

## The impact of strategic agility on improving tourism services. (An exploratory study by the Iraqi Tourism Authority in Baghdad)

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### Abstract:

This research aims to analyze the impact of agility on improving tourism services through a case study. The research population consists of employees working at the Iraqi Tourism Authority in Baghdad. To this end, the dimensions of strategic agility (Strategic Sensitivity, Core Competencies, Clarity of Vision, And Shared Responsibility) were adopted as the independent variable, followed by the dependent variable (improvement of tourism services) with its dimensions of (reliability, responsiveness, trust and security, empathy, and tangibility). Since the research population comprises employees of the Iraqi Tourism Authority, the researcher randomly distributed ٥٤ questionnaires to the population, all of which were returned, to measure the correlation between the independent variables and the dependent variable. One of the most important findings of the research is that the Iraqi Tourism Authority should develop a clear strategic plan that defines its objectives, vision, and values, and outlines strategies to achieve these objectives. The correlation values between the dimensions of strategic agility and the improvement of tourism services reached (٠.٧٠١\*\*, ٠.٦٤٣\*\*, ٠.٦٢٣\*\*, ٠.٧٢٤\*\*). The research indicates a significant effect of strategic agility on improving tourism services, as evidenced by the Adj R<sup>٢</sup> value. This shows that the agility ( $\beta$ ) effect of the dimensions of strategic sensitivity and shared responsibility is real, since increasing the effect by one unit leads to an increase in the improvement of tourism services by (٢٩% and ٣٢%), respectively. However, the effect of the dimensions of clarity of vision and core capabilities showed that they have no significant effect on improving .

**Keywords:** Strategic agility, tourism services, service quality, organizational performance, tourism authority.

### أثر الرشاقة الاستراتيجية في تحسين الخدمات السياحية (دراسة استطلاعية لهيئة السياحة العراقية في بغداد)

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#### الخلاصة :

يهدف البحث الى تحليل تأثير الرشاقة في تحسين الخدمات السياحية بالتطبيق في عينة . اذ يتكون مجتمع البحث من الموظفين العاملين في هيئة السياحة العراقية في بغداد ، ومن اجل ذلك ، تم اعتماد ابعاد الرشاقة الاستراتيجية كمتغير مستقل (الحساسية الاستراتيجية ، المقدرات الجوهرية ، وضوح الرؤية ، المسؤولية المشتركة) ومن ثم اعتماد المتغير التابع (تحسين الخدمات السياحية ) بأبعاده المتمثلة بـ( الاعتمادية ، الاستجابة ، الثقة والامان ، التعاطف ، الملموسية) اذ يتكون مجتمع البحث من الموظفين العاملين في هيئة السياحة العراقية، لذا قام الباحث بتوزيع (٥٤) استبانة بالطريقة العشوائية على المجتمع، وتم استردادها بالكامل اي بواقع (٥٤) استبانة، لقياس علاقة الارتباط بين المتغيرات المستقلة في المتغير التابع . ومن اهم النتائج التي توصل لها البحث هي ان هيئة السياحة العراقية بتطوير خطة استراتيجية واضحة تحدد أهدافها ورؤيتها وقيمتها، وتحديد استراتيجيات لتحقيق هذه الأهداف. اذ بلغت قيم الارتباط بين ابعاد الرشاقة الاستراتيجية وتحسين الخدمات السياحية ما قيمته (٠.٧٠١\*\*, ٠.٦٤٣\*\*, ٠.٦٢٣\*\*, ٠.٧٢٤\*\*) ويشير البحث الى وجود تأثير معنوي بين الرشاقة الاستراتيجية معاً في تحسين الخدمات السياحية، إذ يتبين من قيمة (Adj R<sup>٢</sup>) وتشير الى ان تأثير الرشاقة ( $\beta$ ) لبعد (الحساسية الاستراتيجية، المسؤولية المشتركة). هو تأثير حقيقي حيث ان زيادة التأثير بمقدار الوحدة الواحدة سيؤدي الى زيادة تحسين الخدمات السياحية بمقدار ( ٢٩% ، ٣٢% ) على التوالي اما تأثير بعد (وضوح الرؤية ، المقدرات الجوهرية) فقد أظهرت النتائج انه ليس له تأثير يذكر في تحسين الخدمات السياحية.

**الكلمات المفتاحية :** الرشاقة الاستراتيجية ، الخدمات السياحية ، جودة الخدمات ، الاداء المؤسسي ،هيئة السياحة).

## ١. Introduction

This situation prompted the researcher to ask the following questions:

The main problem facing the services provided by the Iraqi Tourism Authority in Baghdad is as follows:

How does strategic agility contribute to improving tourism services? This leads to the following sub-questions:

١- What is the current state of strategic agility within the Iraqi Tourism Authority in Baghdad?

٢- What is the level of services provided by the Iraqi Tourism Authority in Baghdad?

٣- Is there a relationship between strategic agility and the tourism services provided by the Iraqi Tourism Authority in Baghdad?

٤- Does strategic agility have an impact on improving the tourism services provided by the Iraqi Tourism Authority in Baghdad?

▪ Importance of research The importance of this research topic can be summarized in the following points:

١- Highlighting the concept of strategic agility as a modern concept in business management and economic organizations, particularly those in the tourism sector.

٢- Presenting the advantages and mechanisms of strategic agility within the Iraqi Tourism Authority in Baghdad.

٣- Demonstrating the importance of environmental awareness in implementing strategic agility to develop and improve the services of tourism organizations..

### ▪ Research Objectives

١- Strategic agility is a modern issue and a current concern, particularly in tourism awareness in Iraq, which piqued our scientific curiosity to research it.

٢- To determine the extent to which strategic agility is understood and adopted by the Iraqi Tourism Authority in Baghdad.

٣- To improve public services within the Iraqi Tourism Authority

### ▪ The Hypothetical Research Plan

The hypothetical plan aims to clarify the logical relationships between the two main research variables and their respective sub-dimensions. The dimensions were chosen as follows:

The tourism sector is currently undergoing rapid transformations due to successive technological advancements, evolving tourist preferences, and intensifying competition among tourism establishments both locally and globally. These changes have created significant challenges, requiring tourism organizations to adopt modern management approaches that enable them to adapt quickly to their changing environment and effectively respond to evolving customer demands. In this context, the concept of strategic agility has emerged as a contemporary management approach that contributes to enhancing organizations' ability to anticipate environmental changes, make flexible strategic decisions, and efficiently capitalize on available opportunities.

Strategic agility is defined as an organization's ability to redirect its strategies and resources quickly and effectively in line with internal and external changes, thereby achieving a sustainable competitive advantage. In the tourism sector, this agility is of paramount importance given that tourism services rely on quality, innovation, responsiveness, and the tourist experience—elements directly impacted by an organization's capacity for continuous adaptation and renewal. Hence the importance of studying the impact of strategic agility on improving tourism services. Strategic agility practices are expected to contribute to raising the quality of services provided, improving tourist satisfaction, enhancing organizational performance efficiency, and supporting the competitiveness of tourism establishments. Therefore, this study aims to highlight the role of strategic agility and its dimensions in improving tourism services, and to demonstrate its contribution to achieving excellence and sustainability in this vital sector.

## Research Methodology

### ▪ The Research Problem

The tourism business environment is characterized by continuous changes and intense competition. This compels the Baghdad Tourism Authority to strive for ongoing improvement in its services to adapt to these changes and secure a prominent position in tourism.

