STRATEGIC ORIENTATION AND IMPACT ON THE DESIGN OF TOURISM SECURITY TECHNIQUES: AN EXPLORATORY STUDY OF THE OPINIONS OF A SAMPLE OF MANAGERS AT BAGHDAD INTERNATIONAL AIRPORT

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Article history:		Abstract:
		The current study seeks to know the impact of **strategic orientation**(SO) in three dimensions in design of tourist security crisis management techniques (TMDT) , IT relationship to achieving goals of Baghdad International Airport. To enhance tourism management , its crisis security with its dimensions (smart training, human resource efficiency, study sample was (70) managers , heads of departments of Civil Aviation Authority at Baghdad International Airport. The parameter was distributed on scale "Likert5" on distribution scale (70) a questionnaire, and (10) was retrieved (60) a valid questionnaire for statistical analysis, while (10) questionnaires were excluded for statistical analysis because of their invalidity. To report data and test hypotheses, researcher used statistical programs, including AMOS, SPSS, and V.25, in addition to a set of statistical techniques , techniques. study concluded that There is a relationship and influence of methods of strategic orientation on , design of tourism crisis management in various proportions. The study recommended the necessity of employing learning and continuous improvement of its employees by the departments and units of the civil aviation company

1.INTRODUCTION
The (SO) is one of essential works organizations seek, whether they are industrial or service, because have a leading role in managing organization's strategies, especially in tourism service security organizations So, researcher chose this principle because of belief in the role of strategic Orientation in achieving an attractive tourist environment represented in providing , strengthening tourism security and management. According to an intellectual and practical perspective capable of (SO) resources towards sustainable performance and thus creating additional value for a sustainable competitive advantage compared organizations by adopting and meeting expected , current desires of customers to achieve satisfaction with organization's services, This is what many researchers have indicated in their intellectual practical studies , study Knowledge gap between actual and planned.

2.CONCEPT (SO)
A number of researchers touched of **(**SO**)**, it was studied from several aspects. **Therefore**, It considered strategic Orientation, as concept has been addressed in many aspects in literature, such as market orientation, entrepreneurial Orientation, customer orientation, cost orientation, innovation orientation, competitor orientation, directives. educational, employee mentoring, interactive mentoring (Grawe, et al, 2009: 284) It is also a set of well-studied techniques and methods with an essential orientation for organization towards(OT) setting its mission (Who are we?), which derives from vision for future (What will we be?) Within these strategies are the principles and values needed to achieve their goals (Hassan, 2012: 18), Because it possesses the inclusive characteristic in contents, which adopts efficiency, effectiveness, distinction, which fall within requirements of organizational success (Al-Dulaimi, 2012: 18). As indicated by a study (Yassin, 2010: 20) On other hand, it focuses on **(SO)**, which is a dynamic and continuous process through which organization seeks to achieve it mission by working to manage , direct its available resources in an efficient and effective manner, the would contribute to facing challenges gaps in performance by adopting strategic options capable of facing this challenge. It also represents principles on which organization's activities ,

behaviors are based to achieve superior performance in accordance with an applicable vision and mission. **(SO)** through which it provides the basis upon which the organization's distinctive competencies are developed (Ho et al, 2016:220). Accordingly, and based on these opinions concepts put forward by a number of researchers, **(SO)** is a set of behaviors, thinking patterns, and individual behavior reflects far-reaching plans. Term of organization in which he works, which contributes to the evaluation and improvement of achieved performance of organization (Liu etal, 2020: 2). So, the researchers see the strategic Orientation as method of applying and evaluating productive methods, this would contribute to efficiency of performance add positive value in long term, and this would contribute In increasing the organization's customers improving its competitive capabilities, it is also the path that guides agency, the subject of research, in journey to build as promising future, through studying it internal , external environment, then developing strategies that contribute to achieving goals of the agency.

2-1: The Importance Of (SO):

The importance of (SO) stems according to opinions , belief of a number of researchers in multiple roles would reflect positively on competitive advantage of organization increase its competitiveness. According (Hammadi, 2020: 9) , (Saad and Nasser, 2019: 91), (SO) in general contributes to following importance:

• Improves finding compatibility symmetry between organization's current resources and opportunities.
• Contributes creating competitive capabilities in market by finding new market shares and developing radical innovations.
• The(SO)creates methods have ability use strategy to adapt to changing environmental features be more appropriate.
• Market orientation is an essential aspect of gaining knowledge of needs of existing markets customers , making small adjustments in resource base to meet demand.
• Effective allocation of resources and capabilities.
• Contributes supporting managers' strategic thinking and developing habits of thinking in future
• provides opportunities for participation for all administrative levels in planning and implementing goals of organization, which deepens the sense of belonging and loyalty and enhances citizenship.

