to exchange knowledge among employees), while paragraphs (Q19 and Q20) achieved lowest response level among paragraphs (infrastructure), as their arithmetic mean value reached (3.52) standard deviation was recorded (1.033), importance A percentage of (70.30%) confirms that research sample members agreed that (organization possesses an information base that is easy to use) , (it has necessary devices and equipment that are constantly being developed).

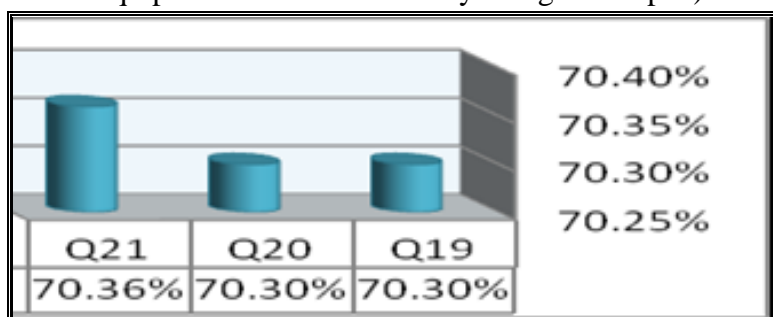


Figure (9) relative importance of sample's answers regarding agreement on items of third dimension (infrastructure) (OP)

So, it is clear from Table (14) that the value of weighted arithmetic mean for variable (OP) reached (3.44), which falls within period (3.40 to 4.19). This means that the sample's answers are strongly directed towards agreement, with a standard deviation of (1.00), which indicates extent to which Homogeneity in the research sample's answers regarding this variable, while relative importance was recorded (68.85%), which is an average percentage that shows research sample's agreement on paragraphs (OP)

Table (14) Level of importance of dependent variable (OP)

| Ranking | Level of response of sample | Relative importance % | SD | Weighted arithmetic average | Variables | code |
|------------|-----------------------------|-----------------------|------|-----------------------------|----------------|------|
| 1 | good | 70.43 | 0.94 | 3.52 | creativity | Y1 |
| 3 | middle | 65.79 | 1.03 | 3.29 | IC | Y2 |
| 2 | good | 70.32 | 1.04 | 3.52 | infrastructure | Y3 |
| depende nt | middle | 68.85 | 1.00 | 3.44 | OP | Y |

Source: researcher based on results of SPSS V23

To compare (OP) axes in terms of relative importance, it is noted that (**creativity**) axis obtained highest level of relative importance at (70.43%), (IC) axis recorded the lowest level at (65.79%), as shown in figure (10).

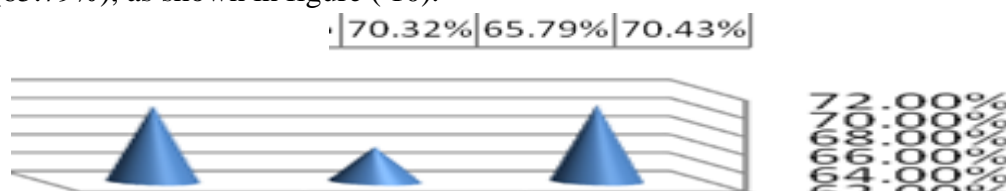


Figure (10) relative importance of (OP)

Measuring level of importance, arithmetic mean, standard deviation of dependent variable (OP) showed that largest share of answers for research sample was for (**creativity**), and this indicates the importance of (organization's ability to carry out all work in a distinctive unique way, whether in producing a good or providing a service.), then (**infrastructure**), which is represented by (most important basic pillars of tourism organizations , is the backbone for them on which all their departments , operations are based to achieve their desired goals)

5-6: Testing hypotheses:

6-1-1:: Testing hypotheses of association & influence;

test hypotheses of correlation between (SL) , (OP), correlation coefficient between variables was tested to interpret strength of the correlation between hypothesis variables. If value of the correlation coefficient is limited to (0.50) and (1), this indicates strength of correlation. appearance of sign (**) or (*) in the results of statistical analysis program v23 SPSS to confirm significance of correlation between two variables at significance level of (0.01) , (0.05), respectively. F test was applied to determine significance of effect of the independent variable (SL) in dependent variable (OP), if probability value (Sig.) is less than significance level of (0.05), this indicates presence of a significant effect, vice versa, if the calculated value of (F) is greater than its probability tabular value, this indicates (presence of a statistically significant effect vice versa, value of coefficient of determination R2 was also extracted), which shows percentage of interpretation (SL) enhancement of variable (OP). In this paragraph, the following hypotheses will be tested.

