



# THE IMPACT OF STRATEGIC IMPROVISATION IN ACHIEVING ORGANIZATIONAL CREATIVITY AN EXPLORATORY STUDY IN THE IRAQI TOURISM AUTHORITY

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Article history:	Abstract:
<b>Received:</b> 22 <sup>nd</sup> March 2023 <b>Accepted:</b> 23 <sup>rd</sup> April 2023 <b>Published:</b> 24 <sup>th</sup> May 2023	The research aims to test the influence relationship of variables of current study, as strategic improvisation(SI) is an independent variable through its dimensions in organizational creativity(OC) as an approved variable for a sample of leaders in the Iraqi Tourism Authority, as (60) questionnaires were distributed distributed to (general managers, assistant general manager, heads Departments, people's officials), especially since the variables of study have received increasing attention at present time as they are among modern topics in field of strategic management, these variables have interacted to form general framework for the research, the main and sub-hypotheses have emanated from them in order to achieve the aforementioned research objectives

**Keywords:** Strategic improvisation (SI), organizational creativity (OC)

## 1: INTORDICTION

The opinions of researchers and writers differed about the concepts of **(ST)**. Each of them defined it according to his scientific background, so we had to deal with its concept from all sides.(Teoh & Nilmini, 2011) As "a realistic performance in which thinking and action appear simultaneously in rush of the moment, time and people often play decisive elements in it" while he defined it (Tabaee, 2013) as "spontaneous decision-making within the borders based on the available resources and focus on solving problems , realizing opportunities , discovering , future as it occurs and the expected integration of planning and implementation" while referring to it (Nemkova, 2014) as "the spontaneous and creative process of trying to achieve a goal in a new way." As for (Xiaowen&ru,2019), **SO**, it is considered one of recent topics, researcher wanted to explore this importance in study sample, make sure to know the relationships and influence between dimensions of current study.

## 2-RESEARCH METHODOLOGY

### 2-1: Research problem & questions

(SI) is one of emerging topics in field of management, as it works to provide immediate solutions so that organization or body can deal with unexpected events, situations. **However**, it has been noticed during recent period that many organizations

adhere to strategic plan described by the organization or body in the past, thus this generates complexity of the plan is an obstacle to creativity, which is at the present time a necessary requirement to reach excellence in performance and continuity in its field of work through a highly changing competitive environment. Based on the above, problem of the study can be identified by raising a set of questions as follows:

- To what extent do senior leaders in Tourism Authority realize the importance of strategic improvisation?
- Is there an effect of (SI) on (OC)?

### 2-2: Importance of Research

The research gains its importance from the importance of variables that it dealt with, which are represented in (SI) , (OC), as they are considered basic pillars in increasing ability of the Iraqi Tourism Authority to face competition between other organizations. The importance of the research is manifested in following:

- Clarifying the intellectual aspects of the variables of (SI) , (OC), their sub-dimensions and their basic concepts.
- Starting point towards directing more attention to variable of (SI) , (OC) and relationship between them, which is one



of topics that did not receive much attention in research at level of Iraq.

- By addressing (SI), the Iraqi Tourism Authority can be helped to identify the necessary steps towards adopting strategies that are more in harmony with the environment.

