



# THE EFFECT OF STRATEGIC PHYSIOGNOMY IN ACHIEVING ORGANIZATIONAL INGENUITY, AN EXPLORATORY STUDY OF THE OPINIONS OF A SAMPLE OF WORKERS IN THE TOURISM AUTHORITY)

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Article history:	Abstract:
<b>Received:</b> April 26 <sup>th</sup> 2022 <b>Accepted:</b> May 26 <sup>th</sup> 2022 <b>Published:</b> June 28 <sup>th</sup> 2022	The current study aims to clarify the role strategic physiognomy(SA) plays in achieving organizational ingenuity (OI) , resulting intellectual cases as a result of interaction of strategic innate variables represented by its dimensions (inspiration, empowerment, deep understanding(DU), (OA) represented by dimensions (after exploiting opportunities, after exploring opportunities) , that Because of their impact on the ideas , style of the managers by directing them in managing , organization, and the study was applied to , directors, heads of departments , people's officials in the Iraqi Tourism Authority(ITA), who numbered (35), data was collected by means of a questionnaire. Arithmetic, standard deviation, relative importance, multiple regression, across a set of statistical programs represented in (Amos, spss) , one of most prominent conclusions that have been reached is existence of a correlation , impact relationship between strategic intuition and organizational ingenuity(OI).

**Keywords:** strategic physiognomy, organizational Ambidexterity.

## 1-Research Methodology

This study falls within the framework methodology , path that guided by convictions of the intellectual , philosophical researcher is basic building block and roadmap for other researchers, so study methodology included the following vocabulary:

**1-1: Study Problem:** Started From need to understand , realize concepts of (SP) , (OA) in (ITA), as well as limited adoption of dimensions of the study, so it aims to focus level of study variables in Tourism Authority, main problem lies through a number of questions as follows:

- Does Tourism Authority have (SP)? What is the level of availability , adoption.
- What is the level of **(OI)** in the (ITA).
- Is there a correlation between two variables, (SP) and **(OI)**?
- Does(SP) have an impact on (OI)?

### 1-2: Importance of studying

- A scientific contribution to determine level of influence of (SP) on (OI).
- Reducing gap between theoretical side , practical reality experienced by tourism organizations today.
- Establishing interactions between management of tourism organizations , their subordinates to achieve a high level of performance.

### 1-3:Objectives of study

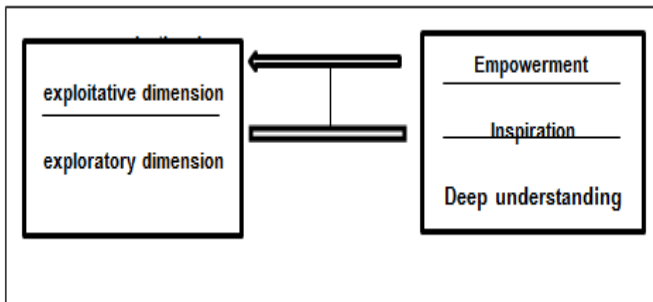
Research aims to assess

- Attempting to direct the attention of employees of the Tourism Authority to issue of **(OI)** , impact of **(SP)** on achieving it.
- Giving priority attention to study variables, as well as determining level of their availability.
- Presentation , analysis of indicators of **(OI)** on one hand, extent of impact of (SP) on other.
- Explain importance of (SP) **(OI)** in undermining negative trends , behaviors in Tourism Authority.

### 1-4: hypothesis of study

Fig, (1) shows hypothetical scheme through which processes of correlation , influence between study variables are shown.

- **Independent:** It is variable affects dependent, which is (SP) consisting of three dimensions (inspiration, empowerment,( DU).
- **Dependent:** It variable whose value is affected in event of changing values of independent, which is represented in study by **(OI)** consisting of two main dimensions (exploitative dimension, exploratory dimension)



**FIG. (1) THE HYPOTHESIS OF RESEARCH**

**2- Literature Review**

**2-1: Related works (SP)**

The term physiognomy is one of modern terms associated with it kinds Certain unique abilities, concerned with evaluating individual, his strength, morals and attributes, which are terms that a strategic leader needs to face challenges , situations of uncertainty , how to deal with problems. **Therefore**, this topic will be devoted to identifying (SP) **SO**, concept, importance, objectives.

**2-2: CONCEPT OF (SP)**

The emergence of physiognomy was associated with beginning of human life , began to develop through ages, as idea of linking features of a person's face with his personality appeared in civilizations thousands of years ago, there were several references in Holy Qur'an showing that the external shape of body reveals inside of the human being, as God Almighty says: "In that there are signs for the believers. (Al-Hijr, 75) as our Prophet Muhammad (may God bless him and grant him peace) drew its features when he said: "Beware of insinuation of believer."

Technically speaking, strategic physiognomy has been defined as "the higher management's awareness of relative data from which true mental image is generated, a deep understanding of characteristics , orientations of individuals in a way that contributes to achieving strategic direction, generating benefits and the appropriate organizational environment to stimulate creative work by empowering and inspiring individuals , helping them to perform tasks , increase Motivation to work , perform better (Trichas, 2011:6). While (Zaidan, 2012: 17) indicated that it is "the characteristics of natural leadership that are distinguished by people over others, as it is born in the leader without learning or lessons, thus they are distinguished from others who spend their lives and lives in learning it, but do not master it, as it follows intelligence or is a result that helps to Achieving organization's goals and making strategic decisions.