6-1-2: First hypothesis test:

(There is a significant, statistically significant correlation between (SL) , enhancing (OP) from which secondary hypotheses emerge, as follows:

- h1-1: There is a statistically significant correlation between (SO) , enhancing (OP)
- h1-2: There is a statistically significant correlation between (DCH) , enhancing (OP).
- h1-3: There is a statistically significant correlation between (EP) , enhancing (OP).
- h1-4: There is a significant, statistically significant correlation between (Cc) , enhancing (OP).

1-1: second hypothesis test:

There is a statistically significant effect of (SL) enhancing (OP), The secondary hypotheses emerge from them as follows:

H2-1: There is a statistically significant effect of (SO) in enhancing (OP).

H2-2: There is a statistically significant effect of (DHC) in enhancing (OP).

H2-3: There is a statistically significant effect of ethical practices in enhancing organizational prosperity.

H2-4: There is a statistically significant effect of core capabilities in enhancing organizational prosperity.

The results of testing hypotheses of association , influence between them (simple linear regression model) were according to Table (15) as follows:

5. Accepting first secondary hypothesis emanating from first main hypothesis which states (there is a significant, statistically significant correlation between strategic direction , enhancing organizational prosperity) with a confidence rate of (95%), as] value of the correlation coefficient was recorded (0.84*) to establish that connection between them according to Opinions of] research sample.

The calculated value of F was (135.48), which is significant, meaning that there is a statistically significant effect of variable (SO) on (enhancing OP). This means accepting the first secondary hypothesis emanating from second main hypothesis (there is an effect between two variables). Accordingly, the value of coefficient was recorded. specification is 0.70% (which indicates percentage of influence and contribution of (SO) to (enhancing OP).

- **Accepting second secondary hypothesis** (there is a significant, statistically significant correlation between (DHC) enhancing OP) with a confidence rate of (95%), as value of correlation coefficient was recorded (0.88*) to establish that correlation between them according to opinions of the research sample.

The calculated F value was (192.50), which is significant, meaning that there is a statistically significant effect of variable (human capital development) on (enhancing organizational prosperity). This means accepting the second secondary hypothesis emanating from second main hypothesis (there is an effect between the two variables). It was recorded The value of the coefficient of determination (%) is 0.77, which indicates percentage of impact , contribution of (DHC) to (enhancing OP).

• **Accepting the third secondary hypothesis** emanating from first main hypothesis which states (there is a statistically significant moral correlation between ethical practices and enhancing (OP) with a confidence rate of (95%), as value of correlation coefficient was recorded (0.77*) to establish that correlation between them according to Opinions of research sample. The calculated value of F was (86.51), which is significant, meaning that there is a statistically significant effect of the variable (ethical practices) on (promoting organizational prosperity). This means accepting third secondary hypothesis emanating from the second main hypothesis (there is an effect between the two variables). **Accordingly**, value of coefficient was recorded. specification is 0.60%, which indicates percentage of impact and contribution of (EP) in (enhancing OP).

• **Acceptance** of fourth secondary hypothesis A (there is a significant, statistically significant correlation between (Cc) , enhancing OP) with a confidence rate of (95%), as value of correlation coefficient was recorded (0.86*) to establish that correlation between them according to the opinions of research sample. The calculated value of F is (169.76), which is significant, meaning that there is a statistically significant effect of the variable (core capabilities) on (enhancing organizational prosperity). This means accepting fourth secondary hypothesis emanating from second main hypothesis (there is an effect between the two variables). **Accordingly**, value of coefficient was recorded. The specification is 0.75% (which indicates the percentage of influence and contribution of (Cc) in (enhancing OP).

• **Accepting** first main hypothesis, which states (there is a statistically significant, moral correlation between strategic leadership , enhancing OP) with a confidence rate of (95%), as value of correlation coefficient was recorded (*0.88), which is significant, to establish that correlation between them according to the opinions of a sample. search. calculated value of F was (199.60), which is significant, meaning that there is a statistically significant effect of variable (strategic leadership) on (enhancing organizational prosperity). This means accepting the second main hypothesis (there is an effect between two variables). So, value of coefficient of determination was recorded at 0.78%.) Which indicates percentage of influence, contribution of (SL) in (enhancing (OP).