**2-3: Research objectives:**

**The following objectives lie:**

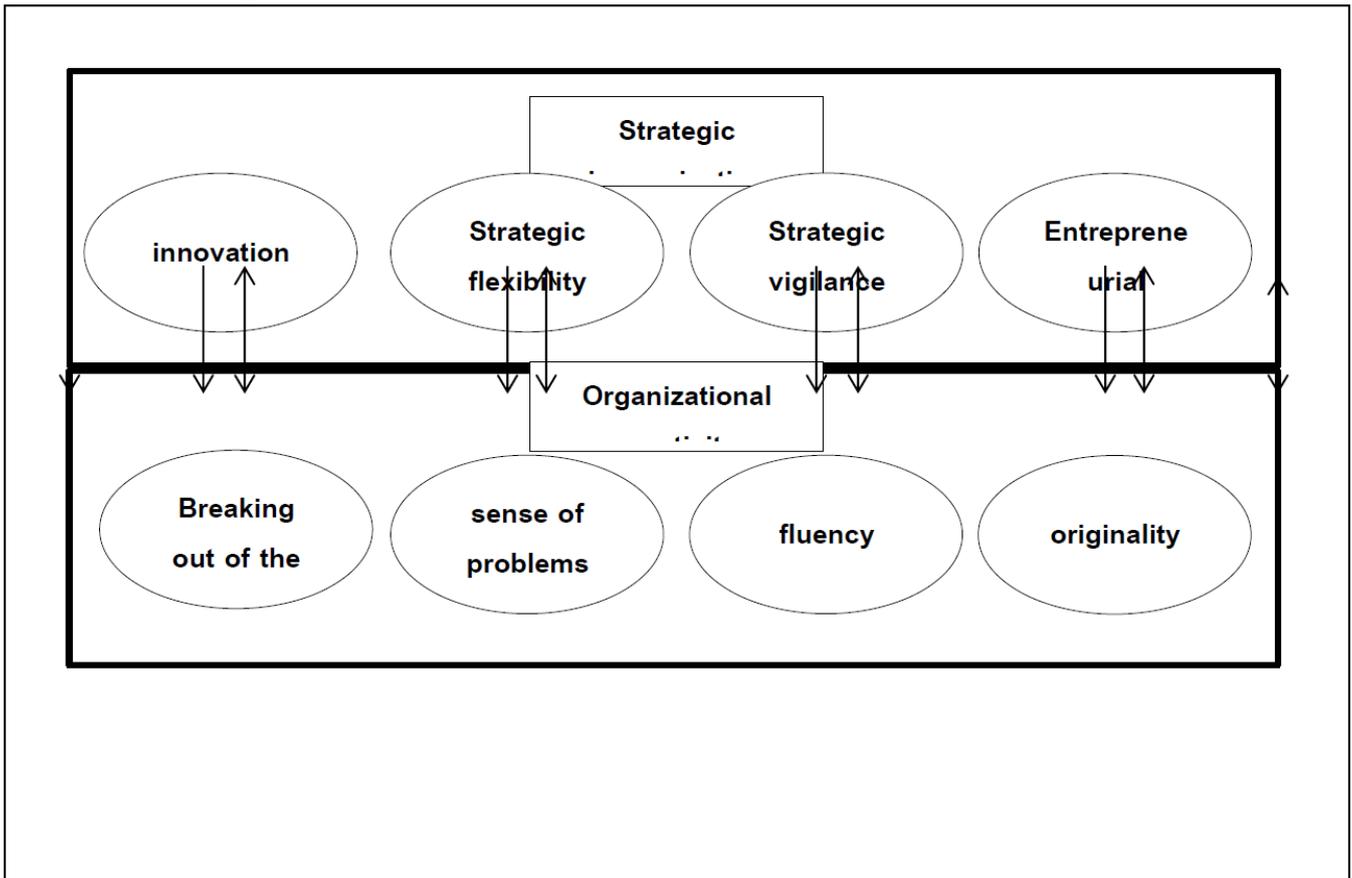
- Building a hypothetical chart that expresses the relationships between the research variables.
- Determining the level of adopting (SI) and (OC) in Iraqi Tourism Authority.
- Disclosure of the impact of (SI) relationships on (OC).
- Work to develop interest in issues of (SI) and (OC) and consolidate it in tourism organizations.

**2-4: Theory and hypotheses:**

A hypothetical scheme has been built for the research according to a review of scientific literature related to issues of strategic improvisation and organizational creativity. Hypothetical scheme of research has been developed to reflect dimensions of researched phenomenon. Sub-dimensions variable as shown in Figure (1), which includes as follows:

- **(SI):** includes a dimension (entrepreneurial orientation, strategic vigilance, strategic flexibility, innovation).
- **(OC):** includes dimension of **(originally, fluency, sense of problems, departure from ordinary)**.

The current dimensions have been tested according to the research requirements , researcher's vision, as they are more closely related to the research process.



**RESEARCH HYPOTHESIS**  
**Fifth: research hypotheses**

The research hypotheses are formulated according to the hypothetical research model and the objectives of the study and in accordance with the theoretical



references for both (SI) , (OC), which will be subject to testing, analysis and statistical treatment, then the validity of the hypotheses will be proven or not, as follows:

**H1:** There is no significant influence relationship of (SI) on (OC), following hypotheses emerge from it:

**H 1-A:** There is no significant influence relationship of strategic direction in (OI).

**H 1-B:** There is no significant influence relationship of strategic vigilance in (OC).

**H 1-C:** no There are relationship impact Same indication morale for flexibility The strategy in (OC).

**H 1-D:** no There are relationship impact Same indication morale to innovate in (OC).

### **3: THEORETICAL BACKGROUND LITERATURE REVIEW**

#### **3-1: Strategic Improvisation (SI)**

##### **▪ Concept of (SI)**

Strategy created , implemented opinions of researchers , writers differed about concepts of (SI). Each of them defined it according to his scientific background, so we had to deal with its concept from all sides.(Teoh & Nilmini, 2011)As "a realistic performance in which thinking and action appear simultaneously in rush of the moment, time and people often play decisive elements in it" while he defined it (Tabaee, 2013) as "spontaneous decision-making within the borders based on the available resources , focus on solving problems , realizing opportunities and discovering the future as it occurs and the expected integration of planning , implementation" while referring to it (Nemkova, 2014) as "the spontaneous and creative process of trying to achieve a goal in a new way." As for (Xiaowen&ru,2019) They defined it as "the process of adapting to a set of circumstances or adapting to them skillfully and devising useful solutions in crisis situations where time is clearly a scarce resource and spontaneity is high." Some referred to it as "the intuition that directs action in a spontaneous manner and the formulation of (or performed) simultaneously by the same individual (Hughsetal, 2020) Based on the foregoing, we see that strategic improvisation is (a creative improvisational decision based on available resources and serves as a strategy to be implemented in a timely manner, especially when responding to an unexpected event).

#### **3-2: Importance of (SI)**

The importance of (SI), according to what was reported by some researchers and writers, both

(Antunes, 2018), (Al Issa,2020) in each of The following:

- The topic of (SI) is one of contemporary topics that our libraries lack for research that deals with it, especially since it contributes to conferring benefits on tourism organizations in terms of organizational performance.
- Presenting a new method for tourism organizations in how to achieve creativity, distinction and competition with other organizations.
- It is the best strategy used to deal with the rapid changes that occur in the environment surrounding the organization, as it requires an immediate response by organizations, especially tourism ones.
- The importance of improvisation lies in increasing the opportunities and the ability to complete the work, fulfill the common goals between the departments, understand the problems and try to find solutions to them.
- Helps reduce waste of resources and reduce cost and time associated with strategic planning procedures.

#### **3-3: (SI) Objectives:**

(SI) to help organizations, especially tourism ones, as indicated by (Al-Saadoun, 2021) to achieve all of the following:

- Reaching creative solutions to solve problems facing organizations through the use of many available resources and modern technologies.
- Providing innovative solutions and developing its activities by creating previously unexplored ideas.
- Generates competitive value for the organization by pursuing innovation.
- It works on continuous improvement and always raising the level of performance of organizations.
- Managers help solve problems by seizing opportunities that appear in external environment.

#### **3-4: Dimensions of (SI):**

The dimensions of (SI) will be presented according to opinions of many writers and researchers, as stated by (Imran, 2015) and (Turki, 2017). The following are dimensions most closely related to research process, as follows:

**3-4-1: Entrepreneurial orientation:** The entrepreneurial orientation is a strategic direction



at the level of organizations, especially tourism ones, and it has become one of the most researched dimensions in the entrepreneurial literature. He referred to it (Al-Khasawneh, 2011), including that he presents something new and innovative and discovers new sources of resources, in addition to that he works to establish a new market.

**3-4-2: Strategic vigilance:** Today's business environment has been characterized by many changes, this is what necessitates organizations to be ready to create a competitive advantage. Therefore, vigilance is considered one of latest strategies that guarantee the organization's survival and continuity in light of rapidly changing environments. Therefore, strategic vigilance sought to create job opportunities and reduce risks, as indicated. To it (Taher, 2018) that it plays an integrated role in organization lies in anticipation, discovery, monitoring, learning.

**3-4-3: Strategic Flexibility:** The strategic flexibility dimension is one of dimensions of (SI) that addresses problems in time, as improvisation is a flexible method by reducing time for making strategic decisions as well as its ability to increase the organization's capacity, adapt more to change by promoting creativity and innovation. (Saleh and Mowat, 2010).

**3-4-4: Innovation:** He participates in both creativity and innovation in finding solutions to problems through finding new ideas, proposals and solutions. Lumber. et al, 2019) as "readiness on the part of a number of individuals to work together in order to reach common goals," as he referred to (Kremer et al, 2019) that "creativity, strategic innovation indicate a number of principles, foundations, ideas and internal assumptions of members of the organization in order to serve public interest in it."