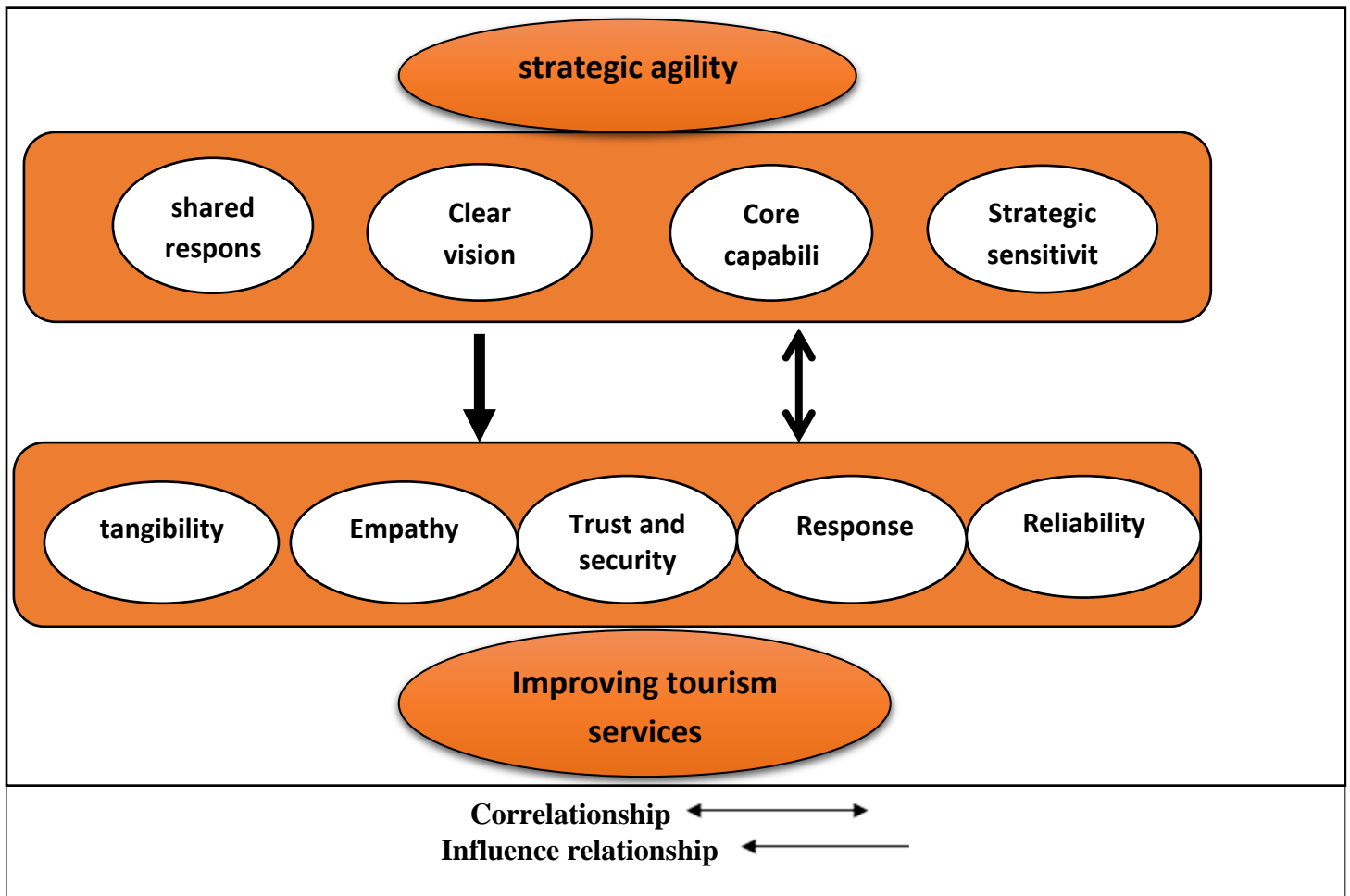


Figure (١) : Hypothetical .

### ▪ Research Hypotheses

#### Main Hypothesis

(There is a statistically significant effect of improving tourism services on strategic agility). Five sub-hypotheses stem from the main hypothesis, as follows:

- ١- There is a statistically significant effect of the dependability dimension on strategic agility.
- ٢- There is a statistically significant effect of the responsiveness dimension on strategic agility.
- ٣- There is a statistically significant effect of the trust and security dimension on strategic agility.
- ٤- There is a statistically significant effect of the empathy dimension on strategic agility.
- ٥- There is a statistically significant effect of the tangible dimension on strategic agility.

### ▪ Research Population and Sample

Before selecting the research sample, we defined the study population, which is the total number of individuals the researcher aims to study to achieve the study's results. This population represents the entirety or the largest group within the target population, and the study's results are generalized to all its members. The

research population consisted of employees working at the Iraqi Tourism Authority. Therefore, the researcher randomly distributed (٥٤) questionnaires to the population, and all (٥٤) questionnaires were returned.

#### Seventh: Research Scope

- Time Scope: This research was conducted over two months in ٢٠٢٤.
- Geographical Scope: The research was conducted at the Iraqi Tourism Authority in Baghdad.

#### Eighth: Research Tools

- Theoretical References  
These included Arabic and foreign books, university theses and dissertations, and internet resources.

#### ○ Questionnaire

This was the data collection tool. It was designed based on the theoretical framework, and the research used a five-point Likert scale for weighting. (٥٤) questionnaires were distributed and used in the practical component.

#### ○ Statistical Methods

The research relied on a set of statistical methods to analyze the data related to the research topic, specifically

to assess the research hypotheses using the SPSS statistical system, as follows:

- Arithmetic mean
- Standard deviation
- Coefficient of variation
- Simple linear regression analysis

#### ▪ Previous Studies

Some previous studies related to both strategic agility and improving tourism services are shown in .

Some previous studies on both strategic agility and improving tourism services..

Researcher's Name, Study Title, Main Objectives, Main Conclusions.

#### ١- Amin and Eid's Study (٢٠٢١)

Identifying the relationship between organizational agility and concurrent engineering. Identifying the requirements for achieving organizational agility in Egyptian universities using the concurrent engineering approach from the perspective of some university leaders.

The study aimed to conduct semi-structured personal interviews with some university leaders at Damanhur and Fayoum Universities. The study used the descriptive method and concluded that the most prominent requirements for achieving organizational agility in Egyptian universities, considering the concurrent engineering approach, are preparation and readiness, design, and post-design.

#### ٢- Al-Faqih's Study (٢٠٢٠)

This study selected the following dimensions of strategic agility: strategic sensitivity, core capabilities, clarity of vision, shared responsibility, speed of response, and strategic goal selection.

The Role of Strategic Agility in Achieving Competitive Advantage for Yemeni Universities

This study aimed to determine its role in achieving competitive advantage for Yemeni universities. The study used the descriptive analytical method of theoretical literature and previous studies and concluded that strategic agility, with its dimensions, plays a role in Igniting the spark of change within higher education institutions, thereby improving their responsiveness and adaptation to modern developments, to achieve a competitive advantage.

٣- Abdullah's study (٢٠٢٠) aimed to determine the degree to which university leaders at New Valley University practice lean management. The study employed a descriptive-analytical approach and utilized a questionnaire administered to a sample of ١٢٧ faculty members. Among the most important findings of the study was that the degree to which university leaders practice lean management was moderate, with statistically significant differences attributable to the type of college, favoring those in theoretical colleges.

٤- Study (٢٠٢٢) by Rakhmatova & Daliyeva, "Developing Tourism Services," aimed to review the types of services in the tourism sector and their benefits for developing the tourism industry. The study emphasizes that providing tourist meals at various accommodation establishments contributes to meeting tourists' expectations. Hotels also play a significant role in transferring the tourist experience by offering the best services and amenities.

٥- Study (٢٠٢٢) by Messani, "The Impact of E-Promotion on the Development of Hotel Services - A Field Study of an Algerian Hotel Group," aimed to determine the impact of e-promotion on the development of hotel services in an Algerian hotel group. This was based on two main variables: e-promotion as the independent variable and the development of hotel services as the dependent variable, measured through market penetration and market development strategies. The study concluded that e-promotion has an impact on the development of hotel services in the hotel group studied. It also revealed that all dimensions of e-promotion have an impact on the development of hotel services, except for email.

٦- Study (٢٠٢١) by Haid & Albrecht, "Developing Sustainable Tourism Products: Applying Product Design Concepts (A Study of Sustainable Tourism Products in Tourist Meals)," aimed to establish a framework for sustainable tourism products. By adapting the current sustainability design framework and analyzing the characteristics and themes of sustainable tourism products, I concluded that applying current sustainable product design concepts to destination contexts and their applicability to sustainable tourism products is beneficial for practitioners in providing support. Introduction

Strategic agility is a crucial and significant topic. It is one of the means to confront the changes and risks faced by tourism organizations, especially tourism authorities. Strategic agility means the ability to survive and thrive in a constantly changing competitive environment by reacting quickly to evolving markets and producing new and unexpected services or products. It also involves the ability to efficiently adapt operational processes and respond to uncertain and changing market conditions. Organizations that utilize strategic agility possess the necessary skills to navigate these challenges. The concept of agility first emerged in a survey conducted by the Lacocca Institute at The Hague University in the United States in ١٩٩١. This study focused on capacity-based production and the flexibility required to meet rapidly changing market needs.

#### ▪ The Concept of Strategic Agility.

In Arabic, the word "agility (رشاقة)" comes from the verb ) "رشق" rashaqa), meaning "to be graceful, agile, or graceful." In classical Arabic, it is said of a boy or girl who is graceful and agile) "رشيق", rashiq) and "رشيفة" (rashiqa), meaning "to be graceful and agile." A

"graceful" camel is described as light and swift. (Ibn Manzur) (١٩٩٣, p. ١١٧).

