



# THE IMPACT OF STRATEGIC IMPROVISATION IN TOURISM CRISIS MANAGEMENT AN EXPLORATORY STUDY IN THE MINISTRY OF CULTURE, TOURISM AND ANTIQUITIES

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<b>Article history:</b>		<b>Abstract:</b>
<b>Received:</b>	24 <sup>th</sup> May 2023	The research aims to test influence relationship of variables of current study, as strategic improvisation( <b>SI</b> ) is an independent variable through its dimensions in Tourism crisis management( <b>TCM</b> ) As an approved variable for a sample of leaders in the Iraqi Tourism Authority, in Ministry of Culture, Tourism , Antiquities, by (200) A questionnaire distributed (general managers, assistant general manager, heads of departments, people's officials) distributed them exclusively , comprehensive to survey their opinions About availability of researched variables Identify the relationships targeted by the study, so receive from them ( <b>185</b> ) and when unpacked excluded (4 Including) it being unfit for statistical analysis to be study sample) <b>118</b> ), these variables interacted to form the general framework of research, main and sub-hypotheses emanated from in order to achieve research objectives.
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## 1. INTRODUCTION:

Tourism improvisation (**TI**) is one of important factors that business organizations, including tourism organizations, seek to employ, as it is of essential points to address problem during period of crises facing international tourism organizations, (**TO**) including swimming organizations in Iraq. Therefore, application of improvisation tools, techniques will contribute to achieving its goals in long and medium term.

### 1.1: Methodology For Research

#### • Research problem and questions:

As a result of the increasing changes and disturbances in business environment until the present time, which greatly affected all organizations, especially tourism ones, the role of (**SI**) appears, as success or failure of organizations in facing disturbances or changes depends on intelligence possessed by senior management, the ability of leaders in organizations to make improvised decisions. Higher departments in the Ministry of Culture, Tourism, Antiquities should also use their effective role in facing crises, and from here the problem of the study was embodied through the main question (Does strategic improvisation have a role in the Ministry of Culture, Tourism and Antiquities in facing current crises and anticipating future crises). The following questions arise from this problem:

- To what extent do senior leaders in the Ministry of Culture, Tourism and Antiquities realize importance of strategic improvisation?
- Is there an effect of strategic improvisation in managing tourism crises?

### 1-2: Importance of Research

The current research gains its importance from importance of variables that were then dealt with by contemporary administrative phenomena, topics characterized by modernity that keep pace with environmental developments, strengthen their position in overcoming problems that have an influential role in success of organizations, especially in (**TO**). Therefore, the importance of research is evident all of the following:

- Touched on two important variables for organizations, especially (**TO**), namely (strategic improvisation, tourism crisis management), which are among topics of modern administrative thought.
- Shedding light on reality of using (**TI**) in tourism crisis management in the Ministry of Culture, Tourism, Antiquities in order to diagnose problems and obstacles it faces and to present proposals and recommendations in this regard.
- The field of intellectual tourism work in particular is a new addition to academic library, especially with regard to its main variables.

- The current study can constitute a strong incentive for other researchers to carry out research and studies that contribute effectively to (MTC).

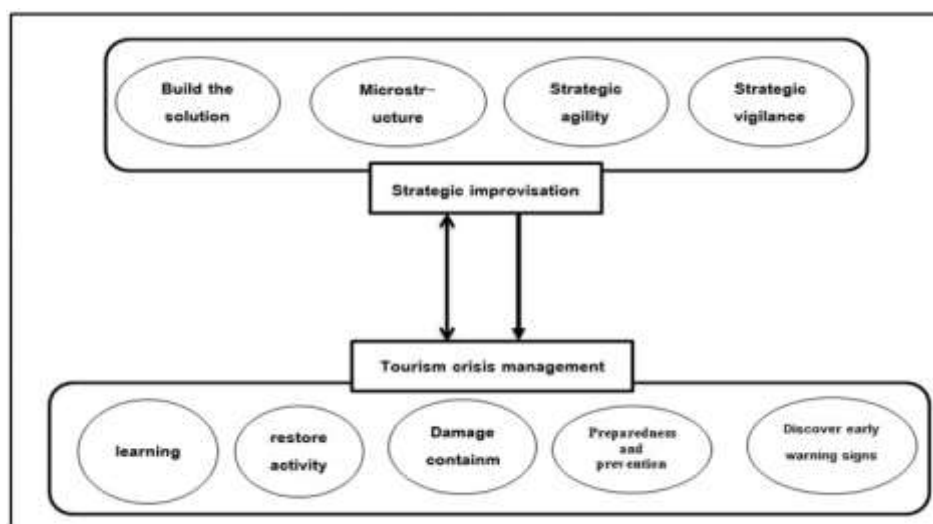
### 1-3: The Aim Study

- Identify level, nature of (SI), MTC) in the Ministry of Culture, Tourism and Antiquities.
- Provide a conceptual framework for all behaviors TO organizational variables of study, everything related to it by defining concepts, importance, dimensions of the variables of study, completing what began Previous researchers because their studies represented our starting point in completing current study.
- Developing a model linking variables of study, verifying its credibility through basic hypotheses of study.