Table (15): Results of testing hypothesis of relationship , impact of (SL) in enhancing (OP):

| Interpretation | F- test | | | R ² | Pearson correlation coefficient r | Variables | |
|---|---------|------------|----------------|----------------|-----------------------------------|------------|-------------|
| | sig. | Tabulation | calculated one | | | dependable | Independent |
| The existence of a significant correlation thus accepting first secondary hypothesis, and accordingly there is an effect | 0.000 | 4.01 | 135.48 | 0.70 | 0.84* | OP | SO |
| The existence of a significant correlation So accepting the second secondary hypothesis, and accordingly there is an effect | 0.000 | | 192.50 | 0.77 | 0.88* | OP | DHC |
| The existence of a significant correlation So | | | 86.51 | | | | |

| | | | | | | | |
|---|-----------|--|--------|------|-------|----|----|
| accepting third secondary hypothesis, accordingly there effect | 0.00 0 | | | 0.60 | 0.77* | OP | EP |
| The existence of a significant correlation So accepting third secondary hypothesis, and accordingly there an effect | 0.00 0 | | 169.76 | 0.75 | 0.86* | OP | Cc |
| The existence of a significant correlation So accepting third secondary hypothesis, and accordingly there effect | 0.00 0 | | 199.60 | 0.78 | 0.88* | OP | SL |

Source: the researcher based on results of SPSS V23

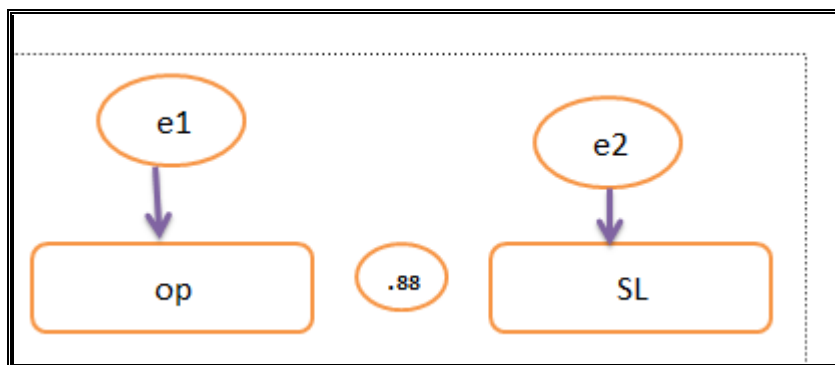


Figure (11) confirmation of relationship & correlation between two variables (SL) and (OP)

❖ **Multiple Regression Test:** A multiple regression test was applied identify determine effect of dimensions of (SL) combined on studied phenomenon (OP) dimensions, results were according to Table (16) as follows:

- There is a relationship between dimensions of independent variable taken together (creativity) of dependent variable, as correlation coefficient reached (*0.89), calculated F value (51.86), which is significant because it is greater than tabulated F of (2.54), value of coefficient of determination (0.79%), which shows percentage Influence and contribution.
- There is a relationship between dimensions of independent variable combined , second dimension (IC) of dependent variable, as correlation coefficient reached (*0.67), the calculated F value (11.48), which is significant because is greater than tabulated F of (2.54) value of coefficient of determination (0.45%) Which shows the percentage of influence and contribution.
- There is a relationship between dimensions of independent variable combined and third dimension (infrastructure) of the dependent variable. correlation coefficient reached (*0.85), calculated F value (35.54), which is significant because greater than tabulated F of (2.54) value of coefficient of determination (0.72%) Which shows percentage of influence and contribution.
- There is a relationship between dimensions of independent variable combined variable (OP), as correlation coefficient reached (0.90*), calculated F value (55.16), which is

significant because greater than tabulated F of (2.54) value of the coefficient of determination (0.80%), which shows percentage of influence. And contribute.

