



THE IMPACT OF STRATEGIC AGILITY IN THE FOR ACHIEVING SUSTAINABLE TOURISM DEVELOPMENT AN EXPLORATORY STUDY IN THE MINISTRY OF CULTURE, TOURISM AND ANTIQUITIES

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Article history:	Abstract:
Received: 8 th May 2023 Accepted: 11 th June 2023 Published: 11 th July 2023	This study aimed test influence relationship of variables of current study, as strategic agility(SA) is an independent variable through dimensions in achieving sustainable tourism(AST) development as an approved variable a sample of leaders in Iraqi Tourism Authority, in Ministry of Culture, Tourism , Antiquities, by reality of(190) A questionnaire distributed to (general managers, assistant general manager, heads of departments, people's officials) was distributed to them exclusively , comprehensively to survey their opinions About availability of the researched variables in order to identify the relationships targeted by the study, so I learned from them(186(and at discharged excluded(2) Including fact that is not valid statistical analysis to be study sample (184), these variables interacted to form general framework for research, the main and sub-hypotheses emanated from them in order achieve the research objective

Keywords: strategic agility (SA), sustainable tourism development (AST).

INTERDICTION:

Business organizations, including tourism organizations, seek compatibility, interaction with surrounding environments, which are characterized by constant change. This can be achieved through extent of strategic response in order to achieve (AST), Many organizations focused on this axis because of importance in achieving goals of the organization in long, medium term, then achieving its goals and adding value to organization research problem.

1-1: Data and research methods

1-2: Research Problem

Tourism projects are currently facing many challenges resulting from environmental changes , developments This requires adapting requirements of change , development and exploiting contemporary , modern administrative concepts such as concept of strategic agility, through adopting flexible strategies that enable it use resources, capabilities and capabilities to determine appropriate strategic objectives, This requires use of some modern concepts and strategies to develop performance, (SA) helps develop analytical capabilities and cognitive skills that's purpose of this study is to measure impact of strategic agility on performance of senior leadership in Ministry of Culture, Tourism and Antiquities.

1-2-1: The purpose of this study can be achieved by answering following:

- Is there an effect of (SA) in achieving (STD)?
- How can Ministry of Culture, Tourism and Antiquities invest (SA) in achieving (STD)?
- To what extent do senior leaders in Ministry of Culture, Tourism, Antiquities realize importance of (SA)?

1-2-2: Importance of Research

The importance of current research lies in importance of variables studied by research modernity, as importance of study has been proven that it addresses an important activity of the administrative activities carried out by organizations in an important sector, which is tourism sector, which seeks to promote and raise the status of society, so importance of research is evident:

- The current study seeks to present a set of recommendations proposals to decision makers officials in Ministry of Culture, Tourism and Antiquities.
- This study examines two very important limiting issues of management. They are: (SA), (STD), which is an entry point for modern administrative thought.



• This study is considered a modest contribution in helping other researchers when studying one of study variables in future studies.

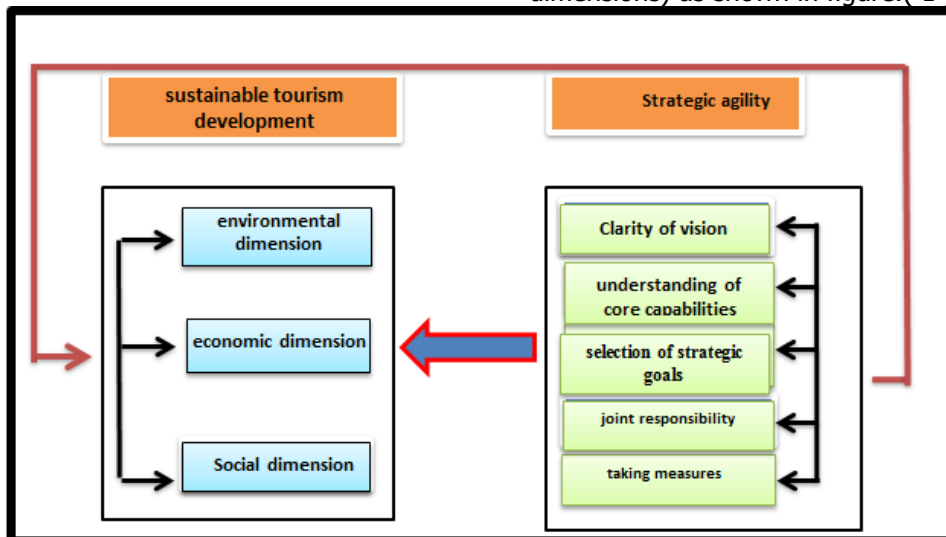
1-3: Research objectives

- Knowing the correlation and influence relationship between the variables of the study (strategic fitness and sustainable tourism development) in the Ministry of Culture, Tourism and Antiquities.
- Measuring the awareness and practices of the ministry's managers of strategic agility skills.
- Provide a framework for concepts related to variables of study And all his related to it by defining concepts, importance and dimensions of the study variables, to form a clear, comprehensive perception of these concepts.

• Developing a model linking variables of study and verifying its validity Through the basic hypotheses of the study.