### **3-4-5: organizational creativity(OC)**

#### **▪ concept of (OC)**

concept of creativity is one of most important concepts that received great attention from researchers and writers after many organizations, including tourism organizations, realized urgent need for creativity in order to bring about fundamental changes in their work methods methods. We will list some of concepts that have been learned by observing some studies and research related to concept of creativity. Al-Sorn (2000) defined it as "ideas that are new and related to solving specific problems, developing new methods, or reassembling known

patterns of knowledge." In distinctive and unique forms." As for (Al-Douri and Al-Azzawi, 2004) he saw that it is "the ability of organizations to adopt innovative administrative approaches to motivate working individuals and invest their capabilities to achieve organizational goals." As for (Harem, 2010) he saw that "

### **4-5-6: Importance of (OC):**

The importance of creativity, whether on level of individuals or organizations, is evident through achieving a set of goals, as indicated by (Al-Qahtani, 2007), (Al-Dulaimi, 2009), (Al-Rubaie, 2010) (Al-Maliki, 2011). ) and consist of all of following:

- Develop personal skills in thinking using the brainstorming method.
- It works to create intrinsic value for individuals through designing, developing, producing and marketing services.
- Enables organization to bring about some changes in surrounding environment.
- Works to improve the productivity of organization through effectiveness and efficiency in performance.
- The organization can obtain high profits through creativity by reducing costs and influencing consumer tastes.
- It contributes to the reduction of cultural values among nations.
- It helps to create an environment that contributes to development of creativity among workers at various administrative levels.

### **4-5-7: creative abilities**

Psychologists believe that creative person is the one who "possess a set of abilities or traits that influence his behavior" (Al-Hizan, 2000). Macmillan & Tampo, 2000) as "the organization's ability to innovate and excel by using resources, internal processes, systems, skills," and both (Heizer & Render, 2008) as "a set of rare skills, talents and capabilities that enable the organization to work within international standards." The following are some of these capabilities that will be used in practical side of the research.

- **Originality:** Many researchers and writers have indicated that originality is one of the elements most associated with creative thinking. "The ability to come up with something new that no one has ever seen before." Through the foregoing, we see that originality means an idea in a distinctive, new or unfamiliar way.
- **Fluency:** means fluency, according to Arora, 2002) as "the ability of the individual to express



many, interrelated ideas in a specific period of time when he faces a problem." He also saw (Al-Huwaidi, 2004: 27) as "the ability of the individual to quickly create new ideas or new uses." We conclude from the foregoing that fluency depends on speed In presenting ideas, as well as the amount of ideas presented and the ease of formulating and expressing them in an appropriate and connected manner.

- **Sense of trouble:** Many writers and researchers, including (Abdul-Gawad, 2000), saw that "the feeling of a problem is one of the first ways to lead to its solution, and then to know its causes and how to deal with it." While (Qandil, 2010) saw that it is "the individual's ability to clearly see the problem, define it accurately, and recognize its size, dimensions, and effects." From the foregoing, it became clear to us that feeling the problem is one of the first reasons to reach its solution, and when the individual feels it, he can know its causes and

factors. Which led to its occurrence, its effects and its dimensions, in order to be able to solve it in the shortest possible time.

- **Breaking out of ordinary:**(Al-Azmi, 2006) sees it as "the ability to liberate from traditional tendencies and common perceptions, as well as the ability to deal with regulations and laws and adapt them to practical reality." It gives opportunities for competing minds to get good and new ideas.

## 5-METHOD

### 5.1. Data collection and sample

Reliability refers to the consistency of the study scale and the stability of the results that can be obtained from the scale over a different period of time. The structural stability of the measurement tool is verified by using Cronbach's alpha test. The stability coefficient of the tool has been calculated using Cronbach's alpha coefficient shown in the table (1):

<b>Table (1) Reliability coefficients for the research measurement tool</b>	
<b>Alpha Cronbach</b>	<b>Study variables</b>
0.866	<b>Entrepreneurial orientation</b>
0.837	<b>Strategic vigilance</b>
0.845	<b>Strategic flexibility</b>
0.889	<b>innovation</b>
0.892	<b>Strategic improvisation</b>
0.824	<b>originality</b>
0.832	<b>fluency</b>
0.849	<b>sense of problems</b>
0.843	<b>Breaking out of the ordinary</b>
0.873	<b>Organizational creativity</b>