- Determining relationship of impact, correlation between variables , dimensions of **(SI)** in **(MTC)** in the ministry under study.

### 1-4: Hypothetical Research Scheme

The hypothetical diagram reflects an image that shows the nature of influence relationships between study variables , their trends by relying on the relationships specified in study hypotheses, on the basis of which independent study variable (SI)) was identified, which includes four main dimensions (strategic vigilance, strategic agility, solution building, microstructure), approved variable **(MTC)**, which includes five main dimensions represented by (discovering warning signs, preparedness , prevention, containing damage, restoring activity, and learning).



**Figure (1) Research hypothesis**  
**Fig. (1) Hypothetical scheme of study**

### 1-5: Research Hypotheses

Study hypotheses are formulated according to hypothetical research model , , objectives of , study , in accordance with , theoretical references for both strategic improvisation , **(MTC)**, which will be subject to testing, analysis , statistical treatment, and then the validity of hypotheses will be proven or not, as follows:

- There is a significant effect between **(SI)** in **(MTC)**, The following hypotheses emerge from them:
  - ❖ There is a significant effect relationship of strategic vigilance in **(MTC)**,
  - ❖ There is a significant effect relationship of strategic agility in **(MTC)**,
  - ❖ There are relationship impact Same indication morale for the microstructure in **(MTC)**,.
  - ❖ There are relationship impact Same indication morale to build the solution in **(MTC)**,.

## 2: LITERATURE REVIEW

### 2-1: Concept Strategic improvisation (SI)

Concept of (SI) is one of modern topics that have been needed in order to enhance competitive advantage of organizations, especially the tourism ones. (Sauer & Bonelli, 2020: 2), improvisation is based on two things (experience and creativity), as experience, work experiences contribute to a joint creation that helps build the ability of improvisation (Vera, et.al, 2016: 1879), while creativity is of a special kind that emphasizes implementation of performance At same moment (Malucelli, et.al, 2019:3), there are those who look at it as dynamic capabilities. Improvisation in philosophy is a case of dynamic change because it combines work and planning together in a combination called real-time strategy , is an example of evolutionary change, as improvised actions are chosen , using it when repeating future challenges with current challenges (Cunha & Cunha, 2003:170),According to , researchers' intellectual directions, we decided to classify the concept of strategic improvisation into five



main categories, as , researchers of the first classification referred to , definition of strategic improvisation as (ability to respond to environmental changes). According to this classification, it is known as "Strategic competence capable of dealing with requirements of the twenty-first century that can change and the ability to adapt and respond to environment. Alhasnawi, 2021:68) believes that it is "the ability to integrate, build, reshape internal, external resources and capabilities to deal with rapidly changing environment." As for researchers of fourth classification, It indicated that it is (a form of intuition and creativity), so (Abdulkareem, 2022:7) indicated that "ability of management of tourism organization to take action in certain situations that include a high level of speed, spontaneity, creativity, the possibility of formulating, implementing policies and decisions simultaneously when following up on strategic activities of tourism organization, in line with nature of changes in tourism market.

Based on the foregoing, we see that strategic improvisation Represents (the ability of leaders in tourism organizations to respond to unexpected circumstances intelligently to solve problems, reconfigure internal, external resources and capabilities creatively by using intuition)

## **2-2: Dimensions of (SI):**

The dimensions of (SI) will be presented according to opinions of many writers , researchers, as stated by:(Camara & Petrenko, 2015) (Hussain, 2020: 89), (Al-Ta'i, 2021: 47)

The following are dimensions most relevant to research process, as follows:

- **Strategic vigilance:** Strategic vigilance is a strategic process that provides organizations with information that works to help them face the crises that organizations are exposed to and develop optimal solutions for them through strategic decision-making based on scientific foundations and standards. Strategic vigilance refers to research, scrutiny of information by monitoring the external environment and knowing competitors. (Reix & Rowe, 2016: 1) , strategic vigilance is one of most important strategies that leaders deal with in facing crises with uncertainty and environmental change that organizations face through alerting, collecting information, analyzing it, disseminating it, and investing it in decision-making and building strategies that face crises (Toor & Ofori, 2010: 5).