1-3-1: Hypothetical of Study

The hypothesis diagram reflects an image that shows nature of influence relationships between study variables, their trends by relying on relationships specified in study hypotheses, on basis of which independent study variable (SA) was identified, which includes five main dimensions (clear vision, understanding of core capabilities, selection of strategic goals). joint responsibility, taking action) adopted variable (STD), which includes three main dimensions (environmental, economic, social dimensions) as shown in figure.(1) below



The research hypotheses are formulated according to hypothetical research model objectives of study in accordance with theoretical references for both (SA) ,(STD) then validity of hypotheses will be proven or not, as follows:

H1: There is a significant effect between (SA) in (STA), following hypotheses emerge from it.:

h1-1: There is an influence relationship of significant significance for clarity of vision in (STD).

h1-2: There is a significant influence relationship to understand essential capabilities in (STD).

H2: There is a significant influence relationship for choosing strategic goals in (STD)

H2-1: There is a significant influence relationship of shared responsibility in (STD).

h2-2: There is a significant impact relationship to take action in (STA).

2: Concept Of (SA)

The concept of (SA) is considered one of modern administrative topics, a methodology a vital entry point for facing volatile conditions , dealing with cases of

uncertainty by providing organizations take notice Sudden changes early, so agility is one of most important elements that help contemporary organizations survive in today's unstable and turbulent business environment..

(SA) also reflects readiness of organizer at capabilities to form real strategic options generate a value proposition for customers through formation reconfiguration method (Karumi, 2018: 104) there are those who view it as ability of organization to continuously adjust strategic direction , develop innovative ways to create value.(Ivory & Brooks, 2017: 348), It is one of contemporary administrative practices to enable organization to face changes in its environments, which requires rapid movement , adaptation of procedures , strategies very quickly, to lead organization towards survival prosperity in a complex dynamic environment (Hussein, 2018: 21). According to researchers' intellectual orientations, we have decided to classify concept of (SA) into five main categories, if first classification researchers refer to the



definition of strategic agility as (The ability to respond to turbulent environmental variables) According this classification, he knew her **(45: 2018Elgamal,)** on it "ability of an organization to renew itself, adapt, change rapidly, succeed in a rapidly changing, uncertain, and turbulent environment". **has known her (Gerald, et.al, 2020:42) as** "The organization's ability to respond quickly to changing environmental conditions, determines organization's operational flexibility and fluctuations in the business environment to ensure continuity of performance in terms of enabling organization that has capabilities to ensure a plan to predict new opportunities, threats adapt to them successfully.

As for researchers of second category They indicated that (SA) (helps organization to achieve a competitive advantage), according to this classification, it was defined (3: 2018, .**Nejatian et al.**) as it is "The ability of the organization to survive and thrive in a competitive environment that cannot be predicted by responding quickly, effectively to any kind of expected or unexpected change in the appropriate ways at right time, it is not a fixed goal that can be reached then forgotten, but rather a way to maintain competitiveness in markets that do not predictable, dynamic, ever-changing need to deliver right products at right time to customers."

2-1: Dimensions Of (SA)

The dimensions of (SA) will be presented according to opinions of many writers researchers, as stated by (Khoshnood & Nematizadeh, 2017), (Ismail, 2018), (Al-Sharif, 2018), (Najm, 2019), (clear vision, understanding core capabilities, choosing strategic goals, joint responsibility, and taking action)

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

• **Clarity of vision:** Clarity of vision is represented as "a future perspective for management and employees that contributes to determining the future situation that the organization desires to be in, and it is the source of the employees' sense of loyalty and belonging. A clear vision usually includes deeper meanings" (Al-Issawi and others, 2012: 229) 230) and (Abu Jabara, 2020: 27) believes that it "embodies the future ambition of the organization, is based on careful analysis of the internal and external environment, helps the organization in making its decisions, and directing behavior in its work."

• **Understanding core capabilities:** core capabilities are defined as organizations' awareness of capabilities, and how these capabilities can be used to create value for customers (Fadel et al. 2016: 119). And that organizations will never take advantage of

opportunities as long as they are not sufficiently aware of their basic capabilities (2017, Khoshnood & Nematizadeh) Therefore, it is necessary for projects to have their own core capabilities that give them added value and a competitive advantage in dealing with various changes. pointed to it **(2: 2017:farmer,)**As "experiences and organizational learning accumulated in the institution, to accomplish work that leads to actual professionalism in performance of its internal activities refers to innovation at level of institution that enables it to reconfigure processes, systems and resources, and more precisely ability of institution to integrate build, reconfigure internal , external competencies to respond quickly to changing environments. The core capabilities give organizations speed and stability necessary for (SA). If organization is not aware of capabilities, it will not be ready and able to exploit opportunities it seeks" (21: 2013). **Abu-Radi ,).**

• **Choosing strategic goals:** Objectives are a measure of the final results that organizations strive to achieve, and setting strategic goals is one of the factors that help improve the organization's ability to face available opportunities (2013, 45). Abu-Radi). strategic objectives represent a future situation that organization aspires to reach, objectives represent strategic direction that carries ambition long-term challenge of achieving excellence and leadership in a specific field. **((2006: 47, Thompson & Strickland),.** That any organization, no matter how small or large, or the difference in its production or service activities, has a goal or a set of goals, and the choice of strategic goals is linked to mission of organization is formulated by senior management, often goals are results that organization seeks to achieve. Qualifying, strengthening or developing its capabilities to adapt to current or emerging opportunities, it is the goal endeavor of every organization that wants to achieve success (Al-Musawi, 2018: 448).