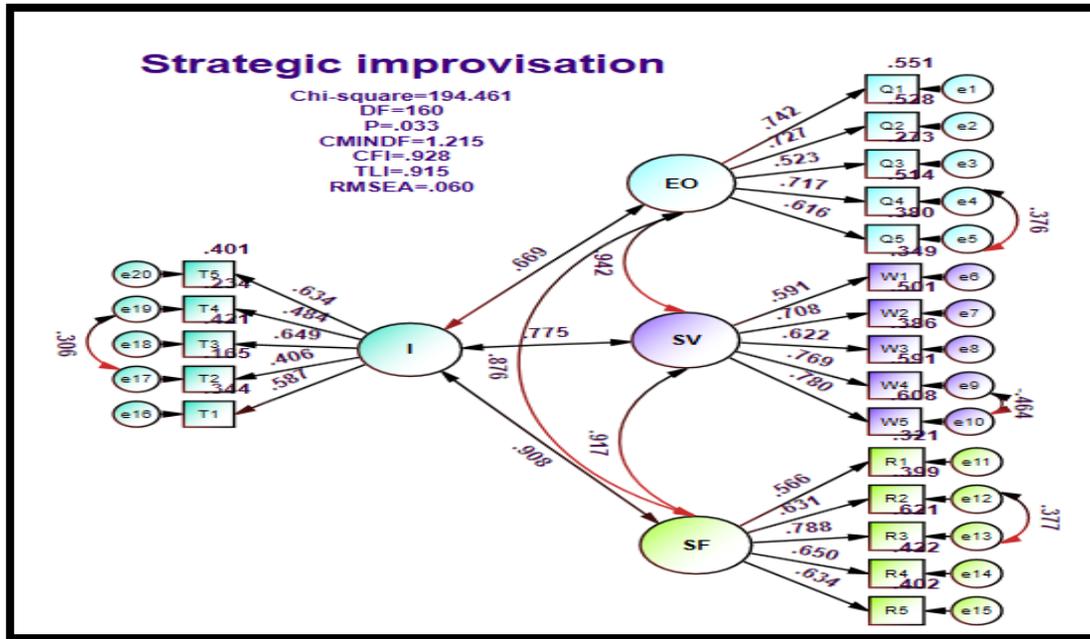
**Source :from Preparation researcher by adoption on programs PSS V.25**

Table (1) shows that the values of Cronbach's alpha coefficient ranged between(0.892-0.837), which is statistically good because its value is greater than (0.70), which indicates that the tool is characterized by consistency and internal stability.

### 5-2: constructive affirmative honesty

- **The confirmatory factor analysis of (SI) variable**

Figure shows (2) confirmatory factor analysis of strategic improvisation model, which consists of four basic dimensions, consisting of (20) paragraphs, as it is clear from the figure (2) that all indicators of quality of good conformity were within the standards, which is a good , sufficient indicator for conducting subsequent moral analyses,



**Appearance (2) The complete model of (SI) variable**  
**Source :Prepared by the researcher based on program AMOS V.25**

As shown by the table (1),The standard saturation values for all items of the strategic improvisation variable ranged between (0.406, 0.788), which is relatively good., as It turns out that the constructive validity of the scale for all items is variable **Strategic improvisation** morale,It was shown that the standard values (CR) for all paragraphs ranged between (2.366-5.358), which is greater than critical standard value (CR) of (1.96).,This indicates sincerity of the statementsIt is a good indicator for subsequent moral analyses .