Table (16): Results of testing hypothesis of relationship impact of (SL) in enhancing (OP).

| Interpretation | F- test | | | R ² | r Pearson correlation coefficient | variable | Variables Independent |
|--|---------|------------|------------|----------------|-----------------------------------|------------|-----------------------|
| | sig. | Tabulation | Tabulation | | | | |
| The existence of a significant correlation, therefore there is effect between dimensions of independent variable and first dimension of dependent variable | 0.000 | 2.54 | 51.86 | 0.79 | 0.89* | creativity | SO |
| | | | | | | | DHC |
| | | | | | | | EP |
| | | | | | | | Cc |
| The existence of a significant correlation, therefore there is effect between dimensions of independent variable and first dimension of dependent variable | 0.000 | 2.54 | 11.48 | 0.45 | 0.67* | IC | SO |
| | | | | | | | DHC |
| | | | | | | | EP |
| | | | | | | | Cc |
| The existence of a significant correlation, therefore there is effect between dimensions of independent variable and first dimension of dependent variable | 0.000 | 2.54 | 35.54 | 0.72 | 0.85* | Structure | SO |
| | | | | | | | DHC |
| | | | | | | | EP |
| | | | | | | | Cc |
| The existence of a significant correlation, therefore there is effect between dimensions of independent variable and first dimension of dependent variable | 0.000 | 2.54 | 55.16 | 0.80 | 0.90* | OP | SO |
| | | | | | | | DHC |
| | | | | | | | EP |
| | | | | | | | Cc |

Source: the researcher based on results of SPSS V23

❖ Sequential Multiple Regression Test:

- Through results of testing hypotheses of correlation influence between them, a sequential multiple regression test (stepwise) was applied identify determine dimensions of (strategic leadership) have most influence on studied phenomenon (OP) and its dimensions, and results were according to Table (17) as follows:

The most influential secondary variable in the first dimension (creativity) of dependent variable (OP) is fourth dimension The calculated F was (187.37), which is significant because greater than the tabulated F of (4.01).

- The most influential secondary variable in second dimension (IC) of dependent variable (OP) is second dimension Intellectual money), calculated F value was (44.10), which is significant because greater than the tabular F of (4.01).
- The most influential secondary variable in third dimension (**infrastructure**) of the dependent variable (OP) is second dimension), calculated F value was (44.10), which is significant because greater than tabulated F of (4.01).
- The secondary variable that has most influence on dependent variable (OP) is the second dimension (OP), calculated F value was (110.23), which is significant because greater than tabulated F of (3.16).

Table (17) Results of testing hypotheses of relationship and influence of dimensions of SL) combined on (OP)

| Interpretation | F- test | | | R ² % | Correlation coefficient | Variables | |
|---|---------|------------|-------------------|---------------------|----------------------------|----------------|--|
| | sig. | Tabulation | calculated one | | | Approved | The most influential independent variables |
| The most influential independent variables are Cc() | 0.000 | 4.01 | 187.37 | 0.76 | 0.87 | creativity | Cc |
| The most influential independent variable is DHct() | 0.000 | 4.01 | 44.10 | 0.43 | 0.66 | IC | IC |
| The most influential independent variable is DHct() | 0.000 | 4.01 | 125.80 | 0.68 | 0.83 | Infrastructure | DHC |
| The most influential independent variables are (DHct) (core capabilities) | 0.000 | 3.16 | 110.23 | 0.80 | 0.89 | OP | DHC |
| | | | | | | | Cc |

Source: researcher based on results of 23 SPSS V program

6: Conclusions and recommendations:

6-1: Conclusions

Every scientific research produces some results in light of research sample's answers, which were evaluated, analyzed in accordance with scientific orientations of the research project, as explained in the first paragraph, So in light of which a set of conclusions were drawn within second paragraph, while third paragraph included own recommendations:

- There is a significant, statistically significant correlation between (SO) (OP), and accordingly there is an impact.
- There is a significant, statistically significant correlation between (DHC) (OP), and accordingly there is an impact.
- There is a statistically significant correlation between (EP) (OP), accordingly there is an effect.
- There is a significant, statistically significant correlation between (Cc) (OP), and accordingly there is an impact.
- There is a significant, statistically significant correlation between (SL) (OP), and accordingly there is an impact.
- The results confirmed secondary independent variables have an impact on the dimensions of dependent variable (creativity, IC, infrastructure).
- The secondary independent variables have the most influence on the first dimension of dependent variable are (Cc).
- The secondary independent variables have the most influence on second dimension of dependent variable are (DHC).
- The secondary independent variables have most influence on third dimension of the dependent variable is ((DHC).