2-3: Goals (SO):

The (SO) seeks to achieve several of goals in organization, whether they are service or profit-making (Al-Fahdawi and Al-Sudani, 2020: 35). These goals are represented in following axes:

▪ Optimally defining organization's vision and mission , directing it a productive place in the organization, and this is reflected in achieving and improving the organization's efficiency in the long run (Al-Issawi et al., 2012: 230).
▪ Formation of the activities work carried out by the departments of the organizations based on the implementation of a comprehensive plan of action after setting a clear vision for organization and path it seeks.
▪ Facing challenges facing business organizations in a world of constant change by adopting multiple options capable of developing treatments contribute to achieving goals at lowest cost.
▪ It helps to open the windows of thinking of the organization's senior management to future business prospects and to work towards a state of excellence within organization, to build a strong future competitive position.
▪ Contributes to formulation of organization's ultimate goals, way in which resources are allocated and sequence of actions taken by the organization to achieve those goals (Liu etal, 2020: 2).
▪ (SO) works help organization on how to use strategy to adapt to changing environmental features to be more appropriate.

The (SO) of organizations includes several types according (Elena et al., 2020: 3) represented in the following:

o **Market Orientation**: It is extent of ability to provide and analyze information about the current and future needs of customers, distribute and analyze it, and deal with it in most appropriate way.
o **Entrepreneurial Orientation**: It is organization's ability to integrate into high-risk projects , achieve competitive advantage with proactive innovations by focusing on introducing and developing innovative products to market, through adoption adoption of innovative procedures and strategic choices.
o **Technology Orientation**: It organization's ability and willingness to acquire sustainable technological knowledge and use it in research and development activities, by finding technical solutions to meet renewable needs of customers. On the other hand, some studies indicated that the strategic orientation , many aspects of strategic Orientation were identified in the literature. Such as market orientation, entrepreneurial orientation, customer orientation, cost orientation, innovation orientation, competitor orientation, educational guidance, employee orientation, and interactive guidance (Grawe, et al, 2009: 284).

2-4: Models of (SO):
Strategic models are among basic principles for guiding the functions of the organization, and accordingly organizations seek to improve the mechanisms of strategic Orientation in organization towards goals and extent of its improvement in the organization in long run. Therefore, (SO) represents that it is "the principles that guide influence the activities of organization to create behaviors that aim to ensure its continuity performance."

(Hakala, 2011: 199). Many researchers and writers presented several models for building models of techniques and designing mechanisms of (SO) according to nature of organization's business environment surrounds it , As future Orientations and as a basis for development of performance. Strategic techniques:

⊠ **Model (Oakland Consulting, 2014)**

This model was designed prepared for account of British Broadcasting Corporation (BBC) for possibility of finding solutions to problems faced by work of Commission. Necessary , clear through steps of study, as well as highlighting factors including "critical success, available resources" for being a public sector organization, funded by the British state. They work in it, as spread of its offices reaches more than a hundred countries in world, which gives it a multiple description.

nationalities, the strategic team relied on all these data in developing this model, and we can say that it is a specialized model, and it relied on case study method, which is difficult to generalize, but it intersects in many points with other models. This model No. (1) can be presented below:
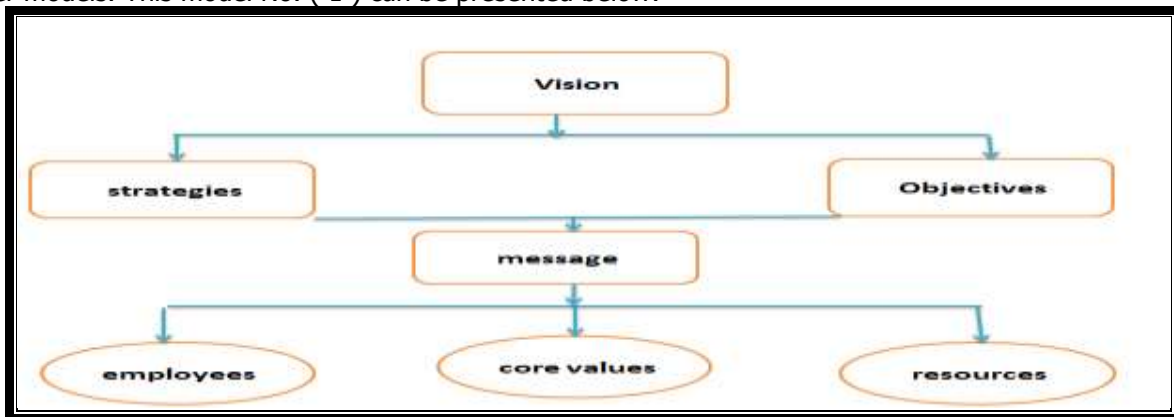

Fig. (1) (Oakland Consulting 2014) model of strategic Orientation

Al-Amiri, Firas Muhammad Ismail (2015), "The (SO) of organizations in context of the interaction between leadership capabilities , chaos theory practices - field research for a sample of senior leaders in the Ministry of Higher Education , Scientific Research", PhD thesis in Business Administration, College of Administration and Economics - University of Baghdad.