In what he saw (Kamel, 2019: 114) as "a set of attributes that the leadership in the organization possesses, experiences and knowledge to anticipate opportunities, in addition to intelligence and deep understanding to draw the correct picture of the

organization's future and maintain its organizational health." He also defined it (Kashkol, 2020: 49) as "the ability of the senior management to enable it to read the face and mind and analyze the personality of people, that is, to enable them to put the right person in the right place by empowering , motivating them to achieve the goals of , organization." It is "the leadership's ability to analyze , personality or situation and judge , qualities through insight , understanding of environment after leadership enjoys several qualities such as intelligence, insight , vigilance, which creates a mental image of , leader, analyzes this image, makes strategic decisions , achieves a competitive advantage for , organization."

We conclude from the foregoing that there is a difference between the views of writers , researchers in their interpretation of concept of (SP), some of whom see it as capabilities, qualities, methods, operations, tools, meditation. Based on foregoing, we see (SP) is (a set of practices that define characteristics , personality of individuals , reading everything that goes on in their minds and minds by , senior leadership that helps them make right decisions , achieve , organization's current and future goals).

**2-3: Importance of (SP)**

You've got strategic intuition importantly It is widely recognized by writers , researchers as helps organizations achieve a competitive advantage , respond quickly to rapid environmental changes, **SO**, it was necessary for us to recognize its importance as indicated by (Ahmed, 2016: 46), (Amal, 2019" 47), (Conway, 2019: 679), (Pastel, 2020: 56) in each of following:

**3-4:Objectives (SP)**

- Is one of important strategies to enhance personality of individual as well as its It enables working individuals who enjoy physiognomy to read feelings of others and deal with disagreements successfully.
- It enhances the ability of senior leadership to complete administrative tasks and improve strategic vision of organizations, especially tourism ones.
- The senior leadership helps achieve outstanding performance to ensure long-term survival and prosperity of organization, Individuals who possess (SP) have competence, credibility, ability to inspire, vision, and possess intelligence skills of all kinds.
- Strategic physiognomy stimulates a sense of participation , team work.
- It clearly contributes to achieving mission of organizations , works on coordination and interdependence between strategies at various levels to achieve strategic goals.
- It is characterized by its ability to solve complex problems faced by organizations, especially in field of manufacturing and choosing the appropriate decision.
- It works to promote cultural values among individuals through which organizations, especially tourism ones, can develop modern strategic directives.



- organizations are able to optimally invest human resources available, Based, we see that highlights its importance through enjoyment of organizational leaders, while making them have ability to read individuals' personalities, capabilities through their feelings, as well as it increases individuals' realism to discover new ways of working and solving problems.

contribution to organization's achievement of its strategic objectives, achieving organizational sustainability through of inspiration, deep understanding and mental empowerment, so we will review its most important objectives as mentioned by each of (rosen, 2013:140), (Assistance, 2013: 61), (Al Janabi, 2017: 139), (Conway, 2019:678).

- It works on restructuring the spiritual and mental capabilities that contribute to the formation of the strategic personality.
- It is based on the integration of skills, especially individual skills of strategic leader, which are represented in (strategic thinking, strategic intent) that work together depending on one another.
- It estimates strategic agility to quickly respond to any turbulent dynamic situation.
- Forecasting by defining the competency features of future leaders and how to prepare them for future environment, especially that their efficiency is different from current leaders in terms of ability, role, responsibility.
- Forming good relationships with others through forming and maintaining oneself through indirect communication with them through facial features.
- Add a creative edge to all proposed strategies by eliminating uncertainty.
- Monitoring the strategic path of organizations, especially the pioneering ones, whether they are goals, philosophy or strategic action.
- Keep organizations, especially tourism, always at the forefront and pioneering in their field of work.
- It increases the sales of the organization as well as increasing its profitability,

#### **4- (SP)**

The opinions of researchers, writers differed in defining dimensions of (SP) (Alsaqal, et.al, 2021:21) represented in (**DU**)inspiration, mental empowerment), while other researchers identified that there are dimensions of strategic indiscipline among them (Al-Saraji, 2021: 52) represented in (mental empowerment, deep understanding, inspiration). Environmental response speed) while (Azaibel, 2021: 54) saw that it consists of four dimensions (inspiration, strategic thinking, empowerment, strategic intuition), dimensions (mental empowerment, deep understanding, inspiration) will be addressed because they were more in agreement Between researchers and writers, in addition to being more in line with the requirements, objectives of study, we will present it as follows:

- **Mental Empowerment:** Many writers have indicated that empowerment seeks to achieve organizational excellence for leaders, generate creative ideas to solve problems, motivate workers to carry out their tasks, give them powers, especially in the field of strategic decision-making (Perkins, 2010:201) He also referred to it (Muhammadiyah, 2016: 18-19) that it is "a state of mind that takes different forms and needs time to be applied and focuses on horizontal relationships and is linked to mutual trust between managers and working individuals." (Al-Hamidi, 2016: 237). referred to it as "the participation of working individuals in decision-making, that is, it directly affects the opinions and direction of the organization."

Based on foregoing, we see that mental empowerment (one of factors for success of organizations, increases, confidence of leadership at organizational level ensures achievement of happiness for individuals through their participation in decision-making and decision-making).