The Oxford Dictionary defines agility as the ability to move quickly and easily and means intelligent movement and the ability to think quickly and intelligently (Audran, ٢٠١٠, p. ٢١). In the context of business organizations, it means responding to changes in the business environment and exploiting those changes to adapt and reshape them rapidly (Al-Anbari, ٢٠١٥: ٧).

In technical terms, Al-Quraishi (٢٠١٧: pp. ١٨-١٩) defines strategic agility as a strategy and a concept that can be expressed as responding to activities accompanied by rapid and flexible thinking. Agile organizations are not only those that possess the ability to adapt to environmental changes, but also those that innovate and capitalize on the opportunities that accompany these changes. Similarly, Amin and Eid (٢٠٢١) state that strategic agility for universities is their ability to identify and respond to opportunities and threats to modify or restructure their strategies accurately, quickly, and flexibly. Dynamically adapting to its operating environment and remaining competitive through new research and services, strategic agility refers to an organization's ability to anticipate, act upon, and proactively respond to internal weaknesses or external opportunities and threats affecting the organization. In other words, strategic agility refers to an organization's tendency to respond quickly and immediately to adjust its strategy and address issues affecting it (Nkuda, ٢٠١٧: ٤). It has also been defined as the ability to capitalize on opportunities and avoid risks with speed and assurance (Kotter, ٢٠١٤: ٤). Strategic agility is viewed as the ability to adapt continuously and adequately in a timely manner to the strategic direction of core business operations in relation to changing circumstances. This may include creating new products and services or developing new business models and innovative ways to create value for the organization (Murungi, ٢٠١٥: ٢). The concept of strategic agility has recently been introduced as a new model for dealing with environmental pressures, competitive factors, and responding to diverse customer needs. Therefore, agility is one of the most important elements that help contemporary organizations survive in today's unstable and turbulent business environment, and it includes five components. Strategic agility (Tooranloo & Saghafi, ٢٠١٩: ٤) encompasses responsiveness, capability, flexibility, speed, and market understanding. It involves addressing changes in customer demand, new product development requirements, changes in the product mix, competitor operations, product pricing, market expansion, supplier and business partner selection, and technology adoption and deployment. (Kurniawan, et al., ٢٠٢٠: ٥, ٩). Ravichandran (٢٠١٨: ٢) indicated that strategic agility enables organizations to adapt to the changing environmental conditions imposed

by the environment, allowing them to survive, grow, and compete effectively. It enables them to respond flexibly to this dynamic environment. Strategic agility is about shifting the focus towards transformation and renewal. It mediates between an organization's absorptive capacity and its performance in making quick decisions, capitalizing on opportunities, and improving performance in the business environment (Ogunleye et al., ٢٠٢١: ٢٧).

#### ▪ **The Importance of Strategic Agility**

The importance of strategic agility can be highlighted as follows: (Santalam, ٢٠٠٩: ٣٦), (Doz & Kosonen, ٢٠٠٨: ٣٧٦).

١) Strategic agility is key to success in a dynamic work environment because it enables organizations to control and adapt to sudden changes.

٢) It emphasizes a shared understanding between strategies and their implementation.

٣) It enables organizations to capitalize on opportunities in a volatile market. This does not mean the absence of strategy, but rather that it serves as an alternative to strategic planning.

٤) Agility emphasizes strategic thinking and a clear vision.

#### ▪ **Objectives of Strategic Agility**

Al-Mahasneh (٢٠١٧: ٣٥), Al-Dhamour (٢٠١٧: ١٥), and Elaleye et al. (٢٠٢١: ٢٩٨) indicated that the objectives of strategic agility for the Baghdad Tourism Authority include:

١) Supporting the excellence of institutions, ensuring their survival and sustainability, and enabling them to achieve a sustainable advantage. ٢) To foster a shared vision among managers within the organization.

٣) To support the ability to mobilize and allocate resources towards new strategic opportunities with maximum liquidity.

٤) To define strategic foundations and directions, formulate the tourism authority's mission and vision, and set strategic objectives and establish the necessary framework.

٥) To enable the tourism authority to execute a series of defined tasks successfully and responsively within an open system that manages opportunities and risks.

#### ▪ **Dimensions of Strategic Agility in the Tourism Authority**

Strategic agility has a set of dimensions mentioned in some literature, which the researcher adopts due to their suitability to the nature and objectives of the tourism authority. These dimensions were also the most frequently used by researchers in their previous studies (Haniyeh, ٢٠١٦, pp. ١٤-١٩) and are considered by the researcher to be the most appropriate for the subject of the current study. They are: (Strategic Sensitivity, Core Capabilities, Clarity of Vision, and Shared Responsibility). Each dimension can be explained as follows:

### ١) Strategic Sensitivity

This means openness, insight, and awareness of a large amount of information through maintaining relationships with a diverse group of individuals and institutions (Doz & Kosone, ٢٠١٨: ١٠٢). Strategic sensitivity is the awareness of the organization's strategic direction and its understanding of how it can achieve its vision, mission, and objectives (Alsharah, ٢٠٢٠: ٣٢). Strategic sensitivity is interpreted as a unity of perception and an increased awareness of the organization's attention to detail. The organization can identify, sensitively update, and adapt to current market opportunities and threats. This type of the ability to move from a forward-looking strategy to an insightful, strategic sensitivity that can be based on circumstances rather than potential expectations (Seyadi & Elali, ٢٠٢١: ٣٨).

### ٢) Core Capabilities

To respond to environmental changes surrounding the university, it must consider its internal capabilities. That is, it must identify its internal strengths and weaknesses to diagnose its strategic capabilities. Core capabilities can be defined as:

The accumulated organizational learning and experience within the university, resulting from the knowledge and skills required to accomplish tasks and leading to genuine professionalism in its internal activities. It refers to "institutional-level renewal that enables it to reconfigure processes, systems, and resources." More precisely, it is the university's ability to integrate, build, and reconstitute internal and external competencies to quickly address changing environments (Kohtamaki & Farmar, ٢٠١٧, p. ٢). Core capabilities consist of two main sources: Organizational Learning: This refers to the acquisition of new knowledge, skills, and abilities. Human Capital: This refers to the experience, knowledge, skills, and abilities possessed by faculty and staff and used in the production process. Through training, development, and an incentive system (Mohammed, ٢٠١٣, p. ٤٣٢).

٣) Clarity of Vision: Vision is a fundamental step in the strategic planning process and precedes the mission of the organization. Organizations cannot achieve significant creative accomplishments in the business field without a clearly defined vision, along with strong leadership in operations, decision-making, and the formulation and implementation of exceptional strategies to develop this vision (Al-Faqih, ٢٠٢٠: pp. ١٨١-١٨٢). Having a vision for the tourism authority does not necessarily mean it is agile, but its clarity, commitment, and focus on achieving it contribute to making the university more agile, provided the vision is realistic. Strategic agility is considered an entry point for achieving organizational creativity in the faculties of Damanhour University, according to some university leaders. A clearly defined vision is crucial for organizational success, as it provides leaders and employees with the goal for continuous teamwork

(Omar, ٢٠٢٠: p. ٦٢). Clarity of vision is initially defined as a future perspective for management and employees that contributes to determining the desired future state of the organization. It is the source of employees' loyalty and belonging. A clear vision includes... It usually has deeper meanings, as it expresses a stance, style, way of thinking, or research in a more comprehensive manner, considering all possibilities, defining the goals that this vision aims to achieve, identifying the organization's culture of values, beliefs, and traditions, and choosing the appropriate strategy that will support the organization's situation and how to implement it in practice (Abu Jabara, ٢٠٢٠: ٣٦).

٤) Shared Responsibility: This means that responsibility is often shared between two or more actors contributing to the formation of results and outputs separately, rather than relying on cumulative and collective results. It arises from the constructive collaboration of joint work, meaning that this term stems from cooperative responsibility within and outside the tourism organization Section Three

### The Dependent Variable: Quality of Tourism Services Provision

A service is any action or activity performed by a person or organization to assist another person or meet their needs. Tourism services are a diverse set of services and products offered by tourism and travel agencies to clients and visitors. Among the most important of these services are hotel reservations, transportation bookings, organized tour packages, tour guide services, tour organization, entertainment services, and tourist insurance services.

#### - The Concept of Service and Tourism Services

Service: The American Association affirmed that a service is an activity or benefit offered for sale or associated with a specific commodity (Alian, ٢٠٠٩: ٢٩٨). It was also defined (Madi) as "a series or activity of an unusual and intangible nature" (Madi, ٢٠٠٢: ١٢).