⊠ **Model (Morgan & Strong, 2003)**

Morgan & Strong suggested six types of (SO) : (offensive, analytical, defensive, future, proactive, risky). Figure (3) shows the six dimensions of strategic Orientation according to (Morgan & Strong, 2003) model:
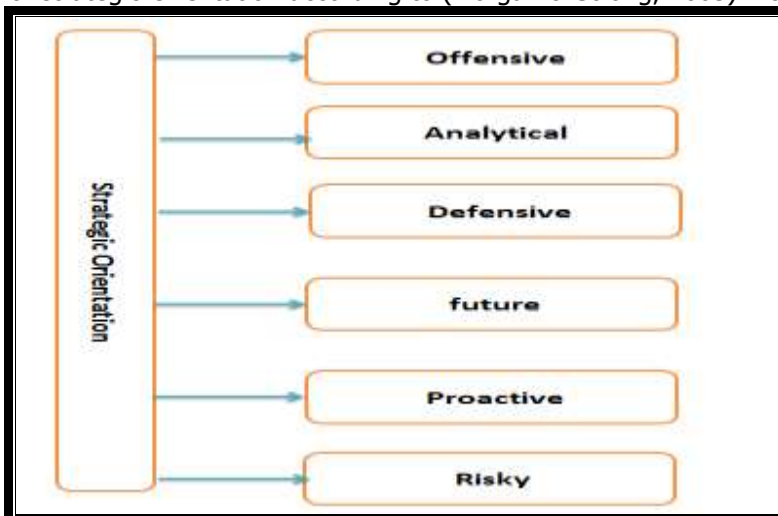

FIG.(Morgan & Strong, 2003)

Source: Morgan, R, E., & Strong, C, A. (2003). Business performance and dimensions of (SO). Journal of Business Research, 56, 163–176.

What is meant here by offensiveness is ability of organization to mobilize "direct frontal attacks to lead or overcome a competitor" in order to formulate and produce a successful "strategic performance" while reflecting analytical dimension of (SO) through the organization's ability to build knowledge and enabling processes for organizational learning, while the motivation dimension represents defensive, is noted with a high degree of strategic specialization,

the focus is on defense of current field. As for future dimension, indicates strategic management is linked between perception , business performance as well as future planning of organization. As for proactive dimension, it essential to innovative behavior, according to which organization works to invest in available emerging opportunities, experiment with change, and mobilize the first mover's work. Important in cases of resource allocation because an essential point in determining decision-making processes involved in organization's competitive strategy (Morgan, & Strong, 2003: 165).

3.   DIMENSIONS OF (SO)

   The Dimensions of strategic Orientation are among the essential requirements points that contribute to achieving goals of business organizations in the short, medium , long term, because of strategic options and alternatives it provides help enhance competitive advantage of organization compared to others, in order to ensure continuity survival of organizations, it imperative they draw vision, message in a realistic way translating it into long-term strategic goals objectives and reaching these goals objectives in shortest possible time, thus challenging rapid changes in an environment with unclear features in a way exceeds state of uncertainty, **therefore** become a strategic choice for senior management to face great challenges at local level , regional (help, 2013: 29), dimensions of (SO) can be presented in current study, which researcher reached by relying on a group of researchers' studies correspond to current study environment, Fig. (2) shows dimensions of (SO) more clearly:
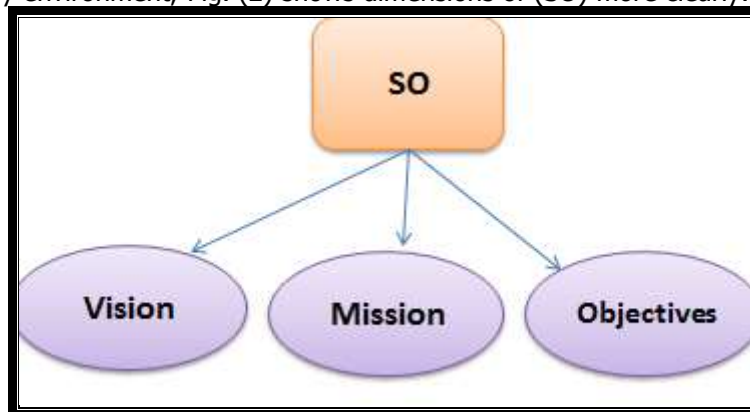

Fig. (2) dimensions of (SO)

Source: researcher based on previous sources

The researcher decided to adopt these dimensions of (SO) because it reflects development of a long-term strategic vision for strategic goal that reflects the views of leaders in tourism organizations, while the message is a source of competitive advantage for the organizations to define goals of organization, and because tourism sector is a service sector in the first place that needs capital development person who achieves an effective organizational culture within organizations, especially tourism ones, by emphasizing ethical practices at work with a control system that achieves balance in tourism work.