- (**DU**) (understanding components):Deep strategic understanding has contributed to providing the necessary information to decision makers, especially after organizations realized that it plays a very important role in obtaining competitive advantages, struggle for survival. Therefore, we see organizations today focusing on deep strategic understanding as a type of intelligence that is easy to meet their needs, has trained many From its leaders on how to formulate strategies, plans, especially with service organizations, which earned them quick wit, high acumen and intelligence with availability of knowledge to reach high levels of performance. (Dabbas&Mohammed,2018:100)

- **Inspiration:** Many researchers, writers have made it clear that inspiration is hidden thoughts, hadiths from God Almighty, and that it is a science that benefits certainty or the predominance of conjecture, not just doubts, illusions (Al-Najjar, 2019: 788). An important factor in the success of, organization, as it is one of the most important motivational cases, which helps individuals direct their ideas in the right direction, as indicated byspinou, 2020:69-70). It is worth noting that inspiration is one of the most important factors that help activate the creative process of individuals. (Hussain, 2018:47) The need for it has become urgent in organizations today, especially since instability prevails in the external environment, whether it is social, political, and economic, because inspiration has a direct impact on building common goals for organizations, as well as giving individuals self-confidence and self-realization at work (Buheji ,etal,2014:17),

Based on foregoing, we see that inspiration (a motivating process for individuals that helps increase their motivation at work and accomplish it creatively, innovatively by motivating them to invest new ideas towards performing distinguished work through their



sense of belonging organization and achieving themselves in it).

### **5-(OA)**

#### **5-1: Related works**

All departments of organizations today are trying to use organizational Ambidexterity as it is one of elements that plays a role in the era of progress , development for survival and growth.

#### **5-2: concept of (OA)**

The issue of **(OI)** gained the interests of researchers and writers in the first decade of twenty-first century, was known by both (Reilly & Tushman, 2018: 1) that "one of the most difficult administrative challenges is the ability of executives to explore new opportunities and work to invest them. In practice, it is the ingenious organization that achieves great success by exploiting the present and foreseeing the future as well as its ability to explore and invent new processes , structures, while (Taassing, 2013:2-3) saw that a skillful organization is "that which has the ability to early discover and invest opportunities before competitors, especially those related to advanced technology, market discovery, setting a precedent over competitors, and gradually improving the organization's business with flexibility in all operations." He pointed out ( Owais, 2915: 247) as " organization's ability to exploit current activities in existing fields and explore new activities in new areas of the organization in a way that creates a relative balance between investment performance and exploratory performance and reconciles the organization's resources, market and competition conditions. "While (Papadis, etal, 2015:113) saw it as "the ability of the organization to invest its ability at same time explore opportunities."

Based on the foregoing, we see that organizational Ambidexterity is represented in (the organization's ability to explore opportunities and invest capabilities in a scientific and coordinated manner to achieve organization's long-term growth).

#### **5 -3:IMPORTANCE of (OA)**

IS very important at level of organizations for role plays in keeping pace with changes within organizational environment, SO ,we will try to demonstrate this importance through opinions of both (Du,2018:58), (Jansen,2009:48), (Abbas, 2016:3) each of the following:

- It promotes new knowledge in order to bring about change organizations, especially tourism ones.
- Optimal use of current future (natural, human and financial) resources.
- The ingenuity of exploitation enables the organization to adapt and survive in dynamic environments.
- Contribute to reducing production costs.
- Helps emergence of new cadres of human resources.

- It works to provide an important environment for developing the creative skills of employees at levels of organization.

- It enables managers to handle huge amounts of information, make plans and make decisions.

- We conclude from foregoing that **(OI)** works to continuously improve the quality of tourism services and increase competitiveness of organizations, as well as its importance in creating a suitable environment for development of creative skills.

#### **5-4: Goals (OI)**

Are important topics to learn about its role in organizations general , tourism in particular, as mentioned by (Owais, 2015: 244), (Mizhar, 2917: 42), (Ali, Sharfani, 2017: 15) in All of the following:

- Contribute to finding radical and decisive solutions by seizing opportunities

- ingenuity, as they deal with crises and challenges imposed by the external environment.

- Organizations are encouraged to use growth and expansion strategies to increase the size and expansion of organizations in order to ensure survival and continuity.

- It works to encourage the use of modern technology for expansion and control of markets, especially tourism ones.

- Based on the foregoing, we see that one of the most important goals of organizational ingenuity is to raise the efficiency of the tourism strategic performance by creating a balanced work environment and achieving efficiency and effectiveness by investing the opportunities available in the external environment for the purpose of satisfying the needs and desires of workers and meeting and achieving community goals.

#### **5-5: Characteristics (OA)**

needs certain characteristics organizations must possess in order able to survive, compete and face challenges that are imposed by environment on them (Bodwell&Chermack, 2010:193) (Cegarra & Dewhurst, 2007:21) The first referred to strengthening role of human resources through **(OI)**through the initiative of individuals , exploitation of opportunities go beyond their current jobs . tasks and the ability of workers to harmonize , adapt to ensure individual cohesion within organization as well as motivate individuals to give the best results supported by some compensation, while second identified Characteristics of organizational ingenuity that organizations must possess, especially feature of grabbing, which is the ability of organization, especially tourism, to meet the aspirations of current , future visitors by adopting high-quality services and products by seizing opportunities through strategies carried out by senior management in organizations as well as the property of awareness that is represented in The organization's ability to achieve a balance between centralization and decentralization and its ability to identify opportunities and threats generated by external



environment, as well as the reconfiguration characteristic. This characteristic is to realign assets with structures and shape them according to developments. Environmental, this in itself is a strategic advantage for organizations, especially tourism ones.

We conclude from foregoing that tourism resources in tourism organizations must exploit opportunities in a way that achieves excellence and achieve organizational creativity that all tourism organizations aspire to achieve, to look at organization's administrative structure constantly and reshape it line with environmental developments to create strategic compatibility, whether at the level of internal or external environment.