- **Strategic agility:** Strategic agility denotes ability of organizations to constantly adapt to changing, uncertain environments, as competitive advantage is often temporary, requires repeated strategic steps. Dynamic environments Organizations that are characterized by strategic agility also work to

integrate knowledge from all over the world in support of continuous innovation, as agility requires ability to quickly make decisions by thinking of the largest possible number of alternatives (Junni & Weber, 2015: 3)

- **Microstructure:** It is imperative for organizations, in light of conditions, crises, and continuous environmental variables, to possess flexible organizational structures that facilitate the processes of responding to the conditions of environmental disturbances, and consider them as auxiliary tools for organizations to possess strategic improvisation in an environment with severe disturbances and change, as the micro-structure was designed to allow maximum capacity of improvisational flexibility within the framework of the minimum denominators Joint is also described in organizations as a combination of freedom and control, managers understand minimal structures as well as how much control they want to maintain and how much autonomy they will allow individual members to take leadership in the work means the level of control usually in how to define one's own goals and the goal that It should be determined according to priority and decide the level of independence in how to follow up on the specific goals, as obtaining high independence and clarity of goals leads to the highest level of micro-structure to face crises.He, et al, 2020: 4)

- **Build the solution:** Prepare Building a solution is a skill to create resources from the available resources to solve an unexpected problem in a changing and turbulent environment, and thus how to obtain appropriate resources, and whoever is able to obtain these resources can obtain a competitive advantage, so available resources must be used in best utilization (Teoh, 2011:5\_6) , (Yang, 2018:3) believes that it is "a new approach compared to traditional management methods, because it focuses on reintegrating current resources with the mentality of stimulating work and experimentation, and then building creative solutions in exploiting opportunities , includes constantly re-defining task at hand." In light of available resources to face the crises.

## **2-3: (MTC):**

### **2-3-1: Concept of (MTC),:**

Prepare science of crisis management is one of important sciences that has become a priority in all organizations because of its prominent, important role in process of anticipating occurrence of a crisis, how to work to avoid it and limit its damage to organizations. Crisis management is difficult through its practical application , there are risks in applying solutions, risks increase In environments of environmental uncertainty with fear of unknown future, as working on trying solutions during the occurrence of a crisis makes ideas



thorny (Al-Bakri, 54: 2020) in what he saw (Alqahtani, 2019: 1) **(MTC)** is one of important elements of planning , decision-making functions in organizational management, while (Breithaupt, et.al, 2021:141) indicated that crisis management process is successful in international organizations, as it is classified into two parts, central crisis management Decentralized crisis management, central crisis management includes use of a central point (such as headquarters of tourist organization or a central site for disaster management) for all crisis management decisions, especially when it comes to a global crisis, as standards should be set for dealing with crises centrally and after reviewing many Arab , foreign studies According to researchers' intellectual orientations, we decided to classify the concept of tourism crisis management into five main categories, as the first category researchers defined tourism crisis management as (a series of procedures and operations), according to this classification, (Nalcacigil & Ozyilmaz, 2020:413) defined it as "The process of taking , implementing the necessary measures to obtain the crisis signal, assess crisis situation, get out of it with least loss in the event of a possible crisis, While researchers saw the fourth classification as (a group of activities aimed at research and sensing), and accordingly it was knownTIt is "response activities designed to manage threat that are important because they can have an operational aspect because of the solutions needed to control situation" (Ratten, 2020:4). The fifth classification researchers classified it as (methods, attitudes, behaviors, and strategies aimed at preventing occurrence of the crisis).He knew her(Hayes, 2021:37) as "a situation that threatens the tourism organization and its stakeholders, so that the organization must be able to radically change its course in order to survive.", Based on the above We know Tourism crisis management on it (Strategies and systematic practices through which tourism organizations try to predict and identify the potential crisis that organization faces and try to control it in order to avoid negative aspects and take advantage of its positives)

### **2-3-2: Dimensions of (MTC):**

The dimensions of **(MTC)**, will be presented according to opinions of a sample of writers, researchers, as reported by (Hussein et al., 2021: 186), (Hazaa et al, 2021: 6) Al Khalifa, 2021:60))

- **Detection of early warning signs:** Stage is represented by detecting and analyzing the signs that predict possibility of crises, as these signs do not appear all at once, but their presence calls for attention (Al-Shibli, 2018: 34). It was called the pre-crisis stage because discovering the signs means the

ability to diagnose the symptoms, indicators that indicate occurrence of crises. Most of the crises occur due to lack of attention and interest in these signs (Hamish, 2018: 33) that lack of knowledge and awareness of the signs before the occurrence of crises by decision makers leads to occurrence and exacerbation of crises (Mavromoustakos-Blom et al, 2018:16)

- **Preparedness and prevention:** This stage is the most correct preventive method required in stage of crisis discovery. Prevention includes discovering strengths, weaknesses in order to take necessary measures (Al-Jarjari et al., 2020: 528), "a cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective measures to ensure effective coordination during crises" adopts Organizations are prepared and prevented from the strategic planning of organizations in order to keep pace with crises and process of change. Delgado & Keuke, 2017: 9) , this stage is closely linked with stage of discovering warning signs, as all crises that afflict societies , organizations are less severe if organizations have advance plans for preparation and prevention (Avery, 2017: 47).