3-2: Vision

   There are many definitions in literature for concept of "organizational vision (OV) ". It means what organization desires reach to achieve future horizons in order achieve goals and draw a picture of productive future according to the efficiency effectiveness achieved. It also represents expression of organization's ambition, based on analysis. organization's environment (Sreeramana, 2016: 3). Most of share view that (OV) reflects desired ideal of the organization's activity. Often, a vision is described as an organizational compass that points to the Orientation the organization should aim for. It is also known as a picture of what the organization wants, in general terms what it ultimately wants to achieve. Thus, the vision statement articulates the ideal description of organization gives shape to intended future. Some researchers have expanded the definition of vision to include organizational goals strategies to achieve them, while others emphasize shared values, and according to Katz (1999) a successful (OV) establishes the principles values guide the daily routine of the organization and builds meaning. In addition, it has been emphasized that vision plays an important role in creating a distinct organizational identity by uniting members of organization enhancing sense of commitment and belonging (Yoeli & Berkovich, 2010:3). On other hand, the orientation of strategists in thinking about the activities of the organization tends to reach optimal strategic decision, therefore organizations adopt and adopt the main elements of the strategic management represented by (**vision, mission, strategic Orientations, available**) options as well as values and goals to be achieved, future images play an important role our lives as People look to the future when they make plans goals this case, try to make connections between past and present experiences and knowledge, and decisions about future (Mashreghi et al., 2011: 34). underlying hypothesis is that individuals organizations equally need dreams if wanted to survive thrive. Organizations

that chart future will have a proactive reaction to environment and can withstand the changing nature of it.In general, vision is important for strategic change in a mature organization. In fact, there is nothing worse than actions of high-level strategic leaders of an organization that do not align with vision (Michael A et al., 2007: 19). **Researcher Believes** that strategic vision is the mental perception drawn by senior management of agency about its future and what it dreams of achieving, which stems from values, principles, culture and surrounding environment of agency as well as its strategic capabilities.

3-3: The message:

Each organization is associated with an applicable future vision, as well as the formation of an applicable message. composition of message depends on the goals of organization. existence of any organization is linked to a specific message that it seeks to achieve, accordingly message is derived from environment in which organization operates and from the surrounding society, organization's message is manifested With specific and clear requirements, but with passage of time it may change modifications may be made to it. The message is defined as "defining the general philosophy that guides the organization in clarifying It purpose and actions it performs to audience of its members (Al-Hawali and Yunus, 2009: 83) in order for meaning become more comprehensive, it was necessary for us From following statement:

▪ **The importance (benefits) of vision & mission**, Decentralization flattening of hierarchies has led to organizational vision becoming increasingly important in helping individuals understand where organization is headed. Understandably, vision is often interpreted as the Orientation of an organization, set by leader, highlighting what needs to happen in order to reach a certain destination. It can be argued that vision provides "a link around which a common language , impetus for change can be built, with other sources indicating links between vision and innovation process (Perkins, 2017:5).

In same regard (Fred R, 2011: 47) indicates that the most important benefits of the vision and mission are as follows:
•Ensure purpose within the organization and provide a basis or criterion for allocating organizational resources.
•To establish a general tone or organizational climate.
•To act as a focal point for individuals to familiarize themselves with the organization's purpose and Orientation, to deter those who cannot participate further in organization's activities.
•To facilitate translation of objectives into a work structure involves assigning tasks to responsible elements within organization.
• To define organizational purposes then translate those purposes into objectives in such a way that cost, time performance parameters can be evaluated and controlled.

3-4 Goals Organization :

The organization seeks managers use term specific goals related to size and time, that goals are measurable and easy to plan by management, implement , control them, goals are defined as what will be achieved or produced during a period ranging from one to five years, goal is settled Referring to vision mission statement based on strategic issues and analyses, guiding goals of organization, is a consensus on goal of each program, a compromise on each activity , goals of programs to be implemented. Questionable goals are major requirements for use of performance information, **So,** they will occur Influence in strategic planning, management and staff performance evaluation. (Antonius H, 2013: 65) and when an organization writes objectives.

❖ **Characteristics of Coal organization:**

There are several goals that organizations seek, whether they are production or service, and these characteristics determine the level of efficiency, effectiveness, growth rate of organization in the medium , long term. Therefore, organizations adopt their goals according to the vision and mission of organization amount of material capabilities of organization. These characteristics lie:
• Objectives are characterized by a hierarchy guide the organization in moving from quantitative objectives.
• It characterized by being realistic, and being consistent with other tasks.

strategic goals are most important element in strategic planning and management processes, as define general framework for audience activities carried out by organization, help in transforming strategic vision and organizational message into desirable levels of performance. Organizational goals are general Orientations of organization and its departments. The horizontal and vertical to follow task A goal helps set a path by giving a general Orientation, but a goal usually does not contain the details of its completion, where the goal implies a specific achievement; The goal has been reached and verified (Sreeramana, 2016: 3).