**Table (2)Statistical indicators Dimensions of (SI) variable**

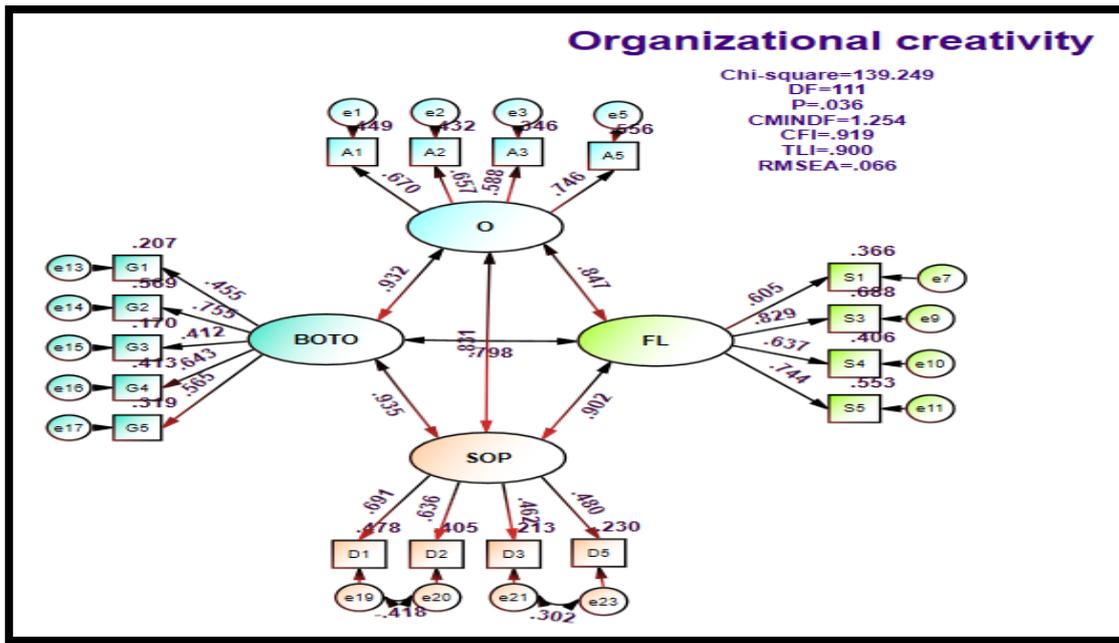
paragraphs	track	dimensions	Benchmark saturations	CR	P
Q1	<---	EO	.742		
Q2	<---		.727	5,356	***
Q3	<---		.523	3,796	***
Q4	<---		.717	5,358	***
Q5	<---		.616	4,452	***
W1	<---	SV	.591		
W2	<---		.708	4,318	***
W3	<---		.622	3,988	***
W4	<---		.769	4,498	***
W5	<---		.780	4,544	***
R1	<---	SF	.566		
R2	<---		.631	3,742	***
R3	<---		.788	4,329	***
R4	<---		.650	3,858	***
R5	<---		.634	3,805	***
T1	<---	I	.587		
T2	<---		.406	2,366	.018
T3	<---		.649	3,590	***
T4	<---		.484	2,800	.005

T5	<---		.634	3,631	***
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**Source : from Preparation researcher by adoption on program AMOS V.25**

**Confirmative factor analysis of the organizational creativity variable**

Figure shows (3) confirmatory factor analysis of organizational innovation model, which consists of four basic dimensions, consisting of (17) its paragraph, as it is clear from the figure) that all quality indicators of good conformity were within the criteria, which is a good , sufficient indicator for conducting subsequent moral analyses.



**Figure (3) complete model of a variable (OC)**

**Source: from Preparation researcher by adoption on program AMOS V.25**

As shown by the table (3), The standard saturation values for all paragraphs of the organizational creativity variable ranged between (0.412-0.829), which is relatively good.,as It turns out that the constructive validity of the scale for all items is variable (OC) morale,It is evident that the standard values (CR) for all paragraphs ranged between (2.411-4.858), which is greater than the critical standard value (CR) of (1.96).,This indicates the sincerity of the statementsIt is a good indicator for subsequent moral analyses.

**The Schedule (3)descriptive indicatorsDimensions of organizational creativity variable**

paragraphs	track	variable	Benchmark saturations	CR	P
A1	<---	O	.670		
A2	<---		.657	4,329	***
A3	<---		.588	3,995	***
A5	<---		.746	4,858	***
S1	<---	FL	.605		
S3	<---		.829	4,661	***
S4	<---		.637	3,952	***
S5	<---		.744	4,487	***
D1	<---	SOP	.691		
D2	<---		.636	3,506	***
D3	<---		.462	3,191	.001
D5	<---		.480	3,297	***



G1	<---	BOTO	.455		
G2	<---		.755	3,292	***
G3	<---		.412	2,411	.016
G4	<---		.643	3,107	.002
G5	<---		.565	2,958	.003

**Source: from Preparation researcher by adoption on program AMOS V.25**

**5-3: The descriptive analysis of research variables**

**5-3-1: (SI)**

It is clear from the table (4) highest general arithmetic mean was at the entrepreneurial orientation dimension, It reached (3.637) and at a good level, as its standard deviation reached (0.548) , a coefficient of difference (15.07), as this dimension came in , second level in terms of relative importance., As for the lowest general arithmetic mean, it was in , dimension of strategic flexibility, as it reached (3.457), with a good level, a standard deviation of (0.555), a coefficient of difference (16.05), as this dimension came in third level in terms of relative importance. (3.543) at a good level and with a standard deviation of (0.470), as coefficient of difference reached (13.28), as it came in first sequence in terms of relative importance.