- **Damage containment:** Stage includes implementation of the response plan that was developed in previous stage to reduce the damages of the crisis, and the goal in this stage is to work to stop the chain of effects resulting from the crisis, and damages resulting from crisis are contained and treated, as it is a basic task of crisis management (Al-Salem, 2015: 58) That is, crisis occurred at this stage, so the organizations must put the plans into practice after the availability of necessary capabilities and means to address them (Al-Douri et al., 2017: 39),

- **Restore Activity:** When crises occur, organizations must be able to continue their work in midst of crisis and at same time plan for how to recover from the damages resulting from the crisis, as this stage is a primary goal through which organizations seek to restore internal , external balance and restore activity to the previous situation (Gakuo & Rotich, 2017: 23), work to accurately identify crisis and its causes, form a team that works to study, diagnose, and determine the causes of the crisis (Al-Douri et al., 2017: 40)

- **Learning:** The stage of continuous learning is one of crises, reorganization, and benefiting from past to develop the future (Al-Jarjari et al., 2020: 529). Attending training programs, benefiting from them, other methods that help organizations benefit from crises avoid their occurrence, as this stage is concerned with evaluation process to improve what has been achieved, as learning is crucial and vital. This



stage includes setting future measures to prevent the recurrence of the crisis (Hussein et al. 2021: 169).

### 3: Data Analysis

#### 3-1: Structural of Research measurement Tool

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

**Table (1 ) Stability Test**

scales	Alpha Cranach	Decision
Strategic vigilance	0.907	Stability good
Strategic agility	0.893	Stability good
microstructure	0.883	Stability good
Build the solution	0.888	Stability good
Strategic improvisation	0.918	Stability good
Discover early warning signs	0.944	Stability good
Preparedness and prevention	0.944	Stability good
Damage containment	0.927	Stability good
restore activity	0.931	Stability good
learning	0.933	Stability good
Tourism crisis management	0.948	Stability good

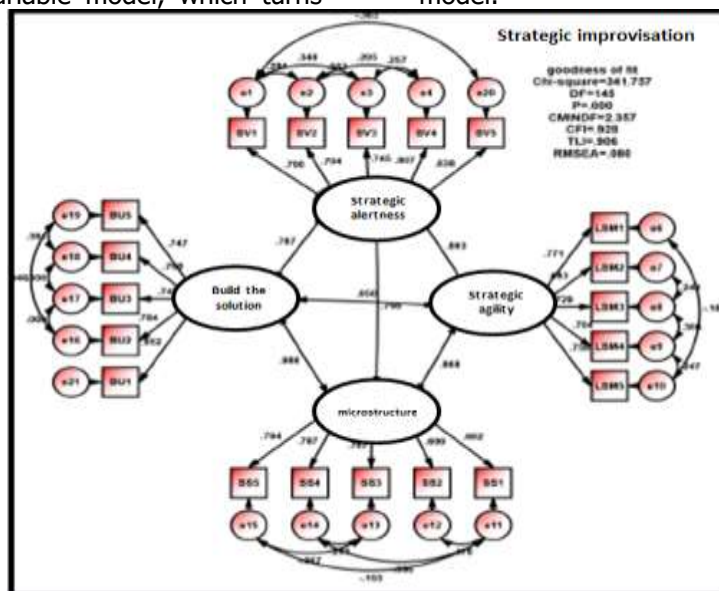
Source: programs SPSS V.25

#### 3-2: Constructive Affirmative Honesty

##### ▪ The confirmatory factor analysis of the strategic improvisation variable

Fig. (2 ), which represents questions , dimensions of strategic improvisational variable model, which turns

out to be composed of four basic dimensions with (5) questions for each dimension, as it also shows the extracted conformity quality indicators, which were among the criteria required to accept and approve the model.



Source: Prepared by the researcher based on program AMOS V.25

Table (3 ) shows values of contributions of questions for each dimension (the estimates of the questions), which ranged between (0.682-0.682), as it is clear that all questions are influential, as well as values of (CR),

whose values ranged between (8.899-12.672), which is also greater than (1.96), which is a sufficient indicator to adopt the model in its final form in subsequent analyses.