• **Shared Responsibility:** Shared responsibility represents a shared dedication to the goals of organization by leadership staff throughout organization (Sam path & Krishnamurthy, 2017, 160). (Hanimex 2016:18) explains that it "arises from the synergy of working jointly, meaning that term results from collaborative responsibility and this will include many examples, as in coalition war , strategic alliances, whether in commercial, scientific or political sense." As all employees participate in making bold decisions in a thoughtful manner that ensures that response disturbances is more balanced, accurate confident individual decisions, it increases team



cohesion (Santali, 2009: 50). (Al-Fatlawi et al. 2019: 7) asserts "there is a need for changes in team because doing same work with same people for a very long time automatically leads to a decline in dialogue personal motivations, so changing roles responsibilities within team is a way of mitigating risks.

• **Take action:** success of organizations depends on availability of coordination in taking actions and decisions among all parties responsible for implementation of activities, operations, "represents the ability of organization to strategically exploit resources, individuals enable it to achieve desired goals results" (Abu Calhoun, 2022: 37). (Al-Alamy, 6: 2020) believes that it "refers to procedures adopted by organization, which clarify how to deal with opportunities available in work environment, and how to achieve strategic objectives, these procedures must be characterized by flexibility, continuity, effectiveness." It is essential that organization has ability to adapt strategy, to suit changing circumstances without losing sight of overall purpose of existence (Muhammad, 204: 2021).

2-3: Sustainable Tourism Development (STD)

2-3-1: concept of (STD)

The concept of sustainable tourism development is one of the relatively modern concepts and terms derived from broader concept of it, which is sustainable development. Among initiatives, measures are taken to improve environmental situation by reducing waste, pollution, changing transport behaviors, increasing water energy efficiency to achieve sustainable development in tourism industry. (Jashi, 2018: 19). Through reviewing a number of Arab, foreign studies and research, and according to researchers' directives, we have decided to classify (STD) into five main categories. 2010: 1) that it is "Optimal utilization of available resources and capabilities, whether human, material or natural, in an effective and balanced manner environmentally, structurally, socially economically, in a way that serves the various areas of tourism development in order to achieve aspirations of local population needs of tourism in fairness without extravagance, wasting gains of future generations." On other hand, (Al-Khadrawy, 2012: 61) believes that it is "optimal utilization of tourist sites by entering tourists in parallel numbers of tourist sites, provided that they are informed in advance, knowledge of importance of tourist areas deal with them in a friendly manner in order to prevent damage to both parties."

While the researchers of second classification saw it as (programs and plans), and according to this classification he defined it (Akdu & Pehlivan, 2012: 78).

"Improving the quality of life of the host community, satisfying tourists, optimizing the use of resources, preserving natural beauty, historical wealth, social and cultural values are foundation capital for tourism." While (Zain El-Din, 2016: 13) believes that "(STD) that begins after a complete scientific study within framework of integrated planning for economic, social environmental development within the country as a whole or within any region in which elements of tourism development gather from natural and cultural attractions."

2-3-2: Dimensions of (STD)

The (STD) will be presented according to opinions of a sample of writers, researchers, as reported by (86: 2009, Kaufmann & Gronau), (Makhoul et al., 39:2009). referred to by World (STD) (economic dimension, environmental dimension, social dimension).

• **The economic dimension:** It is about "indicators related to development plans and showing contribution of tourism to local economy, as well as extent of impact of tourism on local economy" by (96: 2010, Jovicic & Ilic):

- The state obtains payments by granting entry visas country.
- Tourism services obtained by tourists as a result of daily spending of tourists, in addition to spending on ordering productive goods.
- The contribution of foreign capitals in investments of tourism sector.
- The difference in currency conversion.

He indicated (Al-Kamri, 2012: 112) economic dimension promotes (STD) by providing additional sources of income such as increasing purchasing power, selling local products. While it was clarified (401: 2019 Doncheva) achieving maximum economic benefits, increasing competitiveness, growth are main goals of tourism, achieving these goals requires taking appropriate sustainable economic indicator that would allow those responsible for tourism projects other stakeholders decide to measure economic sustainability, think more strategically.

2-2-3: The Environmental Dimension:

environmental dimension is embodied in administration's interest in natural resources, which are backbone of (STD) As all moves emphasize quantity, quality of natural resources, environmental foresight factor, which is one of factors that contradicts (STD)

(2006:16, Cottrel & Vask). It was shown (137: 2016, Avcikurt, et al.) meaning of environmental dimension means confirming presence of natural resources in destinations, for the purpose of protecting, maintaining them well, for use by future generations. Between (3:



2020Hsu, et al,)Many countries are determined to deter tourism entrepreneurs , local communities from illegal use , over-consumption of natural resources. It also seeks to integrate plans for development of protected natural areas in regional, local areas, within the framework of comprehensive development plans, programs. Therefore, tourism is required to participate positively in preserving the environment (Sharma, 2020:4).

2-2-4: Social Dimension: It includes role of tourism in developing local communities, preserving cultural identity, fair allocation of resources (2009: 86, **Gronau & Kaufmann**). The social impact of tourism can be estimated through goal in developing standard of living of population, as services facilities are developed for tourists benefit local community, and these benefits are represented in developing infrastructure for water distribution, enhancing transportation or health services, sports or recreational activities, as well as other public places. (3093: 2010, **Chavez-Corte & Maya**). While (Al-Sous, 2012: 205) sees that social environment includes attitudes and values of society, and the impulsive and affected behavior by those values, and the attitudes, beliefs and values of individuals within society can be identified through their behavior in that environment. Between (2019:2, **kiss**) He pointed out that tourism will not be sustainable unless it is developed and able to consider interests of both tourists and local communities. social dimension of sustainability includes several factors represented in safety, health and some social activities, and social development seeks to bring about a set of changes for growth of society, to exploit its energies in achieving a renaissance for society (2021: 34, **Alwakid et al.**).