**5-3-2: (OC)**

It is clear from the table (4) The highest general arithmetic mean was reached at the fluency dimension, as it reached (3.593), and at a good level, as the standard deviation reached (0.585) and the coefficient of difference (16.27), as this dimension came in the third level in terms of relative importance, As for the lowest general arithmetic mean, it was in the dimension of feeling problems, as it reached (3.422), with a good level, a standard deviation of (0.569), and a coefficient of difference (16.62), as this dimension came in the fourth level in terms of relative importance, As a whole, the organizational creativity variable achieved an arithmetic mean of (3.496) with a good level and a standard deviation of (0.467), as the coefficient of difference reached (13.36), as it came in the second sequence in terms of relative importance

**The Table (4) Significant indicators of variables and dimensions of research**

Relative importance	coefficient of difference	standard deviation	Arithmetic mean	Dimensions of search variables
2	15.07	0.548	3,637	Entrepreneurial orientation
4	16.57	0.575	3,470	Strategic vigilance
3	16.05	0.555	3,457	Strategic flexibility
1	13.39	0.484	3,610	innovation
the first	13.28	0.470	3,543	Strategic improvisation
2	15.70	0.548	3,490	originality
3	16.27	0.585	3,593	fluency
4	16.62	0.569	3,422	sense of problems
1	14.09	0.490	3,477	Breaking out of the ordinary
the second	13.36	0.467	3,496	Organizational creativity

**Source :from Preparation researcher by adoption on SPSS V.25**

**5-4: Research hypothesis testing**

**5-4-1: First hypothesis test**

awhich states that:**There is no significant effect of strategic improvisation on organizational creativity)**



It can be seen from the table (5) value (F) extracted between strategic improvisation in organizational creativity, as it scored (233,358). It is (greater) than the tabular (F) of (3.94) at the level of significance (0.05). The result provide sufficient support to accept the hypothesis alternative Which indicates that. **There is a significant effect of strategic improvisation on organizational creativity** This indicates that there is a significant effect of strategic improvisation on organizational creativity. The value of the corrected determination coefficient ( $r^2$ ) was achieved (R) with a value of (0.798), and this indicates that strategic

improvisation accounts for (79%) of the variables that occur in organizational creativity. The value of (t) extracted for the marginal propensity coefficient of the strategic improvisation variable (15.276) was also recorded. It is greater than the tabular (t) value of (1.984) at the significance level (0.05), and this indicates Significance of the marginal propensity coefficient of the strategic improvisation variable so It is shown by the value of the marginal slope coefficient ( $\beta$ ) reached (0.888) that increasing strategic improvisation by one unit will lead to an increase in organizational creativity by (88%).

**Table (5) analysis impact between strategic improvisation in (OC)**

variable	Decision	Sig	(t)	(F)	(R2)	(R2)	R	independent variable		
(OC)	sBAnd for the hypothesis alternative	0.000	15,276	233,358	0.798	0.801	0.895	0.347	(a)	(SI)
								0.888	( $\beta$ )	

**Source :from Preparation researcher by adoption on program SPSS V.25**

- **A test sub hypotheses dimensions (SI) in (OC) So, It can be seen from the table (7) what Come:** achieved value (F) extracted between dimensions of in (OC) (69.441,93,852,107,613,93,941) respectively. is greater than value (F) Tabular value (3.94) at level of significance (0.05) , based on decision is as shown in Table (6).

**Table (6) sub-hypotheses of effect Between the dimensions of (SI) in (OC)**

The Decision	The premise	Hypothesis symbol
Accept the alternative hypothesis	There is a significant effect of the entrepreneurial orientation dimension on (OC).	H21
Accept the alternative hypothesis	There is a significant effect of the dimension of strategic vigilance in (OC).	H22
Accept the alternative hypothesis	There is a significant effect of the dimension of strategic flexibility in (OC).	H23
Accept the alternative hypothesis	There is a significant effect of the innovation dimension in (OC).	H24
0	The number of accepted null hypotheses	
4	Number of accepted alternative hypotheses	

**Source :from Preparation researcher by adoption on program SPSS V.25**

- value of correlation coefficient (R) value of (0.738, 0.786, 0.806, 0.786), this indicates that there is a discrepancy in value of correlation between dimensions of (SI) in (OC) variable ,As it turns out that highest correlation value was at (0.806) dimension (strategic flexibility). results also showed that lowest correlation value was at (0.738) dimension (pioneering orientation).
- value of corrected coefficient of determination ( $r^2$ ) with a value of (0.537, 0.611, 0.644, 0.612), this indicates that there is a discrepancy in the interpretation of dimensions of strategic improvisation of the organizational



creativity variable, as it turns out that highest explanatory ratio was in dimension (strategic flexibility), as it interpreted (64%) of variables that occur on the organizational creativity variable ,As for lowest explanatory percentage, it was in the dimension of (entrepreneurial orientation), as it explained what percentage (53%) of the variables that occur in the (OC) variable