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

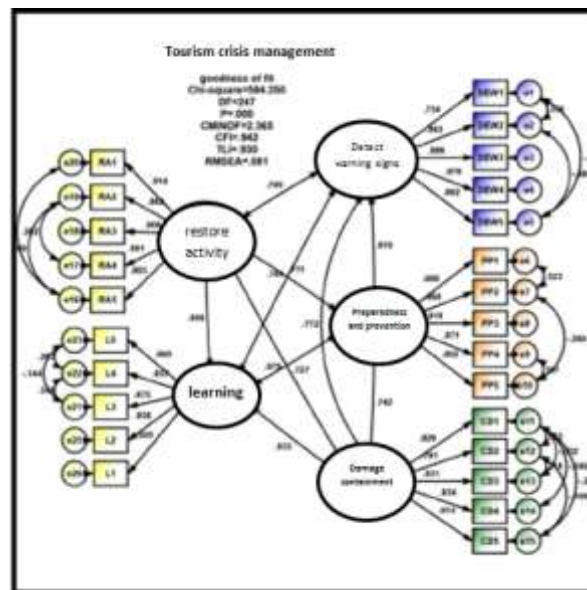
Questions	Track	Dimensions	Estimates	CR	P	Decision
sv1	<---	Strategic vigilance	.790	10,965	0.000	influential
sv2	<---		.704			

sv3	<---		.745	12,27 1	0.00 0	influentia I
sv4	<---		.807	11,02 2	0.00 0	influentia I
sv5	<---		.838	10,25 2	0.00 0	influentia I
LSM1	<---	Strategic agility	.771		0.00 0	influentia I
LSM2	<---		.683	9,217	0.00 0	influentia I
LSM3	<---		.729	9,926	0.00 0	influentia I
LSM4	<---		.704	9,505	0.00 0	influentia I
LSM5	<---		.758	9,660	0.00 0	influentia I
SS1	<---	microstructure	.682		0.00 0	influentia I
SS2	<---		.699	11,88 5	0.00 0	influentia I
SS3	<---		.767	9,310	0.00 0	influentia I
SS4	<---		.787	9,186	0.00 0	influentia I
SS5	<---		.794	8,899	0.00 0	influentia I
BU1	<---	Build the solution	.852	12,67 2	0.00 0	influentia I
BU2	<---		.784		0.00 0	influentia I
BU3	<---		.747	11,07 8	0.00 0	influentia I
BU4	<---		.768	11,09 1	0.00 0	influentia I
BU5	<---		.747	10,99 4	0.00 0	influentia I

**Source: Prepared By Researcher Based a Program AMOS V.25**

### 3-4: Confirmative factor analysis Of a Variable (TCM)

Fig. (3 ) shows dimensions , questions related to each dimension within tourism crisis management variable model, which consists of five basic dimensions with five questions for each dimension, as it also shows extracted conformity quality indicators, which were among criteria required to accept the model.



**Fig. ( 3) a variable model of (TCM) after modification**

**From Preparation Researcher by adoption on program AMOS V.25**

Table ( 2 ) shows the values of estimates, which recorded values that ranged between (0.734-0.968), as it turns out that all questions are influential, that is

from values of (CR), which achieved values whose values ranged between (11.104-21.979), which is greater than (1.96), which is a sufficient indicator to adopt the model in its final form in subsequent analyses.

**Table (3)descriptive indicators to variable dimensions (TCM)**

**Source:**

questions	track	dimensions	estimates	CR	P	decision
DEW1	<---	Discover early warning signs	.734		0.000	influential
DEW2	<---		.862	14,096	0.000	influential
DEW3	<---		.886	12,087	0.000	influential
DEW4	<---		.878	11,961	0.000	influential
DEW5	<---		.892	11,104	0.000	influential
PP1	<---	Preparedness and prevention	.888		0.000	influential
PP2	<---		.968	18,804	0.000	influential
PP3	<---		.918	19,097	0.000	influential
PP4	<---		.871	16,909	0.000	influential
PP5	<---		.802	14,141	0.000	influential
CD1	<---	Damage containment	.829		0.000	influential
CD2	<---		.791	19,258	0.000	influential
CD3	<---		.831	13,740	0.000	influential
CD4	<---		.934	15,559	0.000	influential
CD5	<---		.914	14,837	0.000	influential
RA1	<---	restore activity	.914	19,453	0.000	influential
RA2	<---		.902	21,979	0.000	influential
RA3	<---		.906	19,070	0.000	influential
RA4	<---		.891		0.000	influential
RA5	<---		.903	18,883	0.000	influential
L1	<---	learning	.920	18,670	0.000	influential
L2	<---		.936	19,459	0.000	influential
L3	<---		.875		0.000	influential
L4	<---		.857	18,493	0.000	influential
L5	<---		.869	15,434	0.000	influential