### **6-Dimensions of (OA)**

Each of organizations has two main activities represented in exploitation, exploration, which expresses ability of organization, especially tourist one, to meet the needs of workers and customers, which was represented by many processes of analysis, change in two dimensions: exploitative dimension (exploitation of opportunities) the exploratory dimension (exploration of opportunities). We will clarify A summary of each of them, as mentioned (Abu Tabah, 2010: 13-28), (Bodwell, 2012:47) which is represented in all of the following:

- Exploitative (Exploitation of Opportunities): It represented by learning acquired in organizations through research, development renewal processes by reusing organization knowledge gained from research processes in future procedures such as reducing variance, certainty, control and efficiency (Abu Deeb, 2020: 23).

- It is worth noting (Abu Tayeh, 2010: 22) mentioned that exploitation goes through several steps represented in all of following:

**a. Determining** the obstacles that hinder the process of exploiting the opportunities and then identifying the opportunities and how to exploit them according to their importance and ease.

**B. STRATEGY** exploit opportunities by following the growth strategy.

**C.** Determining the goals of exploiting opportunities, within conditions including their measurability, time consideration, and realism.

**D. DEVELOPING** tactics and strategies to exploit opportunities an orderly and specific time, with plans in advance to implement them.

**E. Exploratory** dimension (Exploring Opportunities): consists in experimenting with new alternatives and learning gained through the search for opportunities . planned experimentation. Which leads to creativity and development, to achieve high flexibility in adapting to environmental changes. **Therefore**, , tourism authority, if it has organizational ingenuity, must seek to harmonize between ingenuity of exploitation . exploration through , strategic goal, as well as achieving organizational

learning, attracting competencies, encouraging innovation among workers, searching for new opportunities. (Al-Zoubi, 2019: 38).

### **6-1: Related works**

The research hypotheses were put forward in form of questions, and sample was selected from administrative leaders in Tourism Authority as part of research community to verify validity of assumptions or not, tools ,methods used to collect and analyze data on the reality of Tourism Authority, as shown in following paragraphs:

- ❖ **The location of the search:** Baghdad Tourism Authority was chosen to conduct search and test variables with vertebrae metrics approved.

- ❖ **Population and Research Sample:** research community represented the directors of departments and divisions in Tourism Authority, and (35) questionnaires were distributed to selected sample of the administrative leaders in Authority, after being indicated by them, they were fully retrieved and unloaded in a manner that serves the research project.

- ❖ **Tools used:** following tools and methods were adopted for analysis purposes:

- The questionnaire: a set of interrelated questions was identified in a way that achieves the goal that research seeks within framework of chosen problem, for purpose of obtaining data, information to obtain digital results in which research variables are measured. pentagonal runway was adopted for, as indicated in the appendix.

**Resolution description:** It was considered main source for measuring and analyzing questions, hypotheses and testing them in the direction of detailing (SA) in Tourism Authority and the extent of its containment and potentials to achieve organizational Ambidexterity in it, according to research variables on the theoretical side. Questionnaire was divided into:

- **The first section:** contains independent variable (strategic physiognomy) that includes (3) dimensions, each dimension includes 4 paragraphs.

- **The third section:** included the dependent variable (organizational Ambidexterity), which includes (two dimensions) for each (4) paragraphs. Sum of paragraphs (20) paragraphs.

- **Methods** of data description and analysis: Various statistical methods, means are used to obtain results during the conduct of research, through which hypotheses are tested for purpose of understanding problems and answering questions raised in research through an application SPSSv24 and Amosv24: (Barakat, 2013).

### **7- Methodology**

#### **7-1: Test Of Stability And Sincerity Of Internal Consistency**

- **Resolution stability** It is that tools, measures achieve positive results, that gives same results if it is re-applied several times in a row.

**Cornbrash's alpha coefficient Cornbach,s Alpha**  
This coefficient is used when we want to measure the



stability of the estimates we obtain from tests or questionnaires that measure a subject whose vocabulary is assumed to be homogeneous. can also give you correlation coefficient of each paragraph with the sum of the other paragraphs. Replace paragraphs not positively related with rest of paragraphs in scale or axis. After extracting the reliability coefficient, its value was greater (0.60), which means that questionnaire is accepted , its results can be analyzed, and that this will be appropriate for research , studies in which questionnaire is a reliable tool. As for results, they were as in Table

**Table (1) Results of Stability Test**

Interpretation	Cronbach's alpha value Cronbach,s Alpha	Study variables	
(Pass the test) The presence of stability in the vertebrae deep understanding	0.61	deep understanding	X1
(Pass the test) The presence of stability in the vertebrae mental empowerment	0.61	mental empowerment	X2
(Pass the test) The presence of stability in the vertebrae inspirational effect	0.63	inspirational effect	X3
(Pass the test) The presence of stability in the paragraphs of strategic physiognomy	0.64	strategic physiognomy	X
(Pass the test) The presence of stability in the vertebrae Exploitation ingenuity	0.66	Exploitation ingenuity	Y1
(Pass the test) The presence of stability in the vertebrae exploration prowess	0.64	exploration prowess	Y2
(Pass the test) There is stability in the paragraphs of organizational dexterity	0.69	organizational Ambidexterity	Y
(Pass the test) There is stability in all the paragraphs of the questionnaire	0.61	All items of the questionnaire	

**Source: Prepared by researcher according to results of the program SPSS V24**

**7 -2: Nternal Consistency Validity Test For Study Variables**

validity of internal consistency of questionnaire was verified by calculating Spearman correlation coefficient between the scores of each of two variables' items, using statistical program.SPSS V24, as shown below:

**7-2-1: Internal Consistency Of Paragraphs (SP)**

Table (2) confirms that 12 paragraphs within

independent variable formed a significant association with (strategic physiognomy) its dimensions, documenting the existence of high sincerity and clarity in paragraphs of mentioned independent variable.