- value (t) extracted for marginal slope coefficient between dimensions of (SI) in (OC) (8.333, 9.688, 10.374, 9.692), respectively. It is greater than the tabular (t) value of (1.984) at the significance level (0.05), this indicates

Significance of the marginal propensity coefficient for dimensions of (SI).

- It is evident from the value of marginal slope coefficient ( $\beta$ ) for all dimensions, amounting to (0.629, 0.639, 0.678, 0.759), respectively, indicating that there is a variation in the influence of (SI) dimensions in (OC) variable, as it turns out that the highest impact strength was at the (innovation) dimension, as the increase of this dimension by one unit One that will lead to an increase in the organizational creativity variable by (75%).,It also turns out to be less power fulco splay It was on the dimension of (entrepreneurial orientation), as increasing this dimension by one unit will lead to an increase in the organizational creativity variable by (62%)

**Table (7) Moral indicators between dimensions of (SI) in (OC)**

The decision	sig	t	F	Adj (R2)	R2	R	B	$\alpha$	Dimensions of (SI)	Organizational creativity
accept the hypothesis alternative	0.000	8,333	69,441	0.537	0.545	0.738	0.629	1,208	Entrepreneurial orientation	
accept the hypothesis alternative	0.000	9,688	93,852	0.611	0.618	0.786	0.639	1,280	Strategic vigilance	
accept the hypothesis alternative	0.000	10,374	107,613	0.644	0.650	0.806	0.678	1,150	Strategic flexibility	
accept the hypothesis alternative	0.000	9,692	93,941	0.612	0.618	0.786	0.759	0,754	innovation	

**Source :from Preparation researcher by adoption on SPSS V.25**

## 6- CONCLUSIONS AND RECOMMENDATIONS

### 6-1: Conclusions

- The results indicated that the level of interest of the Iraqi Tourism Authority With strategic improvisation, it was good, as the body behaved in many creative ways, going beyond the usual old behaviors, where performer was not planned in advance.
- at the dimension level (SI) In general, the results showed that the most available dimensions were After pioneering orientation
- The results showed that Commission own The ability to apply creative ideas in providing distinguished services.

- The results indicated that The authority is constantly adjusting its services to suit market requirements and tourists' needs.
- The results indicated that level of interest of the Iraqi Tourism Authority (OC) was good She cares find Solutions, ideas, concepts , products that are unique and modern.
- At the level of dimensions of (OC) in general, results showed that most available dimensions were after fluency As the authority is interested in listening toadeater employees And implement what can be applied on ground
- The results indicated that Commission get up Preparing training programs to qualify



an efficient cadre in field of service provision.

- The results indicated that body It prepares strategies , plans that contribute to distinguishing it from competitors.
- The results showed that there is Significant effect of (SI) and its dimensions in (OC)

## **6-2: Recommendations**

**6-2-1:** Increasing interest in the strategic improvisation variable by adopting the following mechanisms:

- Holding a workshop, seminars and conferences on the importance of this variable in the Iraqi Tourism Authority.

**6-2-2:** The need to pay attention to the rest of the dimensions of strategic improvisation represented by strategic vigilance, strategic flexibility and innovation through:

- Putting the right person in the right place.
- Develop the leadership working in the Authority and work to increase their knowledge and inform them of the importance of these dimensions and their impact on the work of the Authority in the future.

**6-2-3:** Work on developing creative ideas in the Authority's work through:

- Using the skills and abilities of workers and specialists to help put forward creative ideas, especially when the authority is exposed to problems or crises.

**6-2-4:** need for authority to improve its services , to see all that is new to suit the needs and desires of tourists through:

- Continuously developing and updating the information system to identify most important developments in internal and external environment.

**6-2-5:** The need for greater attention by authority to dimension of fluency, by listening to opinions of workers, whether in solving problems or developing services and providing them in a way that suits the needs of tourists.

**5-2-6:** The need for authority to prepare many strategies , alternatives that would contribute to providing services to tourists in an effective , efficient manner by training workers by preparing training programs on how to prepare strategic plans by benefiting from past and present experiences to prepare for future.

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