**Preparation researcher by adoption on program AMOS V.25**



### 3-4: Descriptive Analysis of research variables

#### 3-4-1: (SI)

Overall, table ( ) shows a summary of results for dimensions Strategic improvisation variable As it turns out that the variable achieved an agreement ratio of (70.6%) and a good level, while the percentage of disagreement reached (%)29.4)having reached its middle ( 3.530) with a drift (0.798), where the coefficient of difference was achieved ( 22.606). As for the dimensions, the results showed the following

- Achieved the highest percentage at the distance (**Strategic vigilance**(as it reached)71.58%) as it came in the (second) level in terms of its importance As for the percentage of disagreement, it

reached(28.42%)As he reached the middle of it(3,579) drift(0.904) where the coefficient of difference was achieved(25,258).

- Achieved less Ratio at a distance (microstructure) as it reached(69.48 %) when it came to the level (the third)In terms of its importance, the percentage of disagreement reached(30.52%)As he reached the middle of it(3,474) drift(0.880) where the coefficient of difference was achieved(25,331
- came after( **Strategic agility**)In order (first) in terms of importance within dimensions **Strategic improvisation** As it was more important to the ministry compared to other dimensions

**Table (4) summary of (SI) variable**

T	Dimensions of strategic improvisation variable	Arithmetic mean	standard deviation	coefficient of difference	AGREEMENT RATIO	PERCENTAGE OF DISAGREEMENT	Relative importance
1	Strategic vigilance	3,579	0.904	25,258	71.58	28.42	second
2	Strategic agility	3,503	0.870	24,836	70.06	29.94	first
3	microstructure	3,474	0.880	25,331	69.48	30.52	third
4	Build solution	3,562	0.910	25,547	71.24	28.76	fourth
	Strategic improvisation variable	3,530	0.798	22,606	70.6	29.4	

**Source: program SPSS V.25**

#### 3-4-2:(TCO)

Overall, the table (4 ) shows a summary of results for dimensions (TCM) variable As it turns out that the variable achieved an agreement ratio of (70.38%) and a good level, while the percentage of disagreement reached (%)29.62)having reached its middle ( 3.519 (with a drift) 0.942) where the coefficient of difference was achieved ( 26,769As for dimensions, the results showed the following

- achieved the highest percentage at the distance (**Preparedness and prevention**(as it reached)71.4%) as it came in the (second) level in terms of its importance As for the percentage of disagreement, it reached(28.6%)As he reached the

middle of it(3,570) drift(1.025) where the coefficient of difference was achieved(28,711)

- achieved less Percentage when after (restore activity) as it reached( 69.8 %)came to the level (Fifth)In terms of its importance, the percentage of disagreement reached(30.2%)As he reached the middle of it(3,490) drift(1,097) where the coefficient of difference was achieved(31,433)
- came after) **Discover early warning signs**)In order (first) in terms of importance within dimensions (TCM) As it was more important to the ministry compared to other dimensions

**Table (5 ) a summary of dimensions of( TCO) variable**

T	Dimensions of the variable tourism crisis management	Arithmetic mean	standard deviation	coefficient of difference	AGREEMENT RATIO	PERCENTAGE OF DISAGREEMENT	Ranking dimensions
1	Discover early warning signs	3,493	0.963	27,569	69.86	30.14	first





2	Preparedness and prevention	3,570	1,025	28,711	71.4	28.6	second
3	Damage containment	3,538	1,023	28,915	70.76	29.24	third
4	restore activity	3,490	1,097	31,433	69.8	30.2	Fifth
5	learning	3,503	1,063	30,345	70.06	29.94	fourth
Tourism crisis management variable		3,519	0.942	26,769	70.38	29.62	

Source: programs PSS V.25

#### 4: RESEARCH HYPOTHESIS TESTING

##### 4-1: The main hypothesis

**A.1: (There is impact with indication Moral between strategic improvisation in TCM**

**Tourism crisis management= 0.117 - +0.990 (strategic improvisation)**

Table (6) shows results of impact analysis between **Strategic improvisation in tourism crisis management**, having achieved value of (F) extracted amount is (568.266) result indicates that there is impact between Strategic improvisation in tourism crisis management, and this point However, higher the leadership sought in the ministry on Monitoring signals about the surrounding environment to take advantage of available opportunities, avoid threats, pay attention to facing environmental challenges that have a direct impact on performance HaBy empowering its employees and giving them the necessary freedom to perform the tasks entrusted to them whenever this is reflected in enabling its employees to address and