3-Test and analyze variables of study

3-1: main hypothesis the first (There is a significant effect between (SA) in (STD)).

$$\hat{Y} = 0.097 + 0.994 (X)$$

Form Table (3), figure (2) show value of (F) extracted between **(SA)**in **(STD)** as it achieved (442,165). It is greater than tabular value (F) of (3.92), therefore we accept hypothesis, i.e. (There is a significant effect between **(SA)**in **(STD)**). The results indicate that the more the ministry pays attention and continuously seeks to keep pace with environmental changes that are characterized by instability rapid change, work to exploit the available opportunities and avoid threats, and enable it to achieve the required competitive advantage over competitors and reach goals that it seeks, the more this contributes to the increase in development. **(STD)** , achieving advanced levels of integration within framework of planning for economic, social and environmental development.

- The Correlation Coefficient (R) Between Strategic Agility And Sustainable Tourism Development (0.842) Indicates That There Is A Relationship Between Them.
- Recorded Value (²R) It Turns Out That Strategic Agility Explains (70%) Of The Variables That Occur In Sustainable Tourism Development.
- Achieved Value (T) Extracted For (B) The Value Of (21.028). It Is Greater Than the Tabular (T) Value Of (1.984) At Significance Level (0.05), This Indicates evidence Of Moral Valueβ), As The Size Of The Effect Reached (1.550), At A High Level
- Can Be Seen from The Value Of (B) That Increasing the Strategic Agility By One Unit Will Lead To An Increase In **(STD)** By (99%).

table (1) analysis impact of (SA) variable on (STD)

developme e tourism sustainabl	Independent Variable		(R)	(R ²)	Adjusted (R ²)	(F)	(t)	effect size	Sig	Decision
	(SA)	(a)	0.097	0.842	0.708	0.707	442,165	21,028	1,550	0.000
	(β)	0.994	big							

Value Tabular (F) = 3.92 /// Tabular (t) value = 1.984 /// Sample size = 184

Source: program output SPSS V.25

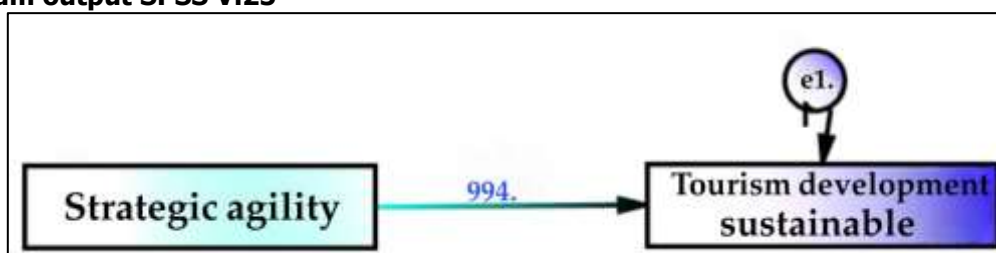


Fig. (2) the impact of (SA) variable on (STD)

Source: Outputs of Program 5AmosV.2

A1-2: The first sub-hypothesis

(There is a significant impact of of clarity of vision (STD))

$$\hat{Y} = 1.791 + 0.529 (X)$$

• Table (1) fig. (2) show the value of (F) Arithmetic between dimension of clarity of vision in (STD), which recorded (63.771). It is greater than tabular value (F) of (3.92), so we accept hypothesis, i.e. (There is a significant impact of the dimension of clarity of vision in (STD)). This indicates that more ministry seeks to possess a clear strategic vision that helps it in making decisions, in a way achieves complete integration and harmony between its units, departments, divisions, takes into account objectivity

realism when formulating future vision, more this contributes to achieving (STD)

- The correlation coefficient (R) between dimension of clarity of vision, (STD) (0.509) and indicates that there is a relationship between them
- It can be seen from the valued (R^2) that after clarity of vision explains 25% of the variables that occur in (STD)
- achieved value (t) extracted for (β) value of (7.986). is greater than tabular (t) value of (1.984) at the significance level (0.05), this indicates moral evidence (β), as size of effect reached (0.589), and at a significant level
- evident from (β) That an increase in the clarity of vision by one unit will lead to an increase in (STD) by (52%).

table (3) analysis Effect after clarity of vision in(STD)											
sustainable tourism development	Independent Dimension			(R)	(R ²)	Adj (R ²)	(F)	(t)	Effect Size	P	decision
		Clarity of vision	(a)	1,791	0.509	0.259	0.255	63,771	7,986	0.589	0.000
	(β)		0.529	big							

value(F) Tabular =3.92 / value (t) tabular = 1.984 /// sample size = 184

Source: program outputSPSS V.25

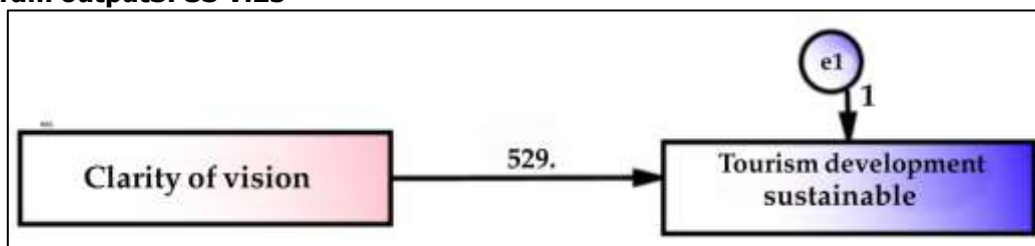


Fig. (3) The effect of having a clear vision on (STD)

Source: Outputs of Program 5AmosV.2

A2-2: The second sub-hypothesis

(There is a significant effect of dimension of understanding essential capabilities in (STD))

$$\hat{Y} = 1.183 + 0.708 (X)$$

• Table () figure () show the value of (F) extracted between dimension of understanding essential capabilities in (STD), as it recorded (200.544), which is greater than (F) tabular value of (3.92), so we accept hypothesis, that is (There is a significant effect of dimension of understanding the essential capabilities in (STD)) The result indicates that more ministry possesses the capabilities, experiences, accumulated organizational learning,

which results in required knowledge and skills, which allows accomplish work that leads actual professionalism in the performance of its internal activities, endeavor to possess working cadres that have necessary skills and experience to complete the work in required manner, whenever this contributes to Influencing rates of achieving (STD).