**Table (2) Results of validity tests for paragraphs of (SP) variable**

The value of the correlation coefficient between the paragraph and the strategic intuition	The value of the correlation coefficient between the paragraph and its dimension	paragraphs	Dimensions	
0.324	.621**0	Q1	deep understanding	X1
0.024	0.491**	Q2		
0.198	0.439**	Q3		
0.174	0.366**	Q4	mental empowerment	X2
0.244	0.639**	Q5		
0.240	0.562**	Q6		
0.349*	0.749**	Q7	inspirational effect	X3
0.320	0.739**	Q8		
0.113	0.329	Q9		
0.211	0.296	Q10		
0.204	0.672**	Q11		
0.100	0.457**	Q12		

\*\* . Correlation is significant at the 0.01 level (2-tailed).  
 \* . Correlation is significant at the 0.05 level (2-tailed).

**Source: Prepared By Researcher According To Test Results Depending On Programspss V24**

**7-2-2:Internal Consistency Of Paragraphs Dependent Variable ((OA) (3) Confirms That The Paragraphs (8) In Dependent Variable Formed A Significant Association With Organizational Ambidexterity , Its Dimensions, Existence Of High Honesty And Clarity In Paragraphs Of The Dependent Variable.**

**Table (3) Results Of Validity Tests For Items (OA)variable**

The value of the correlation coefficient between paragraph and organizational Ambidexterity	The value of the correlation coefficient between the paragraph and its dimension	paragraphs	Dimensions	
0.675**	0.727**	Q13	Exploitation ingenuity	y1
0.737**	0.754**	Q14		
0.193	0.284	Q15		
0.370*	0.519**	Q16	exploration prowess	y2
0.400	0.646**	Q17		
0.420*	0.477**	Q18		
0.401	0.300	Q19		
0.685**	0.586**	Q20		

\*\* . Correlation is significant at the 0.01 level (2-tailed).  
 \* . Correlation is significant at the 0.05 level (2-tailed).

**Source: Prepared By Researcher According To Test Results Depending On Program SPSS V24**



**7-2-3: Importance Of Research Variables (SP) (OI)**

Sample Members, Whose Number Is (35) Individuals About The Paragraphs And Questions Of Questionnaire Related To (SP) , Its Dimensions, And Dependent Variable (OA) Its Dimensions, As Tables Were Adopted Show The Directions Of Sample Answers For Each Paragraph Of Two Variables Of Research, As Arithmetic Means, Standard Deviation , Their Relative Importance Were Used. According To Strength Of The Answer Matrix In Table (4).

**Table (4) estimated scale according to five-point Likert scale**

the level	Weighted average	response
low	1 to 1.79	Start
	1.80 to 2.59	Scarcely
Average	From 2.60 to 3.39	sometimes
high	3.40 to 4.19	mostly
	4.2 to 5	Always

Source:(Baraka: 2013:P13)

**7-2-4(SA):**

The study questionnaire, in its focus on measuring (SP) included (12) paragraphs distributed (3), to find availability of elements of strategic physiognomy among administrative leaders in Tourism Authority (study sample), results of the sample answers to axes of ((SP)) were as follows:

**7-2-5-(DU) :**relative importance value (89.14% )A high percentage confirms agreement of study sample on most of the paragraphs of axis, as arithmetic mean of this axis was recorded (4.46), which falls within the period (4.2 to 5), and this means answers of sample are always directed towards agreement, a standard deviation (0.512), which indicates extent of homogeneity of answers regarding (DP) as in Table (5).

**Table (5) Description\Answering sample for paragraphs After deep understanding**

Relative importance %	standard deviation	Arithmetic mean	paragraphs					The dimension on				
			5	4	3	2	1					
			Sample answers and percentages									
88.00	0.497	4.40	40	14	60	21	-	-	-	-	-	Q1
90.86	0.505	4.54	54.3	19	45.7	16	-	-	-	-	-	Q2
86.84	0.539	4.34	37.1	13	60	21	2.9	1	-	-	-	Q3
90.86	0.505	4.54	54.3	19	45.7	16	-	-	-	-	-	Q4
89.14	0.512	4.46	Total									

**Source:** Prepared according test results Depending on program SPSS V24

The levels of importance of paragraphs of dimension (DU) were distributed among the highest response level achieved by the two paragraphs(Q2), (Q4) with an arithmetic mean whose value is (4.54) , with a standard deviation (0.505), relative importance formed (90.86%) confirm that agreement of most of research sample on these two paragraphs, which makes it likely (That the management of the body provide solutions . complement learning stories , knowledge sharing) .(Dealing with employees wisely . with high reliability),while paragraphQ3)It achieved lowest level of answer between paragraphs of (DU), as its arithmetic mean value reached (4.34(standard deviation)0.539), relative importance formed (86.84%),To emphasize this on (that the administration has the ability to take control of matters, intelligence and speed of intuition).

**7-2-6: mental empowerment :** Relative importance value (90.87%) which is a high percentage confirming agreement of study sample on most of paragraphs of this axis, where arithmetic mean for this axis was recorded (4.55) which falls within the period (4.2 - 5), this means that answers of sample are always directed towards agreement, a standard deviation (0.539), which indicates the homogeneity of answers regarding (mental empowerment) as Table (6).