On other hand, goals contribute to directing strategic capabilities towards achieving its specific goals as well as determining their priorities and their relative importance, as the concept of goals refers to final results of the organization, which are linked to defining the purpose that distinguishes it from other similar organizations, It based on the mission of organization (Hammoud & Al-Awada , 2019: 17), several rules should be followed, most important of which can be summarized as follows: (Al-Shuwaikh, 2007: 33)

- A description of change that will be achieved and does not describe the work itself.
- Each goal should be independent of the others and not interfering with it, meaning that the value of achieving that goal should not be affected by achievement of other goals.
- Achievement of goal should mainly contribute to achieving part of goal from which it is derived, that it has a direct connection through that goal to the mission statement, and it should not contribute to a goal is not directly related to it.
- Objectives must be realistic , achievable during strategic planning period, because if non-achievable objectives are set, will lead to testing programs and projects that are far from reality. **researcher believes** that the goals are desired ends to be achieved within a specific time limit, as well as the specific steps by achieving message of device.

4. DESIGN TOURISM SECURITY MANAGEMENT TECHNIQUES (TMDT):

The challenge represents biggest challenge facing countries in general in modern era and Iraq, especially after recent changes, one of (TMDT) challenges is tourism security challenge in Iraq and extent of reflection on developing capabilities of tourism organizations in Iraq. Over recent years, researchers in field of management , have shown a firm interest in concepts That promotes profitability, environmental sustainability, and social development (Khanra et al., 2022). (TMDT) are among the vital economic fields for many countries of the world. It is one of economic alternatives available to many countries, but development and success is governed by availability of necessary condition attract tourists , encourage travel to various tourist destinations with confidence, so, there is a debate among researchers about extent to which (TMDT) and management are achieved in order to reach required sustainability. So, It desired because tourism security is a multidimensional concept in broadest sense, if includes various aspects of human activity. (Al-Guinem 45: 2015), including aspect of tourism security in line with its future vision, as relies on use of information and communication technology to improve quality of life of individuals while achieving development, based on the three basic dimensions, "a technical dimension, a social dimension and an environmental dimension. Therefore, dimensions of (TMDT) is considered one of elements of sustainable tourism, if the security culture is considered as a behavior and an industry for security self of citizen because citizen's possession of Behaved values, respect for security tourism capabilities and valuing the values of tourism is a reason for amount of service consumption. Tourism is not a luxury service, and its consumption requires a stimulating environment based on a cultural and civilizational basis more than the availability of material tourism security capabilities, as the value of tourism security includes multiple determinants starting from protection to sensitization and awareness adherence tourist etiquette creating a stereotype for citizen of importance of critical resource,

4-1: Concept (TMDT)

Some intellectual theoretical literature indicates importance of role of (TMDT) in development of tourism security organizations, especially in turbulent environments , rapid changes. the extent of how organization employs techniques and methods that would restore organizational structure in a manner consistent with tourism environment , manage it towards achieving organizational efficiency and effectiveness and thus its reflection on achieving added value, and most organizations seek possibility of investing these technologies in workplace in order to improve their tourism security efficiency, and therefore researcher indicated (Algouenem 2015) In his study, "The techniques design of security tourism crisis management **(**TMDT**)**are the extent to which the methods and procedures necessary to achieve goals of the organization in its tourism environment can be created," while researchers (Khanra et al., 2022:222) pointed to a more broad and compatible vision than techniques The design of tourism security is "the processes and information the organization obtains and speed in employing them in organization, this would create more satisfaction and acceptance from current tourist security, attract other tourists, express concept of extent to which organizational, social ethical procedures are achieved for tourist of organization, this is represented in the development of the necessary techniques to achieve this perspective (Baloor, 6: 2013). As for the study (Fayez, 2006), it indicated the preparation , design of basic capabilities procedures that are compatible and consistent with the country's objectives first, supreme reconciliation, achieving satisfaction and acceptance from the tourist second, and this would provide additional value to organization and work to improve reputation of the tourism organization. Others see as "security and safety tourist in residence, movements, dealings, credibility security, what is presented to him of various cultures, traditions, customs, desires without restriction, providing a good, healthy, and pure climate that constitutes free spontaneous tourism (Fayez 605: 2006,), Also reflects smart methods experiences used by organization supporting resources of human resources, flexible organizational structure speed of decision-making. (Yassin 2010: 20) based on these opinions visions that researchers touched upon in their intellectual and practical studies of the concept, the researcher believes concept needs more clarity to remove confusion ambiguity, thus achieve security tourism security safety of organization, and this would be reflected in smooth entry of new and potential tourists to organization and country to which it belongs. The organization by adopting basic technologies and procedures consistent with behavior of organization's tourism environment, removing all ambiguities dealing with challenges facing organization through smart , flexible techniques and procedures to achieve goals.