- The correlation coefficient (R) between dimension of understanding the intrinsic capabilities and (STD)



(0.724) and indicates a strong relationship between them.
 • achieved a value of (R^2) It is clear after understanding core capabilities, it explains (39%) of variables that occur in (**STD**).
 • registered value (t) extracted for (β) value of (9.109). It is greater than the tabular (t) value of

(1.984), this indicates moral evidence (β), as size of effect amounted to (1.044), and a large level
 • can be seen from value of (β) That an increase in understanding of core capabilities by one unit will lead to an increase in (**STD**) by (70%).

table (4) analysis Impact after understanding core capabilities (STD)t

tourism development	independent dimension		(R)	(R ²)	Adj (R ²)	(F)	(t)	effect size	P	decision
	Understand core capabilities	(a)	1,183	0.724	0.524	0.522	200,544	14,161	1,044	0.000
(β)		0.708	big							

value(F) Tabular = 3.92 /// value (t) tabular = 1.984 /// sample size = 184

Source: program out SPSS V.25

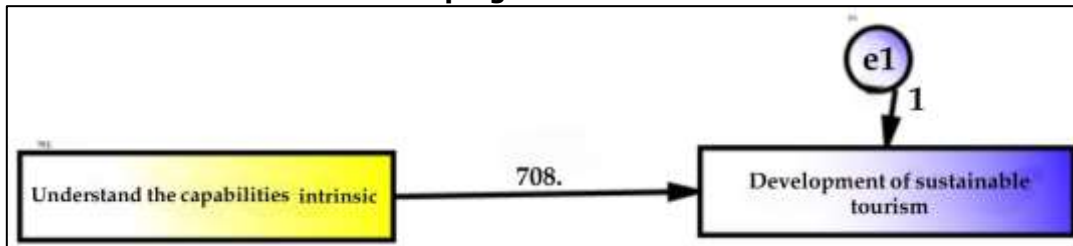


Figure (4) effect after understanding essential capabilities in (STD)

Source: Out Program 5AmosV.2

A2-3: The third sub-hypothesis

(There is a significant impact of selection of strategic objectives in (STD))

$$\hat{Y} = 0.538 + 0.856 (X)$$

• Table (3) figure (3) show value of (F) extracted between of choosing strategic objectives in (**STD**), with a value of (224.632). It is greater than tabular value (F) of (3.92), so we accept the hypothesis, i.e. (There is a significant impact of the selection of strategic objectives in (STD)) result indicates that more Ministry seeks to achieve activities through tasks, works it performs, for which it is rehabilitating, strengthening and developing its capabilities to adapt to existing or emerging available opportunities, its work continuously on harmonizing strategic goals with the opportunities available to it, and its development of specific goals in order to achieve its vision This will

have an effective role in achieving sustainable tourism development.

• correlation coefficient (R) between dimension of choosing strategic goals and (**STD**) (0.743), result indicates there is a relationship between them

• It can be seen from the value (R^2) after selecting strategic objectives explain (55%) of variables that occur in (**STD**).

• registered value (t) extracted for (β) value of (14.988). It is greater than the tabular (t) value of (1.984) at the significance level (0.05), and this indicates moral evidence (β), as the size of the effect reached (1.105), and at a high level.

• can be seen from the value of (β) That an increase in the selection of strategic objectives by one unit will lead to an increase in sustainable tourism development by (85%).

table (5) Impact after selecting strategic objectives unsustainable (STD)

the decision	P	effect size	(t)	(F)	Adj (R ²)	(R ²)	(R)	independent dimension		tourism development
Accept the alternative hypothesis	0.000	1,105	14,988	224,632	0.550	0.552	0.743	0.538	(a)	
		big						0.856	(β)	

value(F) Tabular = 3.92 /// value (t) tabular = 1.984 /// sample size = 184

Source: program out SPSS V.25

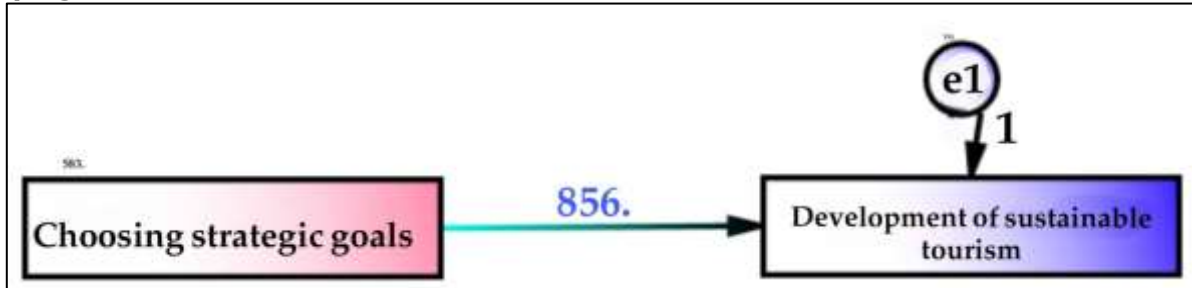


Fig. (4) effect of choosing strategic objectives on (STD)