- The secondary independent variables that have most influence on dependent variable are (DHC.) and (Cc).

❖ **Conclusions**

The research sample members agreed on:

- Strategic leadership, which is represented by interaction between leaders and subordinates, contributes to creating an appropriate future vision to bring about strategic changes that organizations need, especially tourism organizations, and thus enhance organizational prosperity.
- The management of tourism organizations makes decisions in light of new perceptions that may occur in the future.
- The administration helps employees constantly develop skills by providing training programs for various job levels.
- Management rewards committed ethical behavior at work is keen to have a documented and implemented ethical charter.
- The management of tourism organizations benefits from essential capabilities available for purpose of achieving goals, is interested in the creative ideas employees to develop services provided to customers.
- The organization makes continuous advanced improvements that appear through winning new projects.
- The organization is interested in intellectual capital to improve its performance.
- For organization, (IC) is one of main sources of success
- organization seeks provide infrastructure for knowledge exchange among employees.

6-2: Recommendations

- Working to acquire knowledge open windows of future thinking for purpose of developing an appropriate strategy for purpose of increasing knowledge learning about latest methods of development and training at all levels.
- Work to initiate implement strategic changes and provide training programs for various job levels.
- Paying attention to creative ideas of its employees to develop the services provided to customers.
- Investing in employees' cognitive abilities , capabilities for purpose of achieving a (SCA)
- Relying on modern development programs to improve the services provided by the organization.
- Paying attention organization's (IC), which is one of main sources of success.
- Providing infrastructure by providing necessary devices equipment are constantly being developed.
- Working to provide an information base easy use

References

BOOK

1. Judah, Mahfouz (2010): Advanced Statistical Analysis, 2nd edition, Wael Publishing House, Amman, Jordan.
2. Al-Naimi, Muhammad Abdel-Al, (2008), Introduction to Statistics with Applications to the SPSS Program, Al-Warraq Publishing and Distribution Foundation.

❖ Second: University theses & dissertations

1. Jabr, Yasser Abdel Mohsen, (2023), The impact of strategic improvisation in tourism crisis management: The moderating role of organizational prosperity: An exploratory study of the opinions of a sample of managers in the Ministry of Culture, Tourism and Antiquities, a master's thesis submitted to the Council of the College of Tourism Sciences, Al-Mustansiriya University.
2. Al-Janabi, Karim Nazim Mansour, (2023), Strategic awareness and its impact on organizational prosperity by mediating the quality of work life, analytical research in the Anbar Governorate Health Department, a master's thesis submitted to the Council of the College of Administration and Economics, University of Baghdad.
3. Al-Rubaie, Riam Qasim Muhammad, (2021), The effect of strategic insight on organizational prosperity mediated by knowledge sharing, a field study of the opinions of a sample from the General Company for Electrical and Electronic Industries, doctoral thesis submitted to the College of Administration and Economics, University of Baghdad.
4. Al-Saidi, Sajid Abdul Redha Thabet, (2020), Strategic Leadership and its Impact on Social Responsibility, Master's thesis submitted to the Council of the College of Administration and Economics, University of Baghdad.
5. Fadel, Tamara Safaa, (2022), Strategic Leadership and its Impact on Sustainable Competitive Advantage through Customer Relationships Management, Master's thesis submitted to the Council of the College of Administration and Economics, Iraqi University. Al-Qazzaz, Wissam
6. Muwaffaq Muhammad Saleh, (2022), The impact of strategic leadership on the quality of educational service, the mediating role of organizational learning capabilities / exploratory study for the Iraqi Ministry of Education, Master's thesis submitted to the Council of the College of Administration and Economics, University of Baghdad.
7. Cata, Iftikhar Abdel Mohsen, (2019), The role of strategic leadership in adopting talent management practices, Master's thesis submitted to the Council of the College of Administration and Economics, University of Baghdad.
8. . Majoul, Ihsan Adnan Abdullah, (2023), Strategic Leadership and its Impact on Enhancing Tourism Security / Exploratory Study at Baghdad International Airport, Master's Thesis Submitted to the Council of the College of Tourism Sciences/Mustansiriya University.
9. Al-Maghrabi, Rami Ibrahim Musa, (2015), The practice of strategic leadership and its relationship to administrative creativity from the point of view of senior administrative leaders at the Palestinian University in the Gaza Strip, a master's thesis submitted to the Council of the College of Economics and Administrative Sciences, Al-Azhar University, Gaza, Palestine.