4-3: Importance: (TMDT):

importance lies in many benefits , positives obtained by organization, the society and country to which the tourism security organization belongs, according studies by researchers such as (Vacharee Prashyanusorn et al, 2010:70), and the researcher has classified this importance according to the following axes:

▪ **Importance To Tourism Performance:**

This importance lies in:

a. It creates an aspect of trust , reliability for country , organization, reliance on security aspect its management, and considers a basic pillar for creating tourism safety for tourists.

b. Enhancing country's reputation in front countries and that would improve community's tourism awareness and security behavior.

c. Helps to increase the national income of community.

d. Helps reduce unemployment organized crime rates, and this is evident through the creation of new job opportunities for tourism security organizations in country.

e. Managing sustainable tourism crisis is an effective process that improves operational, financial environmental dimensions of tourism organizations and country to which organization belong.

4-4: Importance To Tourism security Organization:

A. Helps Organization Find A (SD) Fits , Is In Harmony With The Organization's Environment.

B. Promotes Raising Organization's Reputation Compared To Others, This Creates Added Value And Achieves Organization's Goals In Long Term.

C. Improves Realization And Promotion Of Organization's Vision , Mission In Achieving Its Goals , Reviewing Gaps It Faces In Future Through Making Critical Decisions By Senior Management.

D. It Lies In Creating A Flexible Organizational Structure That Is Compatible And Compatible With All Emergency Changes In The Organization.

E. It Enhances Role Of Efficiency Of Human Resources In Organization, Would Help Attract New Tourists security By Achieving Satisfaction Acceptance Of Current And Unexpected Requirements Of Customers In Long Term.

4-5: Importance Of Designing (DTMT):

This importance of (TO) lies in many axes, organization can pay attention to it seek to develop it towards effectiveness because of importance an important fundamental point, which is developing capabilities of tourism security organization towards acquiring new tourists and thus adding added value , improving its competitive capabilities (Liu etal, 2020: 5), and therefore It consists following:

A. Help develop organization's security capabilities in dealing with emergency situations by taking critical decisions contribute to raising efficiency of human resources represented by raising efficiency of guides organization.

B. Enhance competitive advantage of tourism organization by adopting flexible methods and technologies capable of compatibility and interaction with surrounding environment of organization, as well as providing all tourism services that fulfill their aspirations To enjoy their surplus time in security reassurance, it may give them a general impression after what threatens security and reassurance.

C. It contributes to possibility of developing capabilities of managers in the organization to acquire new markets by adopting techniques and procedures that meet the desires of tourists and enhance reliability and acceptance towards organization.

D. Providing a stable security environment and appropriate conditions for tourists around infrastructure tourism sector during their movement and stay from arrival until their departure.

4-6: Dimensions of (DTMT):

A number of researchers have described importance (DTMT) as a fundamental point in preparing infrastructure for success of organizations, including tourism organization. This is evident in achieving organization's vision and mission possibility of organization dealing with application of organizational systems , policies that enable process of attracting new tourists and then achieving acceptance. Satisfaction from tourists customers (Al-Rawi 2010,: 46). Therefore, researchers asked a clear question regarding this, which is: What are the basic principles on which tourism security is based in light of current circumstances variables whose basic , constant characteristic is change? Therefore, to answer this question, it requires many techniques methods from organization to arrange and plan scientific foundations are compatible with ongoing environmental changes surrounding the organization, including tourism organizations (John & Eke, 2020:40-43), and based on this basis and the vision of researchers factors that are consistent with emerging changes. For the organization, including tourism security organizations, especially in study community, researcher decided, in accordance with these foundations of accreditation and adoption of main dimensions of tourism crisis management, which are represented **in Figure (4)** as follows:
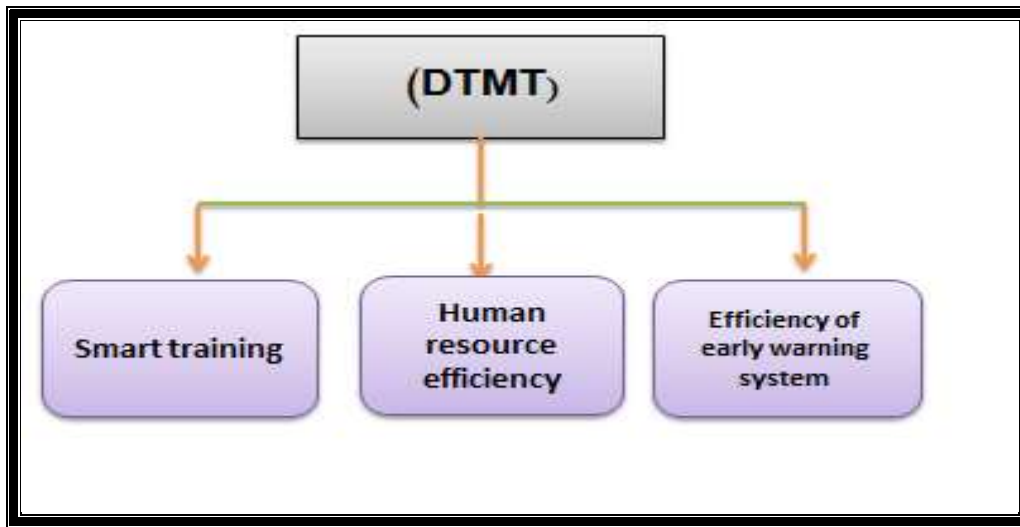
Fig. (4) shows dimensions (DTMT) based on previous studies