**Table (6) empowerment**

Relative importance %	standard deviation	Arithmetic mean	paragraphs					Dimension s				
			5	4	3	2	1					
			Sample answers and percentages									
92.00	0.497	4.6	60	21	40	14	-	-	-	-	-	Q5
88.56	0.558	4.43	45.7	16	51.4	18	2.9	1	-	-	-	Q6
89.70	0.562	4.49	51.4	18	45.7	16	2.9	1	-	-	-	Q7
93.22	0.539	4.66	68.6	24	28.6	10	2.9	1	-	-	-	Q8
90.87	0.539	4.55	Total									



**THE TEST RESULTS DEPENDING ON PROGRAM SPSS V24**

The levels of importance of paragraphs of (mental empowerment) were distributed among highest response level achieved by paragraph ((Q8In middle of my account, the value of (4.66) . with a standard deviation (0.539), the relative importance formed (93.22%) to confirm this agreement of most of research sample members on paragraph, which is likely (managers always have a common and focused vision in what others do not see), while paragraphQ6)) achieved lowest level of answer between paragraphs of (mental empowerment), as arithmetic mean value of it reached (4.43(its standard deviation)0.558), relative importance formed (88.56%)for both, To emphasize this (that management always bears full responsibility when making decisions).

**7-4-6:- Inspirational effect :** The relative importance value (89.14%) which is a high percentage confirming the agreement of the study sample on most of the paragraphs of this axis, where arithmetic mean for this axis was recorded (4.46) which falls within period (4.2 to 5), and this means answers of the sample are always directed towards agreement, a standard deviation (0.511), which indicates the homogeneity of answers regarding the inspirational effect as in table(7)

**Table (7) sample for paragraphs Inspirational**

Relative importance %	standard deviation	Arithmetic mean	paragraphs					Dimensions	Q9	Q10	Q11	Q12
			5	4	3	2	1					
			Sample answers and percentages									
%	f	%	f	%	f	%	f	%	f	inspirational effect		
86.28	0.471	4.31	31.4	11	68.6	24	-	-	-	-	-	-
89.70	0.562	4.49	51.4	18	45.7	16	2.9	1	-	-	-	-
89.72	0.507	4.49	48.6	17	51.4	18	-	-	-	-	-	-
90.86	0.505	4.54	54.3	19	45.7	16	-	-	-	-	-	-
89.14	0.511	4.46	<b>Total</b>									

**Source: results of program spss v24**

The levels of importance of dimension paragraphs

(inspirational effect) were distributed among highest response level achieved by paragraph ((Q12In the middle of my account, value of (4.54) , with a standard deviation (0.505), the relative importance formed (90.86%) to confirm this agreement of most of the research sample on this paragraph, which is likely (authority's management is working on Encouraging each individual within the authority in an enthusiastic manner, which stimulates his ability to perform his duties in the fullest manner), while paragraphQ9) It achieved lowest level of answer between the paragraphs of (inspirational effect), as arithmetic mean value reached (4.31) , log standard deviation (0.471), relative importance formed (86.28%)to her ,To emphasize this on (that the administration always encourages progress, creativity and innovation). Accordingly, it clear from Table (8) that weighted arithmetic mean value of the variable (strategic intuition) amounted to (4.49)which falls within period (4.20 to 5) , this means that answers always directed towards agreement and with a standard deviation(0.521), which indicates extent of homogeneity in the answers of study sample regarding this variable, while relative importance was recorded (89.72%), which is a high percentage confirms agreement of study sample on most of paragraphs of (SP)..

**TAB. (8) Significance level of independent variable (SP)**

ranking	Response level of the sample	Relative importance %	standard deviation	weighted arithmetic mean	variables	code
Second	high	89.14	0.512	4.46	deep understanding	X1
the first	high	90.87	0.539	4.55	mental empowerment	X2
Second	high	89.14	0.511	4.46	inspirational effect	X3
independent	high	89.72	0.521	4.49	strategic physiognomy	X

**Source: the results of program SPSS V22**

For a comparison between the axes (strategic physiognomy) terms of relative importance, it is noted that axis (mental empowerment) obtained the highest level of relative importance with (90.87%), and the axes (DU) , inspirational effect) lowest level of(89.14%),.

The measurement of level of importance, arithmetic mean, standard deviation of independent variable (SP) showed that largest share of answers for the study sample was for (mental empowerment), this indicates importance of (PresenceThe collective process, not individual, achieves happiness for individuals and satisfaction with work and motivates them to be creative and to use new and unconventional methods of performance), then (deep understanding and inspirational influence), which is represented by (That the human mind





must go beyond superficial knowledge, which helps to present new ideas an effective manner by providing an appropriate environment for him) And the (Motivational states help individuals direct their thoughts in right direction).

**7-6\_organizational\_Ambidexterity(OA):** focus on measuring (OA), the research questionnaire included (8) questions, to find out extent of organizational ingenuity among the administrative leaders in Tourism Authority (research sample), and the results of sample answers were as follows:

**7-6-1: Exploitation ingenuity:** relative importance value (**90.29%**)A high percentage confirms the agreement of study sample on most of the paragraphs of this axis, where arithmetic mean for this axis was recorded (**4.52**) which falls within the period (4.2 to 5), means that answers of sample are always directed towards agreement, a standard deviation (**0.517**), which indicates the homogeneity of answers regarding (exploitation ingenuity) in Table (9).