❖ **Scientific journals:**

6. Ismail, Harry Khalil, and Saleh Khoshman Muhammad, (2017), The role of information awareness in establishing information technology infrastructure: An exploratory study of the opinions of managers in a sample of business organizations operating in the city of Dohuk, Zakho University Humanities Journal, Volume (5), Issue (3).
7. Hamed Adel, Khalil, Hassan Mahmoud Ali, and Ayaa, Ihab Lotfy Abdel-Al, (2021), Mediating prosperity at work in the relationship between empowering leadership and change-oriented organizational citizenship behavior: An applied study, Scientific Journal of Financial Studies, Research, and Experiments, Volume (2).), Issue (1).
8. Hussein, Sajid Nasser, (2021), Crisis Management According to Strategic Leadership - The Interactive Role of Organizing and Supporting Decisions: An exploratory study in the Ministry of Industry and Minerals, General Company for Steel Industries, Journal of Administrative and Economic Sciences, Issue (125), Al-Majd (27) .
9. Al-Rahawi, Suzan Mahmoud Muhammad, and Al-Nama Adel Zakir, (2019), The Strategic Guidance Course in Establishing the Requirements of the Production System on Time: An Exploratory Study of the Opinions of a Sample of Managers in the Labor Organization for the Ready-Made Garment Industry in Mosul, Tanmiyat Al-Rafidain Magazine, Supplement to Issue 123, Volume (38).
10. Al-Attar, Fouad Hamoudi and Al-Ghanimawi, Hazem Rabah Najm, and Kazem Jassim Rahi, (2020), Smart Leadership and its Role in Achieving Organizational Prosperity: An Analytical Study in the Wasit Health Department Magazine, Volume (16), Issue (45)
11. Al-Omari, Ghassan Issa, (2022), The impact of knowledge management infrastructure on the innovation process and products of the Munir Sukhtian Commercial Group Company, International Journal of Economics and Business, Volume (8), Issue (1).
12. Omair, Arak Abboud, (2019), The role of organizational flexibility in achieving organizational prosperity: Field research in a sample of Iraqi cellular telecommunications companies, Journal of Economic and Administrative Sciences, Volume (25), Issue (114).
13. Muhammad, Iyad, Taher, Falih, and Khalil Ibrahim. (2022), Strategic Engineering and its Impact on Organizational Prosperity: An Exploratory Study of the Opinions of a Sample of Integrity Commission Leaders, International Journal of Research in the Social Sciences and Humanities, Issue (4), Volume (12)
14. Youssef, Sanaa Khader (2021), Organizational citizenship behavior and its role in achieving organizational prosperity, an analytical study of the opinions of a sample of graduates of Al-Nour College, National University, Dinanir Magazine, College of Administration and Economics, Iraqi University, Issue (22), Volume (1).

❖ **Fourth: Internet sites:**

Barakat, Nafez Muhammad, statistical analysis using the statistical program SPSS, Islamic University, 2013. <http://www.site.iugaza.edu.ps/nbarakat-SPSS.pdf>.

❖ **Journals & Periodicals Articles**

15. Abdalla, Mohammed, Al arabi, Louai, Hendawi, Abdel tawab (2021), crisis management art from the risks to the control: A review of methods and direction's. Information Vol (12),No.(1).

16. Amayrreh, khalid Thaher, (2020). The role of strategic leadership in increasing ethical Practices among Pharmaceutical organization in Jordon. Management science Letters. 10.10.
17. Noor, Juliansyahe, (2014), the Factors of strategic Leadership on commitment: An Empirical Banking in Indonesia, International Research Journal of Business studies, Vol no.03.
18. Omer, Bayar. M. R, & Asaad Zoravan. A & Mohammed shivan. A (2010), Evaluate the standard of innovative Behavior in kurdistan Region Ministry European Journal of social sciences, Vol (16)3.

❖ **Published Research**

- kim Moon Jun (2020) , A study on the Impact of Management's strategic Leadership and Management strategy on organizational Performance: Focusing on small and Medium International Journal of advanced smart convergences venture companies.