Source: Outputs of Program 5AmosV.2

H4 : (There is a significant effect of shared responsibility in (STD))
 $\hat{Y} = 0.661 + 0.822 (X)$

• Table (4) fig. (4) show value of (F) calculated between of joint responsibility in (STD), as it recorded a value of (442.676), which is greater than tabular value (F) of (3.92), and accordingly we accept hypothesis that is (There is a significant effect of the dimension of shared responsibility in sustainable tourism development). result indicates that more the Ministry seeks to make partnership in responsibility collective commitment essence of work the philosophy followed in it, the integration of all actors parties involved in making decisions , be of added value to it. It encourages workers to deal with any mistakes that may occur as opportunities to learn not to blame and work to deal with relevant parties as partners in the responsibility for achieving final results, and provides various means for workers obtain necessary information complete

work assigned them, whenever this contributes to Influencing rates of achieving (STD).

• The correlation coefficient (R) between the dimension of joint responsibility and to obtain (0.842) indicates that there is a relationship between them.

• of valued (R^2) It is clear that shared responsibility explains 70% of variables that occur in (STD)..

• registered value (t) calculated for (β) the value of (21.040). It greater than tabular (t) value of (1.984) at significance level (0.05), and this indicates moral evidence (β), as the size of effect reached (1.551), at a significant level

• can be seen from value of (β) That an increase in joint responsibility dimension by one unit will lead to an increase in (STD). by (82%).

Table 6) Analysis Impact After Shared Responsibility (STD).

the decision	P	effect size	(t)	(F)	Adj (R2)	(R2)	(R)	independent dimension		tourism development
Accept the alternative hypothesis	0.000	1,551	21,040	442,676	0.707	0.709	0.842	0.661	(a)	
		big						0.822	(β)	

value(F) Tabular = 3.92 /// value (t) tabular = 1.984 /// sample size = 184

Source: program out SPSS V.25

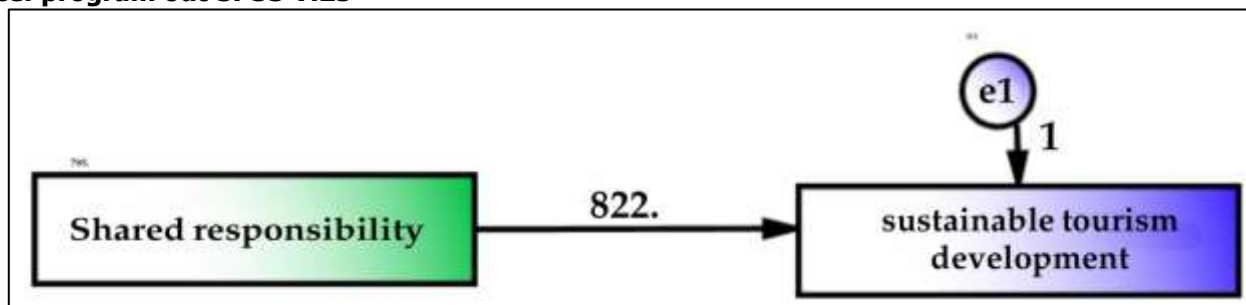


Fig. (5) The effect of shared responsibility in (STD).

Source: Outputs of Program 5AmosV.2

h2-4: sub-hypothesis

(There is a significant effect of the dimension of taking action (STD)).

$$\hat{Y} = 0.916 + 0.788(X)$$

Table (5) fig. (5) show value of (F) extracted between after taking actions in (STD). recorded (338,398). It is greater than tabular value (F) of (3.92), so we accept the hypothesis **(There is a significant effect of the dimension of taking action in sustainable tourism development)**. As the result indicates that the more the Ministry seeks to coordinate between all parties responsible for implementation of activities operations, and shows its ability to make decisions in light of opportunities threats, and continuity within the surrounding environment to ensure achievement of efficiency and effectiveness, and its quest vigorously to continue discussing relevant persons with whom it deals With them the necessary procedures to implement its objectives efficiently, its reallocation of the necessary resources to keep pace with future changes, and to facilitate the process of implementing new procedures

that aim to raise efficiency of performance (at level of departments and employees alike) to listen to all opinions proposals that would develop work mechanisms in the ministry. This will have an active role in achieving (STD)..

- The correlation coefficient (R) between after taking action and sustainable tourism development (0.806) and indicates that there is a relationship between them
- It can be seen from value (²R) after taking procedures explain (64%) of the variables that occur in sustainable tourism development.
- registered value (t) extracted for (β) the value of (18.396). It is greater than the tabular (t) value of (1.984), this indicates that it is significant(β) As size of effect reached (1.356), and at a high level
- can be seen from value of (β) That an increase in measures taken by one unit will lead to an increase in (STD).by (78%).