##### A1.1: premise(first sub)

**(There is impact with indication morale For after strategic vigilance in TCM**

**Tourism crisis management= 0.715 + 0.783 (Strategic Vigilance)**

Show Table ( 3) results of the effect analysis between **after Strategic vigilance in TCM**, having achieved the value of (F) extracted what it's worth ( 231,771)soIt indicates that there is a significant effect between them That is, whenever ministry sought in monitor Signals from surrounding environment to take advantage of available opportunities , avoid threats, And Encouraging the process of internal communication across the various organizational levels in order to achieve the effective sharing of information and strive to Using acumen and skill in the field of collecting information related to future from various sources , employing it in a manner that serves the ministry, whenever this is reflected in enabling its

##### A1-2: Premise(second sub)

**There is a significant effect of dimension Strategic agility in TCM**

**Tourism crisis management= 0.674 + 0.812 (AgilityThe strategy)**

Show Table (7) results of the effect analysis between **after Strategic agility in tourism crisis**

transform crises into opportunities that can be invested and to come out in a better condition than before crisis, in addition to conducting a comprehensive survey of work environment to identify signs of the possibility of a crisis, and develop Goals to deal with expected crises, as appears from the value of (t) extracted and amounting to (23.838 ) that effect parameter ( $\beta$ ) is a real effect, as increasing the effect by one unit will lead to an increase in tourism crisis management by ( 99%, as the size of the effect amounted to (1.772). ) and it is at a (large) level, as the strategic improvisation variable was able to explain what percentage (75 %) of the changes that occur in tourism crisis management.

employees to deal with and transform crises into opportunities that can be invested and come out in a better condition than before crisis like that Conducting a comprehensive survey of the work environment, identifying signs of a possible crisis, setting goals to deal with expected crises ,as appears from the value of (t) extracted and amounting to (15.224 ) that effect parameter ( $\beta$ ) is a real effect, as increasing the effect by one unit will lead to an increase in **TCM** by ( 78%, as size of the effect amounted to (1.132). He is at a (senior) level, as he was able, after strategic vigilance, to explain what percentage (56 %) of changes that occur in tourism crisis management.

**management**, having achieved the value of (F) The extracted amount is (229.867)so, It indicates that



there is a significant effect between them ,so results indicate To it whenever interested The ministry faces environmental challenges that have a direct impact on its performance , strengthen it its capabilities to enable it to achieve an appropriate response to changes in internal and external environment, and strive to Attracting skilled workers to respond quickly and effectively to what is required of them in order to achieve objectives of the Ministry, whenever it is reflected in Transforming crises into opportunities that

#### **A1-3: hypothesis(third sub)**

**There is A significant effect of microstructure in TCM**

**Tourism crisis management= 0.663 + 0.822 (structuralMinor)**

It is clear Table (8) results of effect analysis between **after Microstructure in TCM**, having achieved the value of (F) extracted what it's worth ( 256,803)so indicate that there is a significant effect between them, Show results That ministry The more you seek Empowering its employees , giving them the necessary freedom to perform the tasks entrusted to them. And own it set of explicit organizational rules that allow it to perform all tasks and carry out business in the ministry according to the strategic direction. And its quest to Provides an appropriate balance between rules , freedom that supports strategic improvisation

#### **A1-4: premise(fourth sub)**

**There is a significant effect of Build solution in TCM**

**Tourism crisis management= 0.371 + 0.884 (Build the solution)**

can be invested and come out in a better condition than before the crisis, as appears from the value of (t) extracted , amounting to (15.161 ) that effect parameter ( $\beta$ ) is a real effect, as increasing the effect by one unit will lead to an increase in tourism crisis management by ( 81%, as the size of the effect amounted to (1.127 He is at a (senior) level, as he was able, after strategic agility, to explain what percentage ( 56% of the changes that occur in tourism crisis management.

and facilitates the convergence of improvised procedures with the strategic intent of organizations. more this contributes to managing expected crises in a better from the value of (t) extracted and amounting to (16.025 ) that effect parameter ( $\beta$ ) is a real effect, as increasing the effect by one unit will lead to an increase in **TCM** by (82 %) as the size of the effect amounted to (1.191 ) , he is at a (senior) level, as he was able, after the minor structure, to explain what the ratio of (**58 %**) of the changes that occur in tourism crisis management.