Tourism services are also defined as intangible activities aimed at satisfying wants and needs when marketed to the end consumer in exchange for a sum of money. (Tajine, ٢٠٢٣: ٩٩٣) It is also defined by (Zagz) as a combination of material and moral elements, which are concerned with providing the basic components of the tourism offering in order to satisfy the needs and desires of the consumer in the tourism field with the contribution of a group of elements: transportation, food, cultural activities, security (Zagz, ٢٠٢١: ٧٦). It is also defined as the sum of intangible operations and activities that can be offered separately and provide satisfaction to the desires and needs of the tourist, as the tourist who consumes the service may have temporary possession or temporary use but without owning it, such as a room in a hotel, car rental, a tourist trip. (Bukhari, ٢٠١٥: ١٣١) (Sukkar) defined tourism services as "a set of activities and services that provide tourists with comfort and

convenience in purchasing and consuming tourism services and goods during their travel or stay in tourist facilities away from their original place of residence" (Sukkar, ١٩٩٩: p. ٣٩).

(Ayman) explained that tourism services are a combination of tangible and intangible elements that focus on providing the essential components of the tourism offering in order to satisfy the needs and desires of the guest in the tourism field, with the contribution of a set of elements such as accommodation, transportation, food, and others (Ayman, ٢٠٠٩: ٨٠).

#### ▪ Factors for the Success of Tourism Services.

The success of tourism services depends on the extent to which the tourism service is distinguished from other competing tourism services, as well as the nature of these services. The easier they are to provide, the more attractive they are to tourists. The clarity of the tourism service, its high quality, and its reasonable prices also play an important role in tourism demand. Some of the most important factors can be listed below: (Amish, ٢٠١٥: ٦٢-٦١(١.)

١) Planning: Planning should focus on essential tourist services. Each tourist destination has its own unique features that attract tourists. Therefore, planning is necessary for the tourist services to be provided according to the nature of the tourist area, considering the needs, desires, and expectations of tourists. The planning process includes ensuring the availability of essential services such as postal services, gas stations, and promotional campaigns, etc.

٢) Coordination: This process requires a precise understanding of the obstacles and problems faced by individuals and institutions providing tourist services. For optimal coordination, each institution must clearly understand the needs and expectations of tourists.

٣) Training: This refers to preparing training programs for personnel in the field of tourist services, starting from the most basic levels to the highest. It also includes raising awareness among individuals and educating them about the principles of hospitality.

٤) Evaluation: After implementing various programs and policies, they must be reviewed and evaluated continuously and periodically to ensure they achieve their objectives and to identify any new developments that may negatively or positively affect the effectiveness

**Table (١)** Characteristics of the research sample

Percentage	repetition	Gender
٦٥.٠	٢٦	male
٣٥.٠	١٤	feminine
١٠٠.٠	٤٠	the total
Percentage	repetition	the age
٤٧.٥	١٩	٣٠-٢٠
٣٧.٥	١٥	٤٠-٣١

of these programs. This means making them flexible. According to the requirements of the tourism market.

#### - Dimensions of Improving Tourism Services

Books and studies have differed in defining the number of dimensions that determine service quality. Some have identified ten dimensions, including (reliability, responsiveness, empathy, safety, tangibility, adequacy, accessibility, credibility, communication, and courtesy). Others have identified fewer dimensions. However, the dimensions that have garnered the greatest consensus among books and researchers, and which are considered essential for evaluating service quality in the banking sector, are (tangibility, responsiveness, reliability, safety, and empathy). These dimensions will be adopted in practice based on the current research direction. (Al-Dihawi, ٢٠١٣, p. ٦٠). (Al-Harma, ٢٠١٣, p. ١٢٠).

١- Responsiveness: This refers to the readiness to respond quickly, at any time and in any place, to customer requests. (Mazyu, ٢٠١٢, pp. ٢٥٦-٢٥٨) It means the extent to which the tourism organization is prepared and willing to aid travelers, answer their inquiries, and quickly deliver the service they need. ١. Assistance in resolving specific passenger problems, if any (Al-Zamil et al., ٢٠١٢: ١٣٤).

٢. Reliability: This refers to the ability of Iraqi Airways to provide reliable air services for passengers, adherence to schedules, and fulfillment of the organization's stated objectives with high-quality performance. It also includes the organization's capacity to deliver these services within the specified periods (Al-Janabi, ٢٠١٥: ٢٣٨).

٣. Trust and Security: Protection from theft and assault through the installation of surveillance cameras, the provision of security personnel, and the establishment of emergency response and inspection points to address incidents and take necessary measures to resolve them (Yahyaoui & Bou Hadid, ٢٠١٥: ٢٥٠).

٤. Empathy: This refers to service providers' politeness, good conduct, understanding of passengers' needs and desires, and treating them kindly (Mizyan, ٢٠١٠: ٤٥).

٥. Tangibility: Abukhalife & MatSom (٢٠١٢: ٣٨) added that tangible aspects are not limited to... The physical evidence available in hotel rooms demonstrates a commitment to quality standards; indeed, the current hotel services market demands the provision of upscale restaurants and lounges.

١٥.٠	٦	٥٠-٤١
١٠٠.٠	٤٠	the total
Percentage	repetition	academic achievement
١٢.٥	٥	Preparatory
١٧.٥	٧	diploma
٥٧.٥	٢٣	Bachelor's
١٢.٥	٥	Master's
١٠٠.٠	٤٠	the total
Percentage	repetition	Years of service
٥٠.٠	٢٠	١٠-١
٣٢.٥	١٣	٢٠-١١
١٢.٥	٥	٣٠-٢١
٥.٠	٢	years and over ٣١
١٠٠.٠	٤٠	the total
Percentage	repetition	Specialization
٢٠.٠	٨	accounting
٣٢.٥	١٣	Business Administration
٢.٥	١	Financial and banking sciences
١٢.٥	٥	General Administration
٣٢.٥	١٣	Other
١٠٠.٠	٤٠	the total

Table ١ shows that males constituted a larger percentage than females (٦٥%), while females constituted (٣٥%). This indicates that the percentage of males is higher than that of females in the Iraqi Tourism Authority's research population. Regarding educational qualifications, the largest percentage (٥٧.٥%) held a bachelor's degree. In terms of age, the largest group was ٢٠-٣٠ years old (٤٧.٥%). Those with a specialization in Business Administration or other fields comprised approximately ٣٢.٥%. Finally, those with ١-١٠ years of service constituted approximately ٥٠.٠%.

- Testing for Multicollinearity. Interference occurs when two independent variables (factors) are closely correlated, meaning they measure the same phenomenon. When interference occurs, one of the variables or factors must be removed to avoid problems in the analysis. Table ٢ shows the Variance Inflation Factors (VIF) for all the dimensions were less than (٥), indicating no multicollinearity issue among the variable's dimensions. Furthermore, the tolerance coefficient values for all dimensions exceeded (٠.١٠), further demonstrating the absence of multicollinearity problems. Based on these results, it can be concluded that there is no multicollinearity issue among the dimensions of the strategic agility variable. This suggests that the various factors included in the model are not increasingly correlated with each other, thus reinforcing the validity and reliability of the results obtained.

#### linearity of the dimensions of strategic agility-The multi(٢) Table

VIF	Tolerance	strategic agility
Less than	٠.١٠ Greater than	
٢.١٧٦	٠.٤٦	Strategic sensitivity
٤.٣٠٩	٠.٢٣٢	Core capabilities
٤.٨٠٩	٠.٢٠٨	Clear vision
٣.٠٢١	٠.٣٣١	shared responsibility

- Validity of the Study Measurement Instrument

١- Primary Face Validity and Content Validity of the Instrument (Questionnaire)

A scale or instrument refers to the extent to which it measures the variables for which it was designed. The questionnaire was presented to a group of four (٤) experts with diverse experience and specializations, as detailed in Appendix (١). Their opinions were sought regarding the clarity, coherence, and suitability of the questionnaire questions for measuring the required variables. Based on the experts' feedback, the researcher made modifications and rephrased some statements that the experts deemed needed rewording to be clearer.

### - Reliability

The concept of reliability refers to the ability of a scale or instrument to produce relatively similar results when reapplied to a similar group of individuals or conditions after a specific period. Cronbach's alpha coefficient is used to estimate this reliability, and its value should be greater than or equal to 0.70 to be considered acceptable. Table (٣) shows that all extracted Cronbach's alpha values exceed the established norm, indicating good reliability. Therefore, it can be concluded that the measures used in the study exhibit good reliability and can thus be reliably used for data collection and analysis.