developmente	sustainable tourism	independent dimension		(R)	(R2)	Adj (R2)	(F)	(t)	effect size	P	the decision
		taking measures	(a)	0.916	0.806	0.650	0.648	338,398	18,396	1,356	0.000
	(β)	0.788	big								

value(F) Tabular =3.92 /// value (t) tabular = 1.984 /// sample size = 184

Source: program out SPSS V.25

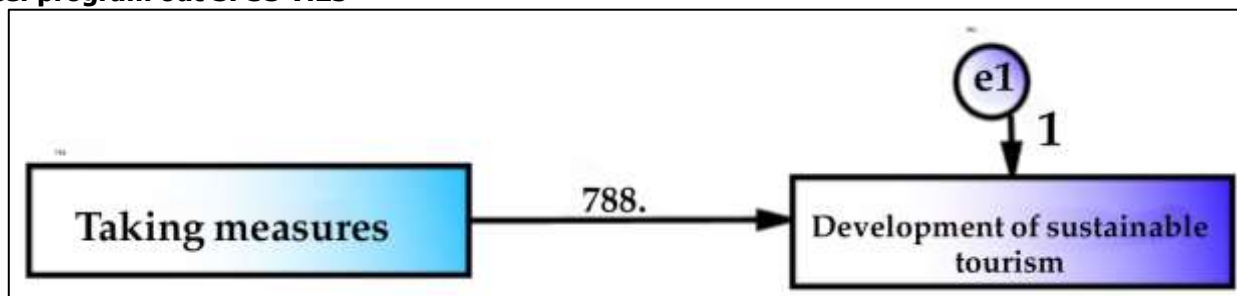


Figure (6) The effect of taking action (STD).

Source: Outputs of Program 5AmosV.2

H2:(There is a significant effect between of (SA) Together H2
 $0.305 = \hat{Y} - 0.102X1 + 0.165X2 + 0.126X3 + 0.454X4 + 0.290X5$

The table (6) shows results of analysis between of **(SA) in (STD)**
 The value of (F) calculated for estimated model was (130.125). It is greater than tabular (F) value of (2.29), accordingly we accept hypothesis that (there is a significant effect between the dimensions of (SA) **together in (STD)** This indicates that of (SA) together have an effective impact **(STD)**. That is,

when the ministry is interested in all dimensions of (SA), such as clarity of vision, understanding the core capabilities, choosing strategic goals, joint responsibility, and taking measures equally, this will increase value of impact on **(STD)**.

registered value Adj (R^2), as it turns out that of (SA) are able to explain 77% of the changes that occur in

(STD)). As shown in the figure (6)

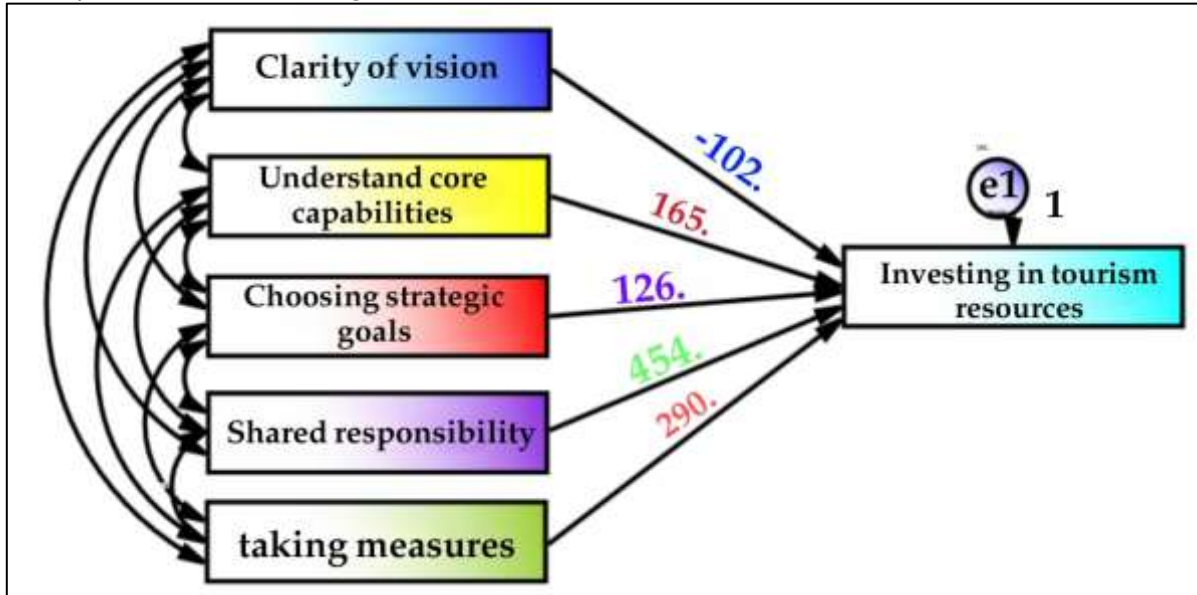


Fig. (6) The effect of dimensions of (SA) in (STD)

Source: Outputs of Program 5AmosV.2

using method (Stepwise) of test of significance of non-significant dimensions, after deleting the non-significant variables, it is clear that model is finally dependent on dimensions (Understanding core capabilities, shared responsibility, taking measures). it recorded value of (F) extracted from estimated model (209.107). It is greater than tabular (F) value of (2.68) at level of significance (0.05). This indicates that dimensions (understanding the core capabilities, joint responsibility, taking action) have an effective impact within ministry on achieving high rates of access to (STD). While we find there is some decline in process

of interest , influence of dimension (clarity of vision , after choosing strategic goals) on (STD) compared to rest of dimensions.

registered valued (R^2) It is clear that (understanding the core capabilities, joint responsibility, taking action) are able to explain (77%) of changes that occur in (STD).

evident from value of (β) for (understanding core capabilities, joint responsibility, taking action) respectively that increasing dimension by one unit will lead to an increase in (STD) by (14%), (47%), (31%), respectively, and as is shown in form (6)