**Table (9) Dimension ingenuity of exploitation**

Relative importance %	standard deviation	Arithmetic mean	paragraphs										Dimensions		
			5		4		3		2		1				
			%	f	%	f	%	f	%	f	%	f			
			Sample answers and percentages												
90.86	0.505	4.54	54.3	19	45.7	16	-	-	-	-	-	-	-	-	Q13
89.72	0.507	4.49	48.6	17	51.4	18	-	-	-	-	-	-	-	-	Q14
92.00	0.497	4.60	60	21	40	14	-	-	-	-	-	-	-	-	Q15
88.56	0.558	4.43	45.7	16	51.4	18	2.9	1	-	-	-	-	-	-	Q16
90.29	0.517	4.52	<b>Total</b>												

**Source: the results of THE program SPSS V24**

The levels of importance of dimension paragraphs were distributed(Exploitation prowess) among the highest answer level achieved by paragraph ((Q15), with an arithmetic mean, whose value was (**4.60**), with a standard deviation (**0.497**), the relative importance formed (**92.00%**) to confirm this the agreement of most of the research sample members on this paragraph, which makes it likely (that the Tourism Authority always invests existing learning tools for the purposes of training workers), while paragraph (Q16)It achieved the

lowest level of answer between the paragraphs of (exploitation prowess), as its arithmetic mean value reached (**4.43**) and log standard deviation (**0.558**), relative importance formed (**88.56 %**),This confirms that (Tourism Authority invests in the surrounding environment to enhance attitudes of workers to it).

**7-6-2: Exploration prowess :** Relative importance value (**89.75%**)A high percentage confirms the agreement of study sample on most of the paragraphs of this axis, where the arithmetic mean for this axis was recorded (**4.49**) which falls within the period (4.2 to 5), and this means that answers of the sample are always directed towards agreement, a standard deviation (**0.525**), which indicates the homogeneity of answers regarding (exploration prowess) as in Table (10).

**TUB, (10) Dimension ingenuity exploration**

Relative importance %	standard deviation	Arithmetic mean	paragraphs										Dimensions		
			5		4		3		2		1				
			%	f	%	f	%	f	%	f	%	f			
			Sample answers and percentages												
90.36	0.562	4.51	54.3	19	42.9	15th	2.9	1	-	-	-	-	-	-	Q17
93.72	0.471	4.69	68.6	24	31.4	11	-	-	-	-	-	-	-	-	Q18
85.22	0.505	4.26	28.6	10	68.6	24	2.9	1	-	-	-	-	-	-	Q19
89.70	0.562	4.49	51.4	18	45.7	16	2.9	1	-	-	-	-	-	-	Q20
89.75	0.525	4.49	<b>Total</b>												

**Source: The results of programs SPSS V24**

The levels of importance of dimension paragraphs were distributed(Exploration proficiency) among the highest level of answer achieved by paragraph ((Q18) with an arithmetic mean whose value was (**4.69**), with a standard deviation (**0.471**), the relative importance formed (**93.72%**) (to confirm that most of the research sample agreed on this paragraph, which is likely)The Authority seeks toNew methods are sold to solve problems), while paragraph (Q19) It achieved the lowest level of answer between the paragraphs of (Exploration Proficiency), as its arithmetic mean value reached (**4.26**) standard deviation is recorded (**0.505**), the relative importance formed (**85.22%**),To confirm this, research



sample members agreed that (commission seeks to attract highly skilled experts).

Thus, it is evident from the table (11) The value of weighted arithmetic mean of the variable (organizational Ambidexterity) reached (4.51) which falls within the period (4.20 to 5) and this means that the answers of sample are always directed towards agreement and with a standard deviation (0.521), which indicates the extent of homogeneity in answers of the study sample regarding this variable, while the relative importance was recorded (90.02%), which is a high percentage that confirms the agreement of study sample on most of items (O A).

**TUB. (11) The dependent variable (OA)**

ranking	Response level of the sample	Relative importance %	standard deviation	weighted arithmetic mean	variables	code
the first	high	90.29	0.517	4.52	Exploitation ingenuity	y1
Second	high	89.75	0.525	4.49	exploration prowess	y2
subordinate	high	90.02	0.521	4.51	organizational dexterity	Y

**Source: Prepared by the researcher based on the results of the program SPSS V22**

For a comparison between the axes of (OA) in terms of relative importance, it is noted that (exploitation skill) axle obtained highest level of relative importance with (90.29%), and the (Exploration Prowess) axis recorded the lowest level with (89.75%),

The measurement of level of significance, arithmetic mean, and the standard deviation of independent variable (OA) showed that largest share of the answers for study sample was for (exploitation prowess), this indicates importance of (Presence process of learning acquired through research, development, renewal and re-use of knowledge gained from research operations, which achieves institution's high efficiency in performance.), (exploration ingenuity), which is represented by (Represented by organizational education activities such as taking risks, researching, innovating, creatively exploring new opportunities).

**) (test hypotheses The study8-**

correlation coefficient (Pearson) was used for purpose of knowing relationship between the research variables and testing the effect of the independent variable on the dependent variable using simple linear regression model and the multiple regression model .F (F-test), coefficient of determination R2 to find out percentage of the influence and contribution of the independent variable on dependent variable. research hypothesis test included following paragraphs:

**8-1: Correlation hypothesis testing**

**8-2. Impact hypothesis testing**

**8-2-1: Test hypotheses**

To test the hypotheses of correlation between (SP) with (OI), correlation coefficient between was extracted to explain strength, direction between hypothesis variables. It will be accepted if probability value is Sig. debate is less than or equal to level of significance used, which is (0.05), which confirms the validity of correlation hypothesis by 95%, but if it is greater than (0.05) the hypothesis is rejected, corresponding to it. value of correlation coefficient was between (0.50), (1) correct. This indicates the strength of correlation hypotheses will be tested as follows:

**1-A:** (There is a significant, statistically significant correlation between (SP) and (OI))

Four secondary hypotheses emerge from it:

**1-A-a:** There is a significant statistically significant correlation between deep understanding and organizational Ambidexterity.