Results of Cronbach's Alpha coefficient (٣Table(

Cronbach's alpha coefficient	scale
٠.٩٠٤	Strategic sensitivity
٠.٨٣٥	Core capabilities
٠.٨٤٥	Clear vision
٠.٨٥٨	shared responsibility
٠.٨٩٣	strategic agility
٠.٧٦٧	Reliability
٠.٧٩٠	Response
٠.٨٦٩	Trust and security
٠.٧٧٣	empathy
٠.٨٤٨	tangibility
٠.٧٨٨	Improving tourism services

Internal Consistency of the Scale (Split-Half Test) The researcher used the split-half test to ensure the reliability of the scale. Using this method, the Spearman-Brown coefficient for the questionnaire was found to be (٠.٨٦٠), while the split-half coefficient using the Guttman coefficient was (٠.٨٣٧). This indicates that the scale has good reliability and can be used at different times and under varying conditions, thus making it highly dependable for research purposes.

### (٤) Table Half Split Test

Cronbach's Alpha	Part ١	Value	٠.٩٤٨
		N of Items	٢٢ <sup>a</sup>
	Part ٢	Value	٠.٨٨٥
		N of Items	٢١ <sup>b</sup>
Total N of Items			٤٣
Correlation Between Forms			٠.٧٥٤
Spearman-Brown Coefficient	Equal Length		٠.٨٦٠
	Unequal Length		٠.٨٦٠
Guttman Split-Half Coefficient			٠.٨٣٧

- The second requirement: Describing and identifying the research variables. In this section, we aim to understand the research variables by studying each variable individually. This is achieved through data analysis and systematic presentation that helps interpret the relationships between the various dimensions and variables under study. By using measures of central tendency and dispersion, we can identify the most influential research variables that play a significant role in the phenomena we seek to study. Consequently, we can define the main dimensions of each variable and analyze their interaction with one another, thus guiding the research towards a deeper and more comprehensive understanding of the studied variables. The level of response to the opinions of the sample surveyed was assessed using a five-point Likert scale, based on the sample's answers to the questionnaire questions. The range of responses was calculated to determine the class length for each of the five weighting points, and the results are as follows:

range	= Class length
categories of Number	

The range is the difference between the smallest value and the largest value (largest value - smallest value). =  $\lambda - \rho$  Range =  $\xi$

$\rho, \lambda, \rho =$	$\xi$	= Class length
	$\rho$	

**Table (٥)** shows the results of measuring the range of the arithmetic mean of the respondents' answers.

Direction and Level of Response

Answer scale		weights		Weighted average	
I strongly disagree	Very weak	٣٦ %	٢٠ %	١,٨	١
I disagree	weak	٥٢ %	٣٦,٢ %	٢,٦	١,٨١
neutral	middle	٦٨ %	٥٢,٢ %	٣,٤	٢,٦١
I agree	good	٨٤ %	٦٨,٢ %	٤,٢	٣,٤١
I strongly agree	very good	١٠٠ %	٨٤,٢ %	٥	٤,٢١

#### ▪ The results of the study

participants' responses to the variables addressed in the questionnaire, based on an analysis of those responses related to the variables, are as follows:

#### ▪ Description and Diagnosis of Strategic Agility

This variable was measured through the four sub-dimensions of strategic agility. Therefore, the responses to the items in these sub-dimensions reflect the trends of the research sample and the extent to which they are diagnosed within the Iraqi Tourism Authority as the research population. Table (٦) illustrates this.:

**Table(٦):** Results of describing and diagnosing strategic agility

trend	Coefficient of variation	deviation	Middle	Paragraph content	T
I agree	٢٦,٤٨	١,٠٠٠	٣,٧٧٥	The Tourism Authority's management has a future .vision regarding what it seeks to achieve	١
I agree	٢٨,٤٠	٠,٩٨٧	٣,٤٧٥	Decisions within the tourism authority are made in .leaders collaboration with administrative	٢
I agree	٢٣,٦١	٠,٨٩١	٣,٧٧٥	Some powers are delegated to deans and heads of .academic departments	٣
I agree	٢٧,٢٥	٠,٩٦٠	٣,٥٢٥	The Authority's management adjusts its strategies to .align with environmental changes	٤
I agree	٢٢,٠٦	٠,٨٤٤	٣,٨٢٥	authority's management possesses the speed to The .detect changes occurring in competing tourism trends	٥
	١٩,٧١	٠,٧٢٤	٣,٦٧٥	Overall strategic sensitivity	
I agree	٢٩,٦٥	١,٠٣٨	٣,٥٠٠	The Authority's management has sufficient human .operations resources to facilitate	٦
I agree	٢٢,٤٦	٠,٨٥٣	٣,٨٠٠	The Authority's management relies on regular programs to train and develop employees to acquire the necessary .skills	٧
I agree	٢٥,٠٦	٠,٩٣٣	٣,٧٢٥	There is an incentive and rewards system in the tourism .authority	٨
I agree	٢٣,٨٦	٠,٨٨٣	٣,٧٠٠	The Tourism Authority provides an effective electronic .system for official work rules and procedures	٩
I agree	٢٣,٩٩	٠,٩١١	٣,٨٠٠	The IT infrastructure enables us to cope with the rapid .environment competition in the tourism business	١٠

	١٩.٢٥	٠.٧١٣	٣.٧٠٥	Total after the essential capabilities	
I agree	٢٥.٧٨	٠.٩٦٠	٣.٧٢٥	The Authority's management reveals opportunities and .challenges in a timely manner	١١
neutral	٣٢.٨٠	١.٠٩٩	٣.٣٥٠	implementing an The Authority's management is executive plan to meet the needs of employees and the .local community	١٢
I agree	٢٣.٦٠	٠.٩٠٣	٣.٨٢٥	The Authority's management involves all departments in .the strategic planning process	١٣
neutral	٣٢.٢٢	١.٠٧١	٣.٣٢٥	efforts help in anticipating future Strategic planning possibilities that will affect the performance of the .tourism authority	١٤
agree I	٢٨.٨٠	١.٠٥١	٣.٦٥٠	The Authority's management corrects its errors .periodically in light of the evaluation results	١٥
	٢٣.٣٠	٠.٨٣٣	٣.٥٧٥	Total after clarity of vision	
I agree	٢٤.٢٠	٠.٨٧١	٣.٦٠٠	Leaders are prohibited from delegating authority and .making decisions within the scope of work	١٦
I agree	٢١.٦٩	٠.٧٩٧	٣.٦٧٥	The organization's management has a leadership style .teamwork among employees that encourages	١٧
I agree	٢٦.٤٩	٠.٩٨٧	٣.٧٢٥	The authority's management has clear operating rules .for all its departments and divisions	١٨
I agree	٢١.٢٠	٠.٨٠٠	٣.٧٧٥	The authority's management provides a mechanism for is of interest to both service accessing information that .recipients and employees	١٩
agree I	٢٤.٩٤	٠.٩١٧	٣.٦٧٥	The Authority's management encourages the principle of shared responsibility, and that everyone is .responsible for the final results of the work	٢٠
	١٩.٨٣	٠.٧٣٢	٣.٦٩٠	Total after shared responsibility	
	١٧.٨٧	٠.٦٥٤	٣.٦٦١	Total for the variable	

We note from the results shown in Table (٦) that this variable was measured through four sub-dimensions, and the overall weighted arithmetic mean for strategic agility reached (٣.٦٦١), which is greater than the hypothetical mean of (٣), with a standard deviation of (٠.٦٥٤) and a coefficient of variation of (١٧.٨٧). Strategic agility in the Iraqi Tourism Authority came at a high level according to their response to the questionnaire items. To answer the four sub-dimensions, the following steps were taken:

١. The first dimension was measured using items (١-٥). The weighted arithmetic mean for the strategic sensitivity dimension was (٣.٦٧٥), which is greater than the hypothetical mean of (٣), with a standard deviation of (٠.٧٢٤). The coefficient of variation was (١٩.٧١).

٢. The second dimension was measured using items (٦-١٠). The weighted arithmetic mean for the core competencies dimension was (٣.٧٠٥), which is greater than the hypothetical mean of (٣), with a standard deviation of (٠.٧١٣). The coefficient of variation was (١٩.٢٥).

٣. The third dimension was measured using items (١١-١٥). The weighted arithmetic mean for the clarity of vision dimension was (٣.٥٧٥), which is greater than the hypothetical mean of (٣), with a standard deviation of (٠.٨٣٣). The coefficient of variation was (٢٣.٣٠).

٤. The dimension was measured Fourth, through items (١٦-٢٠), the weighted arithmetic mean for the shared responsibility dimension reached (٣.٦٩٠), which is greater than the hypothetical mean of (٣) with a standard deviation of (٠.٧٣٢). The coefficient of variation reached a value of (١٩.٨٣).