4-7: Smart Training:

The introduction of modern technology artificial intelligence systems in contemporary organizations is one of modern methods flow of information knowledge to organizations facing accelerating changes, as cognitive awareness requires adoption of smart techniques training programs based on integration of technological programs and modern communications with aim of changing the mental cognitive style of individuals and facing crises of all kinds. By creating sufficient flexibility to control the factors surrounding the organization, accordingly, most organizations have adopted multiple strategies represented in downsizing, restructuring, reorganizing to meet technological competitive challenges and uncertainties, as adopting a method that achieves goal by training work teams groups general organization, including tourism organizations to stream Self-knowledge ability to adapt, (Harem, Hussein, 26, 2010), work of groups adopts principles rules, including participation, cooperation, communication, coordination, and sharing in power. one of factors enabling the integration of experiences of individuals with groups to produce new knowledge. Therefore, organizations seek to adopt accurate technical and technological systems to acquire knowledge and integrate it with artificial intelligence confront security crises, including In tourism sector, (2017: 2. (An, D., & Carr), training is defined as techniques . methods provide employee or people in workplace with new knowledge (Joberto Martins: 2018) or is that new knowledge and experience aims to achieve goal For which it was established, and therefore researchers confirmed(Baek, 2017, 802.). In their intellectual practical studies, smart training is a procedure that relies on employing artificial intelligence to increase goodness and prepare for future, then meet challenges facing organizations, then invest knowledge for decision makers, deal with complex problems that need study and in-depth analysis, whether in marketing activities. And service, including tourism sector or at level of operations in organization, (Jimmy Zambrano et al., 2019: 1.). Based his basis, researcher believes that smart training is that procedure that aims to increase expertise invest in previous experiences of employees in order to face organizational and security challenges in organization by employing adopting scientific foundations and artificial intelligence tools in the workplace.

5.   IMPROVING EARLY WARNING SYSTEM(EES):

Organizations are racing to lay foundations procedures to ensure adoption of accurate systems face cases of uncertainty how to face these cases. Organizations, whether for-profit or otherwise, have begun to take more technological professional techniques by adopting artificial intelligence to protect interests from decline increase Melasma as a result of dealing with crises in a traditional organizational manner, and therefore these organizations have taken means limit neutralize risk detect it before occurs after adopting modern methods (Zanqata, Ymina et al, 2019) , among these means is building modern systems rely on sensing , realizing crisis before it occurs through a methodology Scientifically fed with updated information, produces decisive decisions deal with crisis reduce costs (Kapoor, Hind, 3010:220). Therefore, some researchers believe quality of improving (EES) for crisis depends on a set of standards and requirements, including:

▪   The need for employees of organization, including tourist, to have a decent persuasive speech, ability to initiate social communication to attract attention of others to reliability and satisfaction.

▪   Objectivity should be taken during occurrence of crisis to deliver information to visitor correct.

▪   Preparing logistical requirements such as means of heating and cooling in tourist organization , setting necessary instructions in event of any emergency.

SO, researcher believes that strategic options adopted by organization in its willingness to improve process and stages of early warning of tourist crisis must be available, studied and analyzed in a more realistic manner , based on vigilance and early preparation after benefiting from the previous experiences of organization because any error or incomplete preparation will increase It cost organization and loses many of its future tourists.