**Table (5 ) Analysis Effect no After (SI) in TCM**

dependent variable	Dimensions of the strategic improvisation variable			(R2)	Adj (R2)	(F)	(t)	effect size	power effect	Sig	the decision
Tourism crisis management	Strategic vigilance	(a )	0.715	0.564	0.562	231,771	15,224	1,132	big	0.000	Accept the alternative hypothesis
		( $\beta$ )	0.783								
	Strategic agility	(a )	0.674	0.562	0.560	229,867	15,161	1,127	big	0.000	Accept the alternative hypothesis
		( $\beta$ )	0.812								
	microstructure	(a )	0.663	0.589	0.587	256,803	16,025	1,191	big	0.000	Accept the alternative hypothesis
		( $\beta$ )	0.822								
	Build the	(a )	0.37	0.72	0.72	478,4	21,8	1,62	big	0.00	Accept
		( $\beta$ )	0.822								



	<b>solution</b>	) ( $\beta$ )	<b>1</b> <b>0.88</b> <b>4</b>	<b>8</b>	<b>6</b>	<b>41</b>	<b>73</b>	<b>6</b>		<b>0</b>	<b>the</b> <b>alternati</b> <b>ve</b> <b>hypothe</b> <b>sis</b>
	<b>Strategic</b> <b>improvisati</b> <b>on</b>	(a) ( $\beta$ )	<b>0.11</b> <b>7-</b> <b>0.99</b> <b>0</b>	<b>0.76</b> <b>0</b>	<b>0.75</b> <b>9</b>	<b>568,2</b> <b>66</b>	<b>23,8</b> <b>38</b>	<b>1,77</b> <b>2</b>	<b>big</b>	<b>0.00</b> <b>0</b>	<b>Accept</b> <b>the</b> <b>alternati</b> <b>ve</b> <b>hypothe</b> <b>sis</b>
<b>(N) = (181) / ( (F) tabular = 3.984 ) / ( (t) tabular = 1.984 )</b>											

**Source: program output SPSS V.25**

It, Table (5) to results of impact analysis between **after Building a solution in (TCM)**, having achieved the value of (F) extracted what it's worth (478,441)so It, indicates that there is a significant effect between them, as the results indicate that the more the ministry works to identify the appropriate resource in dealing with problems, the more it seeks to possess skills and use its resources better than competitors, and work to find practical solutions to new challenges through use of current resources, developing strategies and mechanisms to respond to scarcity Scarce resources and the way to overcome challenges and turn them into opportunities by mobilizing, mixing, reassembling and reusing resources in order to advance reality of organizations, whenever this contributes to managing expected crises in a better manner , As appears from the value of (t) extracted and amounting to (21.873 ) that effect parameter ( $\beta$ ) is a real effect, as increasing the effect by one unit will lead to an increase in **TCM** ( 88%, since size of effect amounted to (1.626 ) , he is at a (great) level, since he was able, after constructing the solution, to explain what is the ratio of (72 %) of changes that occur in **TCM**.

## **5: CONCLUSIONS & RECOMMENDATIONS**

### **5-1: Conclusions**

- Turns out there is level Good strategic vigilance in ministry, as ministry monitors signals from the surrounding environment to exploit to available opportunities, avoid threats , encourage the process of internal communication of For the active participation of information as well as the ministry's use of intelligence , skill in field of collecting information that pertains to its future.
- The Ministry of Culture, Tourism , Antiquities has shown its interest in strategic agility through its interest in facing environmental challenges that have a

direct impact on its performance, as well as using flexibility in its internal environment that helps it achieve necessary response to developments in the external environment.

- It works to empower workers and give them necessary freedom to perform their work by setting explicit organizational rules that allow them to perform tasks and work in the Ministry..
- It was interested in building solution in a way that improves the level of strategic improvisation resulting from its possession of ability to synthesize , habit of installing resources and supporting them with new activities to take advantage of available opportunities.
- Results revealed that there is a decline in infrastructure of the Ministry, especially with regard to providing offices , furniture suitable for work, we did not find sufficient interest in them by the Ministry, which facilitates informal meeting. Employees to exchange knowledge among themselves, which in turn will negatively affect organizational climate and level of trust among them, which in turn leads to poor performance in general.
- Good interest has been shown by the Ministry in drawing up plans strategic contribute in Strengthening the position of the Ministry trying to carry out business for less possible errors as well striving to adopt ideas New helps to Develop the services you provide Ministry.
- The Ministry aims to establish awareness campaigns to deal with the damage caused by the crisis and work to create a state of reassurance among employees to get rid of repercussions of the crisis. It also works to implement necessary plans to fulfill duties after and of crisis.

### **5-2:Recommendations**

- Increasing interest in strategic variable of improvisation by holding a workshop, seminars and



conferences on the importance of this variable in the Ministry of Culture, Tourism and Antiquities.

- The need to pay attention to the rest of the dimensions of strategic improvisation represented by strategic vigilance and strategic agility through the development of the leaders working in the ministry and work to increase their knowledge and inform them of the importance of these dimensions and their impact on the work of the Commission in the future

- **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.

- **The need for the 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 the most important developments in the internal and external environment.

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

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

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