- Description and Diagnosis of Tourism Service Improvement We observe from the results shown in Table (٧) that this variable was measured through the five sub-dimensions. The overall weighted arithmetic mean for tourism service improvement reached (٣.٧٦٤), which is greater than the hypothetical mean of (٣) with a standard deviation of (٠.٥٣٧). This indicates that the improvement of tourism services in the Iraqi Tourism Authority was at a high level,

according to their responses to the questionnaire items. To answer the sub-dimensions, the following steps were taken:

١- The first dimension was measured using items (١-٥). The weighted arithmetic mean for the reliability dimension was (٣.٥٤٠), which is greater than the hypothetical mean of (٣), with a standard deviation of (٠.٨٧٧). The coefficient of variation was (٢٤.٧٨).

٢- The second dimension was measured using items (٦-٩). The weighted arithmetic mean for the responsiveness dimension was (٣.٥١٩), which is greater than the hypothetical mean of (٣), with a standard deviation of (٠.٩٣٨). The coefficient of variation was (٢٦.٦٥).

٣- The third dimension was measured using items (١٠-١٣). The weighted arithmetic mean for the trust and

security dimension was (٣.٧٤٤), which is greater than the hypothetical mean of (٣), with a standard deviation of (٠.٨١٩). The coefficient of variation was (٢١.٨٩).

٤. The fourth dimension was measured through items (١٤-١٨). The weighted arithmetic mean for the empathy dimension was (٣.٩٧٠), which is greater than the hypothetical mean of (٣) with a standard deviation of (٠.٤٢٩). The coefficient of variation was (١٠.٨٠).

٥. The fifth dimension was measured through items (١٩-٢٣). The weighted arithmetic mean for the concreteness dimension was (٤.٠٤٥), which is greater than the hypothetical mean of (٣) with a standard deviation of (٠.٤٠٩).

**Table (٧):** The coefficient of variation was (١٠.١١). Results of description and diagnosis of improvement of tourism services

trend	Coefficient of variation	deviation	Middle	Paragraph content	T
I agree	٢٥.٢٥	٠.٩٠٣	٣.٥٧٥	department is keen to complete the service The responsible .correctly the first time	١
I agree	٣١.٩٥	١.١٥٠	٣.٦٠٠	The management responsible for providing the service provides information and records about guests that can be .them referred to in order to find out anything about	٢
I agree	٢٨.١٣	١.٠٢٧	٣.٦٥٠	We believe that the guest's interest and service is the main objective of the administration responsible for tourism .services in the province	٣
I agree	٢٨.٧٢	١.٠١٢	٣.٥٢٥	for guests as The tourist services department provides parking .well as convenient working hours for them	٤
neutral	٣٤.١٧	١.١٤٥	٣.٣٥٠	The department responsible for providing services is committed to solving problems in order for the visitor to .receive excellent service	٥
	٢٤.٧٨	٠.٨٧٧	٣.٥٤٠	Total after dependability	
neutral	٣٤.٩٩	١.١٦٣	٣.٣٢٥	The department responsible for providing services takes care .of urgent guest requests and completes them on time	٦
I agree	٢٩.٨٩	١.٠٠١	٣.٣٥٠	There is a speed of response from the management .services when a guest requests a service responsible for	٧
I agree	٣٠.٠٤	١.١٢٧	٣.٧٥٠	The presence of many services such as (hotels, restaurants, tourist companies) in the governorate covers the needs of the .guest	٨
I agree	٢٩.٤٦	١.٠٧٥	٣.٦٥٠	support from the management of these The employees receive .organizations in obtaining services	٩
	٢٦.٦٥	٠.٩٣٨	٣.٥١٩	Total after response	
I agree	٢٧.٩٩	٠.٩٨٧	٣.٥٢٥	The management of tourist organizations is characterized by statements the accuracy of its financial transactions and .provided to the guest	١٠
I agree	٢٧.٠١	٠.٩٧٩	٣.٦٢٥	The employees in the tourism organizations that you deal .with are characterized by personal integrity	١١

I agree	١٧.٥٢	٠.٧٢٣	٤.١٢٥	The employees in tourism organizations are highly skilled .and efficient in providing the services we need	١٢
I agree	٢٧.٥١	١.٠١٨	٣.٧٠٠	The tourism organizations in the governorates have a high level of security in their dealings with us.	١٣
	٢١.٨٩	٠.٨١٩	٣.٧٤٤	Overall, after trust and security	
I agree	٢٧.٨٢	١.٠٢٣	٣.٦٧٥	There is a good relationship between guests and staff of .tourism organizations in the province	١١٤
I agree	٢٣.٦٠	٠.٩٠٣	٣.٨٢٥	Employees in tourism organizations are known for their high .level of kindness and respect	١٥
I agree	١٨.٣٦	٠.٧٥٧	٤.١٢٥	Employees in tourism organizations have access to information about guests upon their arrival or even via .mobile phone	١٦
I agree	١٩.٣١	٠.٧٦٨	٣.٩٧٥	Tourist organizations have all the modern equipment and .technologies to provide good service	١٧
I completely agree	١٧.٤٧	٠.٧٤٢	٤.٢٥٠	Tourism organizations' management works to strengthen relationships with guests.	١٨
	١٠.٨٠	٠.٤٢٩	٣.٩٧٠	Total emotional	
I agree	١٥.٧٧	٠.٦٣٩	٤.٠٥٠	Employees in tourism organizations are characterized by elegance and a presentable appearance.	١٩
I agree	١٦.٣٩	٠.٦٦٠	٤.٠٢٥	Employees in tourism organizations strive to provide .for visitors amenities	٢٠
I agree	١٧.٩١	٠.٧٣٠	٤.٠٧٥	furnishings in tourist organizations have a The furniture and .decent and attractive appearance	٢١
I agree	١٦.٣٨	٠.٦٧٢	٤.١٠٠	Tourist organizations provide equipment and supplies at a level that surpasses organizations in other countries.	٢٢
I agree	١٨.٤٥	٠.٧٣٣	٣.٩٧٥	management of tourism organizations provides facilities The .for its employees in order to provide services to guests	٢٣
	١٠.١١	٠.٤٠٩	٤.٠٤٥	Total after tangible	
	١٤.٢٨	٠.٥٣٧	٣.٧٦٤	Total for the variable	

#### ▪ hypothesis Testing the correlation

The first main hypothesis: There is a significant correlation between strategic agility and its dimensions and the . the Iraqi Tourism Authority improvement of tourism services in

With the .strategic agility which is (independent variable To determine the correlation between the research variables (the dependent variable, which is ( improving tourism services ), Pearson's correlation coefficient was used, and the results were as follows:

**Table (٨) :** Improving tourism services Results of correlation relationships strategic agilitybetwee.

With strategic agility	shared responsibility	Clear vision	Core capabilities	Strategic sensitivity		Independent
٠.٧٧٠ **	٠.٧٢٤ **	٠.٦٢٣ **	٠.٦٤٣ **	٠.٧٠١ **	Link	Follower
٠.٠٠٠	٠.٠٠٠	٠.٠٠٠	٠.٠٠٠	٠.٠٠٠	Significance	Improving tourism services

(٠.٠٥)Significant at (\*) (٠.٠١)Significant at (\*\*) ;

the improvement of tourism strategic agility that there is a correlation between (٨)We note from the results in Table \*\*٠.٧٧٠)The correlation coefficient .services) was indicating a positive ,(٠.٠٥ ;٠.٠١)at a significance level lower than

ng the tendency of the relationship. This positive value points to a direct relationship between the two variables, confirmi dimensions showed a positive correlation with improved -dimension level, all sub-relationship to increase. At the sub tourism services, ranging from moderate to good, indicating a direct relationship between the two variables. The , \*\*, .٦٤٣ , \*\*, .٧٠١ ) relation values between the dimensions of strategic agility and improved tourism services were cor hypotheses are accepted as proven, as shown in Table -Therefore, the first main hypothesis and the sub .( \*\*, .٧٢٤ , \*\*, .٦٢٣ . (٩)

**Table (٩) :** vicesser between the dimensions of strategic agility and the hypotheses of the correlation-Testing the sub improvement of tourism