There is a significant statistically significant correlation between mental empowerment and organizational Ambidexterity.

**1-A-b:** There is a significant statistically significant correlation between inspirational effect and (OI).

results of hypothesis testing were relationship between the variable (SP) and its independent dimensions, dependent variable represented B (OI) According to the opinions of the research sample in the Tourism Authority, which is shown. **Therefore**, the above hypotheses are accepted with an appropriate confidence rate and correlation Acceptance.

**1-A-c: Acceptance** of first main hypothesis (there is a significant statistically significant correlation between strategic intuition. (OI) with a confidence rate of (95))

**2-A. Test Impact Hypothesis**

Test applied (F-test) to find out significance of effect independent (SP) on dependent variable ((OI)), if probabilistic value is Sig. Less than level of significance of (0.05), this indicates existence of a significant effect, vice versa, if calculated value of (F) is greater than its tabular value, indicates presence of a statistically significant effect, vice versa, as well as value of coefficient of determination R2 was extracted), which shows percentage of interpretation (SP), its achievement of the variable (organizational Ambidexterity). The test was carried out on following hypotheses:

**2-A-a: Testing hypothesis regression**

Second main hypothesis: (There is a significant, statistically significant effect of (SP) in achieving (OI), **Therefore**, the above hypotheses are accepted with an appropriate confidence rate and correlation Acceptance:

- . There is a statistically significant effect of (DU) in (OI).
- . There is a statistically significant effect of mental empowerment on (OI).
- . There is a statistically significant effect of inspirational effect on (OI)



The results were according to **TABLE (13)** as follows:

**2-A-1:** There is a statistically significant effect of the variable (deep understanding) with (organizational Ambidexterity), as the value of computed F (4.978), which is significant, and this means the acceptance of the hypothesis **2-A-2:** (there is an effect between the two variables), and the value of the coefficient of determination (0.13 %), which indicates the percentage of influence and contribution (DU).

**2-A-3:** There is a statistically significant effect of the variable (mental empowerment) with (organizational Ambidexterity), as the value of computed F (**11,529**), which is significant, and this means **accepting** the hypothesis (there is an effect between two), as for the value of coefficient of determination (0.26%), which indicates percentage of influence and contribution (mental empowerment) to **(OI)**.

**2-A-4:** lack of A statistically significant effect of the variable (inspirational effect) with **(OI)**, as value of computed F (**0.398**) which is intangible and this means to reject Hypothesis (there is an effect between the two variables), and the value of coefficient (**0.012%**), which refers to percentage of influence , contribution (inspirational influence) to **(OI)**.

**2-A-5:** There is a statistically significant effect of (SP) with **(OI)**, as value of computed F (9.845It is significant, and this means that the hypothesis is accepted (there is an effect between the two variables). As for the value of the coefficient of determination (.230%), which indicates the percentage of influence and contribution (SP)) to **(OI)**.

**Table (13) Results of testing hypotheses of effect of strategic physiognomy in achieving (OI)**

Interpretation	F-test			The coefficient of determination R <sup>2</sup> %	regression coefficient β	fixed limit a	Variables	
	probability valuesig.	tabular	calculated				approved	independent
There is an effect	0.033	4.1709	4.978	0.13%	0.334	5.987	organizational ambidexterity	deep understanding
There is an effect	0.002		11,529	0.26%	.3150	3.068		mental empowerment
no effect	0.532		0.398	0.012 %	0.111	4.004		inspirational effect
There is an effect	0.004		9.845	0.23%	1.287	1.272		strategic physiognomy

**The results of the programs SPSS V24**

The previous table shows value of coefficient of determination (**0.26%**), meaning that the independent variables explain the variance in organizational proficiency. test shows the significance of the regression , we note value of sig. It is (0.000), which is less than 0.05, and therefore we reject null hypothesis and accept the alternative hypothesis, that is, there is an effect of the presence of independent variables affecting dependent variable, we can predict the dependent through them.

## 9- Conclusions and Recommendations

### 9-1: Conclusions:

lies in following:

- found most managers in Iraqi Tourism Authority have a (DU) especially when dealing with emerging events that require speed in decision-making.
- Showed that there is a tendency on ] part of managers to empower subordinates through knowledge sharing , sharing with them, this naturally confirms existence of trust between them and subordinates.
- The senior management of the Tourism Authority is trying to provide all requirements that subordinates need in order to enable them to exchange and share knowledge.
- The Tourism Authority has a strategic intuition stems from (DU), mental empowerment, and limited inspirational influence.
- The Tourism Authority has the ability to make room for workers by presenting new ideas that do not affect the learning process gained through research and innovation.
- become clear managers of Tourism Authority have a common and focused vision of what others do not know, as well as an awareness and sense of full framework.

### 9-2: Recommendations

- Enhancing capabilities of managers in Tourism Authority by providing all modern methods . techniques of (DU) makes a significant contribution to field of (OI).
- Arousing the spirit of learning, motivation , knowledge constantly among subordinates, especially in field of problem solving and listening to solutions from everyone.
- Strengthening capabilities , resources that authority must possess and the need to work on preparing them in future.
- Paying attention to inspirational impact of his important role in process of making decisions , solving problems, especially emergency ones.
- Constantly encouraging employees to motivate , renew, which leads to increased learning and contributes to enhancing (OI) within authority.

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