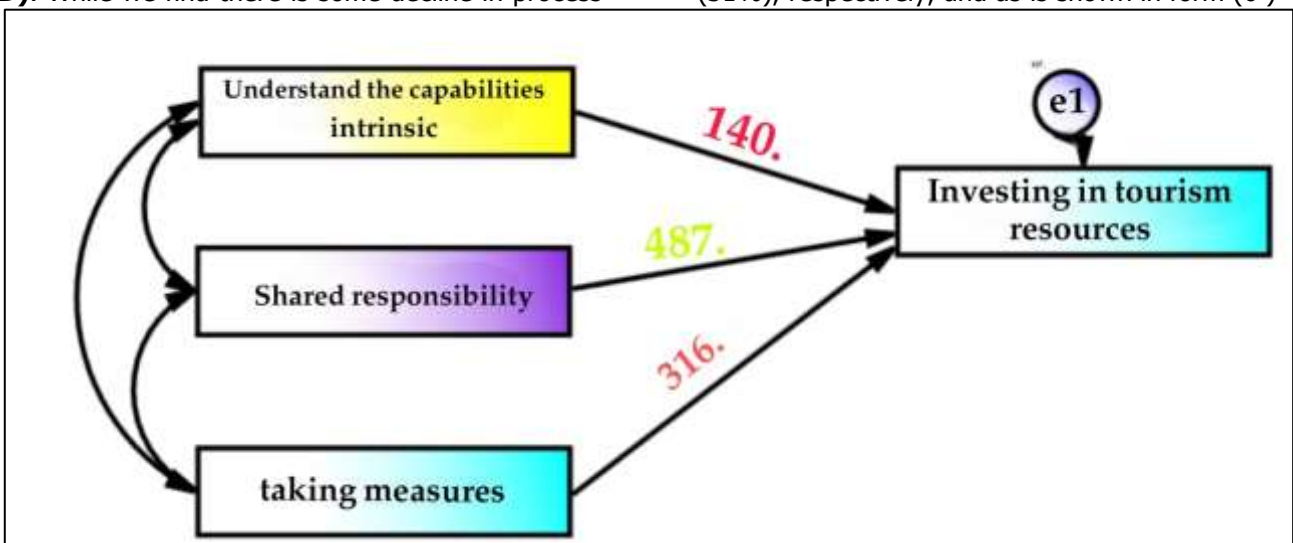


Fig. (6) effect of (SA) in (STD) using method (stepwise)Source: Out of Program 5AmosV.2 Table (6) Analysis of effect between of (SA) in (STD)



Dimensions of the strategic variable	Multiple linear regression model			Multiple linear regression model using method(Stepwise)			
	(β)	(t)	Sig.	(β)	(t)	Sig.	Dimension entry order
Clarity of vision	-0.102	-1.966	0.051	---	---	---	---
Understand core capabilities	0.165	2,648	0.009	0.140	2,636	0.009	3
Choosing strategic goals	0.126	1,829	0.069	---	---	---	---
joint responsibility	0.454	7,560	0.000	0.478	8,289	0.000	1
taking measures	0.290	4,820	0.000	0.316	5,363	0.000	2
(a)	0.305			0.313			
multiple (R)	0.886			0.881			
(R2)	0.785			0.777			
Adj (R2)	0.779			0.773			
(F)	130,125			209,107			
Sig.	0.000			0.000			
F tabular	2.29			2.68			
t tabular	1,984			1,984			
Moral (understanding the intrinsic capabilities, shared responsibility, take action)							
Non-moral dimensions (clarity of vision, choice of strategic objectives,)							

Source: programs SPSS V.25

4-CONCLUSIONS & RECOMMENDATIONS

4-1: Conclusions

- The Results Showed That Ministry Possesses A (SA) For Administrative , Financial Affairs , Pays Great Attention To Agility Of Its Operations Activities And Enhancement Of Its Agile Resources.
- inferred from this ministry in question has an effectiveness in management and pays great attention discovering weaknesses , environmental challenges through speed of decision-making, in response to urgent dynamic variables and according to proactive plans enable it to mobilize and mobilize all resources.
- According tasks entrusted Ministry according to organizational structure, it is considered directly responsible for managing resources, this is what makes decisions have a strategic impact on all Ministry's formations.
- The Ministry's ability train develop its cadres for jobs, as it is one of basic functions on which it relies, based on that, it allocates sufficient sums of money to fund training programs develop leadership and functional cadres.

- The study showed most of senior leadership works to involve their employees in making strategic decisions or involve them developing plans for ministry.

4-2: Recommendations

- The need to focus on experienced individuals by the formation managers of the research sample and put them within the joints with performance below the level of ambition to impose benefit from them in raising the levels of those formations and reaching high performance levels that meet the desire and ambition.
- The need for senior leadership in the ministry to provide an appropriate work environment in which material, financial, human, informational and technical capabilities, work systems and appropriate mechanisms are available.
- The senior management in the ministry must continue to adopt strategic agility as an approach and content in its practice, especially in the field of monitoring environmental changes in order to have the appropriate willingness and readiness to respond to change in an era of rapid changes.
- Promoting a culture of joint responsibility through the participation of workers and groups of society in the



planning and implementation processes to contribute to reaching the best results, and to study and understand the needs of the various parties and work to meet them.

▪ The need to enhance the use of the senior leadership in the ministry of modern administrative concepts such as strategic agility as a strategic and vital input in promoting sustainable tourism development, especially the two dimensions of joint responsibility and taking measures that show their impact on sustainable tourism development.

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