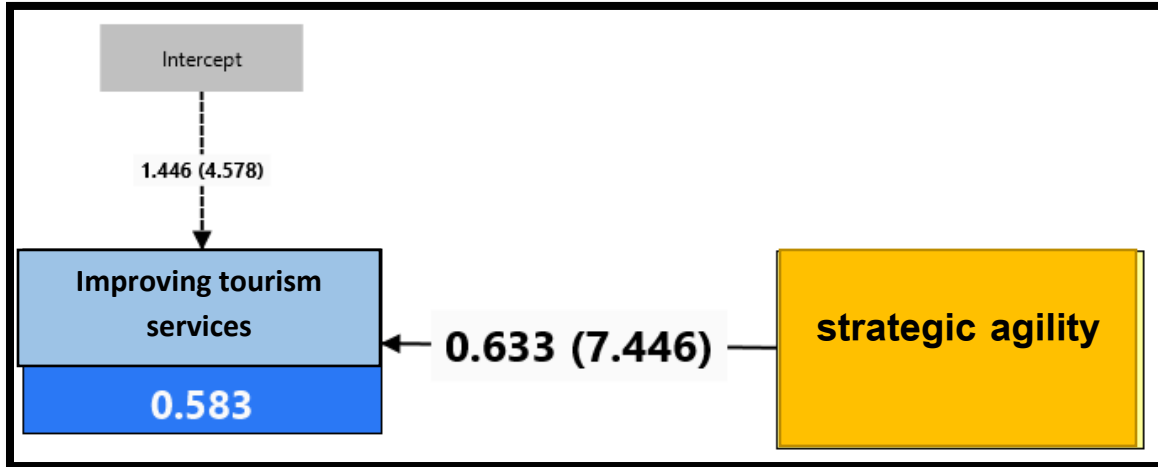
Decision/Interpretation	Hypothesis name	Hypothesis symbol
Accepting alternative hypotheses / i.e., the existence of a statistically significant relationship between the dimensions of strategic agility and the improvement of tourism services	strategic sensitivity There is a statistically significant correlation between the .dimension and the improvement of tourism services	H١١
	There is a statistically significant correlation between the core capabilities .dimension and the improvement of tourism services	H١٢
	There is a statistically significant correlation between the clarity of vision and .services the improvement of tourism	H١٣
	There is a statistically significant correlation between the shared responsibility .dimension and the improvement of tourism services	H١٤

This hypothesis was tested in the research related to measuring the effect of the independent variable and its dimensions on hypotheses -and sub hypothesis the dependent variable using a multiple linear regression model. For this purpose, a main ated to analyze the relationship of influence between the independent variable and the dependent variable, as were formul follows:

▪ **The fourth main hypothesis**

.There is a statistically significant effect between strategic agility and improving tourism services

strategic agility in improving tourism illustrate the results of the impact analysis between (٧)and Figure (١١)Table The extracted value of . services( F )and the result indicates the existence of an impact between strategic ,( ٠٠.٤٤٨was ( mproving tourism services. In light of this result, we reject the null hypothesis and accept the alternative agility in i is hypothesis, i.e., ( there is a statistically significant impact between strategic agility in improving tourism services ). It e extracted value ofalso noted from th( t ) that the effect of the ,(٧.٤٤٦)which is ,parameter  $\beta$ )is a real effect, as increasing strategic agility The . (%٦٣)the effect by one unit will lead to an increase in the improvement of tourism services by . of the changes that occur in improving tourism services (%٠٨)explain variable was able to.



Figur (٢) : Analysis of the impact of strategic agility on improving tourism service.

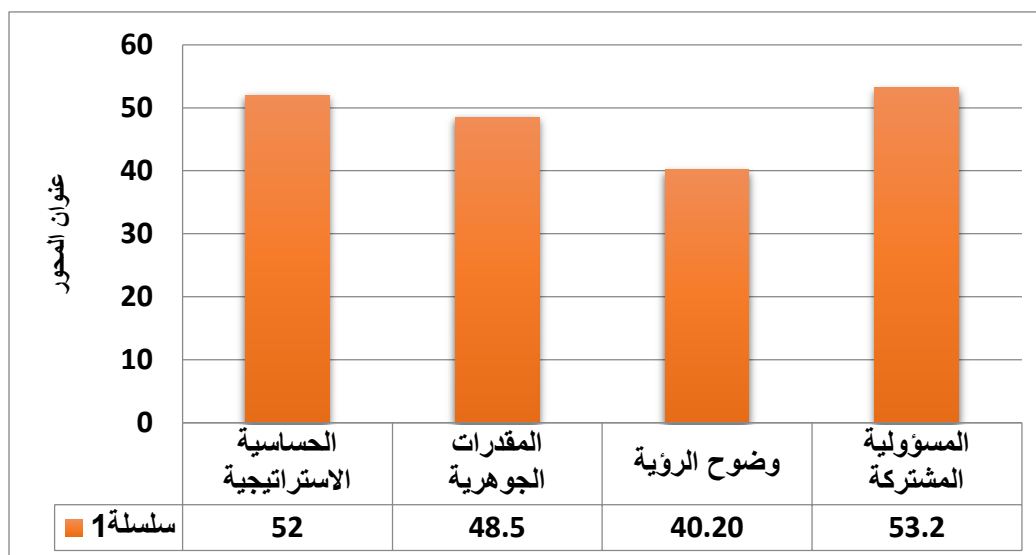
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dimensional level, individually, using (simple linear regression), the results showed the following At the -١ as < shows the results of the impact analysis between the dimensions of strategic agility in improving tourism services (١١) the extracted value of ( F ) achieved values of respectively, which indicates the (٤١.٩٤٣ , ٢٤.١٦١ , ٢٦.٧٩٧ , ٣٦.٧٠٠) .existence of a statistically significant impact between ( the dimensions of strategic agility in improving tourism services ) .(١٠)ative hypotheses as shown in Table In light of this result, we accept the altern

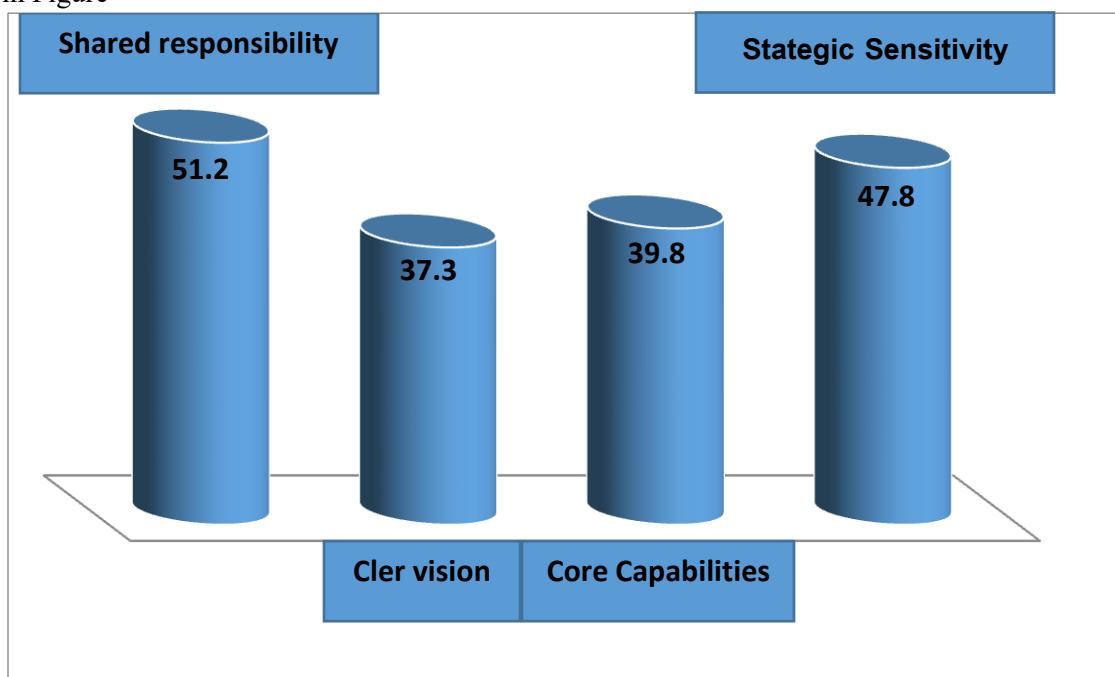
Table (١٠) :hypotheses of the impact between the dimensions of strategic agility and the improvement of -Testing the sub tourism services

Decision/Interpretation	Hypothesis name	Hypothesis symbol
Accepting alternative hypotheses / i.e., the existence of a statistically significant effect between Strategic dimensions vingagility in impro tourism services	statistically significant effect between the strategic There is a .sensitivity dimension and the improvement of tourism services	H٢١
	There is a statistically significant impact between the .dimension of core capabilities in improving tourism services	H٢٢
	There is a statistically significant effect between the degree of .tourism services visibility and the improvement of	H٢٣
	There is a statistically significant impact between the shared responsibility dimension and the improvement of tourism .services	H٢٤

The results showed that the extracted ( t)respectively. The results indicate (٦.٤٧٦ , ٤.٩١٥ , ٥.١٧٧ , ٦.٠٥٨)values achieved that the effect of the( β )values of the dimensions in general is a real effect, as increasing the effect by one unit will lead to respectively. The results indicated that the (%٥٣ , %٤٠ , %٤٨ , %٥٢)services by an increase in the improvement of tourism clarity while the lowest effect was at the (%٥٣)which reached < shared responsibility dimension highest effect was at the .(٢) as shown in Figure (%٤٠)which reached < of vision dimension



Figure(٣) (β) values of for the dimensions of strategic agility in improving tourism services respectively of the changes that occur in improving (٥٢%, ٣٧%, ٣٩%, ٤٧%) The dimensions were generally able to explain the shared responsibility dimension tourism services . The results showed that the highest explanatory power was with clarity of vision dimension while the lowest explanatory power was with the (٥١%) which reached (٣) as shown in Figure .(٣)



Figure(٤) shows the  $R^2$  values for the dimensions of strategic agility in improving tourism services (Adj) Table(١١) Impact Analysis of Strategic Agility Dimensions in Improving Tourism Services

Sig	(t)	(F)	Adj (R <sup>2</sup> )	(R <sup>2</sup> )	Dimensions of the strategic agility variable			Dependent variable
٠.٠٠٠	٦.٠٥٨	٣٦,٧٠٠	٠.٤٧٨	٠.٤٩١	١.٨٥٢	(α)	Strategic sensitivity	Improving tourism services
					٠.٥٢٠	(β)		
٠.٠٠٠	٥.١٧٧	٢٦,٧٩٧	٠.٣٩٨	٠.٤١٤	١.٩٦٨	(α)	Core capabilities	
					٠.٤٨٥	(β)		
٠.٠٠٠	٤.٩١٥	٢٤,١٦١	٠.٣٧٣	٠.٣٨٩	٢.٣٢٥	(α)	Clear vision	
					٠.٤٠٢	(β)		

0.000	6.476	41.943	0.012	0.020	1.800	( $\alpha$ )	shared responsibility
					0.032	( $\beta$ )	
0.000	7.446	50.448	0.083	0.093	1.446	( $\alpha$ )	strategic agility
					0.733	( $\beta$ )	

Tabulated value /  $t_{(0.05)} = (of t / t_{(0.05)} = (N = 40))$  value of f)

At the level of all dimensions combined, using (multiple linear regression), the results showed the following - strategic agility There is no statistically significant effect between the dimensions of .services combined in improving tourism

and Figure ( ) shows together on strategic agility results of the impact analysis between the dimensions of improving tourism services . The extracted F -value was (16.064) indicate strategic agility a significant impact between The . together on improving tourism services Adj R<sup>2</sup> together strategic agility value shows that the dimensions of explain of the changes in improving tourism services . The extracted (70%) of the is outside the range ( 0.010 , 0.704) value of - Tabulated t - value of (1.94±) indicate ) the effect of agility  $\beta$  The .(to dimensions (strategic sensitivity, shared responsibility) have a real impact, as increasing the impact by one unit leads to an improvement in tourism services of showed that it has no (ilities clarity of vision, core capab ) respectively. However, the impact of the dimension (32% , 29%) .significant effect on improving tourism services

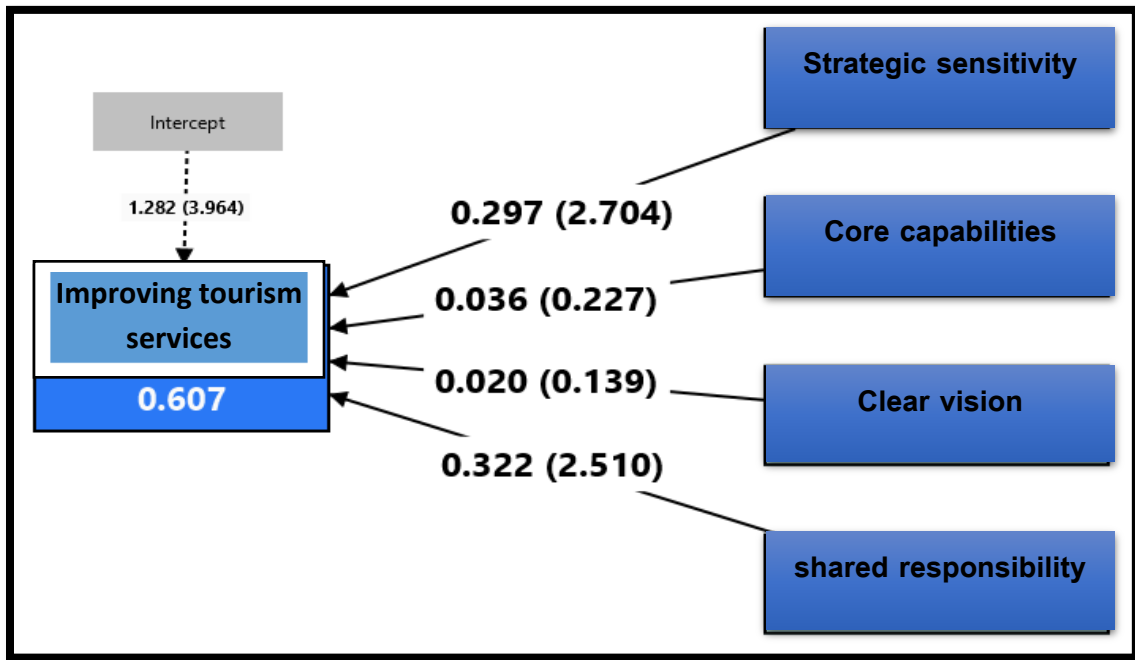


Figure ( ): dimensions on improving tourism services The combined effect of strategic agility Smart PLS program outputs

Table 12 Impact Analysis of Strategic Agility Dimensions Together in Improving Tourism Services

Sig.	(F)	(R <sup>2</sup> ) Adj	(R <sup>2</sup> )	(R <sup>2</sup> ) Multiple	Sig.	(t)	( $\beta$ )	( $\alpha$ )	Dimensions of Strategic Agility
		0.607	0.647	0.800	0.011	2.704	0.297		Strategic sensitivity
					0.822	0.227	0.036		Core capabilities

					٠.٨٩٠	٠.١٣٩	٠.٠٢٠		Clear vision
					٠.٠١٧	٢.٥١٠	٠.٣٢٢		shared responsibility
٢.٤٠	(F) Tabular								
٢.٠٢١	(t) tabular								
√Number of acceptable dimensions (the effector) =									
√influential) dimensions = -Number of unacceptable (non									

#### Conclusions:

١) The study showed a strong, significant correlation between strategic agility and improved tourism services in the Iraqi Tourism Authority.

٢) The Iraqi Tourism Authority was characterized by a high level of strategic agility, as the results showed that the members of the research sample generally agreed on the importance of the four dimensions of strategic agility capabilities, clarity of vision, strategic sensitivity, core ca) in improving tourism services (and shared responsibility.

٣) The results also showed a significant impact relationship between the dimensions of strategic agility and the improvement of tourism services.

٤) tegic agility had a positive stra All dimensions of impact on improving tourism services, meaning that focusing on thesedimensions can helps theIraqi Tourism Authority improve the quality of its tourism services.

٥) Each dimension had a positive impact on service aning that focusing on these dimensions improvement, me helps improve service quality.

٦) The Iraqi Tourism Authority was characterized by a high level of strategic agility, as the participants agreed on the importance of the four dimensions of strategic sensitivity, core capabilities, clarity of agility (strategic vision, and shared responsibility) in improving tourism services.

#### Recommendations:

١) Based on the study results, the researcher concluded that the Iraqi Tourism Authority focuses on enhancing of strategic agility (strategic the four dimensions sensitivity, core capabilities, clarity of vision, and shared In order to improve tourism services .(responsibility.

٢) The researcher also concluded that the Iraqi Tourism Authority should develop a clear strategic plan that defines its goals, vision and values, and sets strategies to achieve these goals.

٣) The researcher recommends that the Iraqi Tourism Authority's management communicate effectively with its employees to ensure their understanding of the vision, and encourage them to Authority's goals and making process-participate in the decision.

٤) The researcher recommends that the Iraqi Tourism Authority measure and analyze the performance of tourism services periodically, and make the necessary

s to improve the quality of adjustments to its strategic services.

٥) The researcher recommends conducting further studies on other factors that affect the improvement of tourism services in Iraq.

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