5-1: Efficiency of human resources(HER)
They are capabilities skills that organization possesses among employees, as well as reliable data information that employs in decision-making process (Jimmy Zambrano, et al., 2019:). Which is optimally invested (Saad & Nasser, 2019: 91). **Therefore**, core competencies and (HER) in organizations are among competitive advantages of organization compared to others, and this in turn contributes to achieving differential advantage of organization to achieve greatest possible value by gaining new customers achieving satisfaction with Customers (Jamil, 2016) SO, human resources in organization must have two important roles:

- **strategic role**: counting (human resources development) process at present time as a strategic process, as it consists of a planned set of continuous training and development programs aim to develop and improve the performance of all human resources in organization, and educate them. Everything is new on a continuous basis with the aim of helping them achieve various gains, and at the same time strategy seeks to create an infrastructure of human skills that organization needs in present and the future in order to continuously raise production efficiency organizational effectiveness to achieve customer satisfaction, as well as adapt and adapt to Changes in environment (Siraj Wahiba, 2012).

- **sustainable pioneering role**: process of continuous learning based on learning, thus aims to build knowledge, skills, behaviors and attitudes of human resources in order to improve their current and future performance adapt to environmental changes. On the other hand, current business makes its performance continuous and permanent improvement (Mirghani, 2018.), (Radwan, Wael, 2019:2).

6.METHODOLOGY & DATA ANALYSIS:
6-1:Importance Of Research:
   importance of current research lies in importance variables studied due recentness of research, as importance of study has been proven to be that it deals with an important activity of the administrative activities carried out by organizations in an important sector, which is tourism sector, which it seeks to promote. It raises the status of society and shows the importance of research:

 •The current study seeks to provide a set of recommendations for decision-making officials at Baghdad International Airport and airline companies.
 •This study examines two specific issues that are very important to management.
They are: SA), (STD), which is an introduction to modern administrative thought.

- This study is a modest contribution to helping other researchers when examining one of study variables in future studies.

RESEARCH OBJECTIVES
- Identify correlation influence between variables of study (strategic Orientation in three dimensions in how to design tourism crisis techniques) at Baghdad International Airport and airline.
- Measuring the awareness practices of managers and departments of Baghdad International Airport.
- Providing a framework for concepts related to study variables and everything related to them by defining concepts, importance and dimensions of study variables, to form a clear and comprehensive perception of these concepts.
- Develop a model links study variables verify validity through basic hypotheses of study.
▪ **Select Reliability Internal Consistency**
As shown in the table below, value of measure (KXO) from study data. analysis data showed that sample size of (60) of study sample is sufficient to apply confirmatory factor analysis method with high efficiency. This can be shown as in (Table 1) below:

Table 1 Select Reliability Internal Consistency

Variable scale	Test results for variable
SD	**0.850**
(**DTS**)	**0.760**
scale values of each them are more than (0.500), which confirms possibility of applying the confirmatory factor analysis method based on data obtained from answers of studied sample .with high efficiency	

Source: Determining value of statistical processing measure (KXO,) Source: Based on SPSS v29 results.
According to table above, constructive positive validity test, complete picture of performance of strategic Orientation (SD,) pattern must be applied. Such as test results, SD)) (variables measure the value of KXO)) was (0.918), while value of designing (DTS) was (760) as interpretation values are all more than (0.500), which confirms the possibility of applying confirmatory factor analysis method based on data obtained from responses of studied sample with high efficiency. And as in Fig. (5) below:
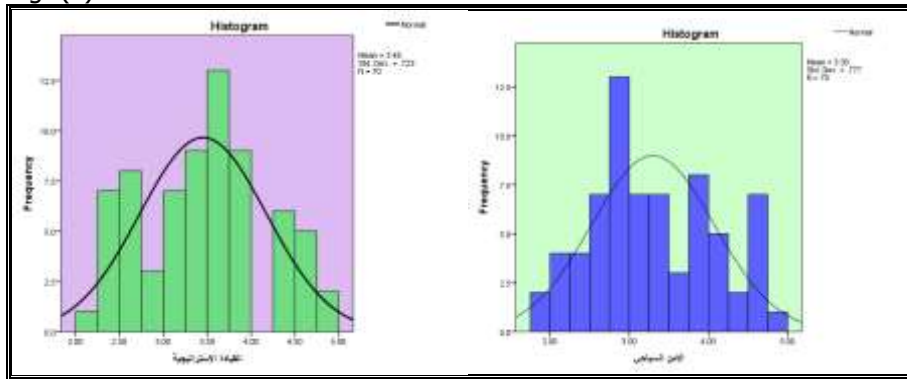
Source: Prepared by researcher according outputs of program (SPSS 28).
▪ **Sample & study population**
This part of analysis focuses on study sample, which was represented by the managers of "concerned departments divisions at Baghdad International Airport," as (60) questionnaires were distributed, and retrieved forms valid for statistical analysis amounted to (55) forms, as shown in Table (2).

Table (2) response of respondents

condition	Number of questionnaires distributed	Non-refundable	retriever
NO.	60	5	55
	%100	%5	%95

Source: Prepared researcher based on outputs of program (SPSS 28)
▪ **Reliability based on values of Cronbach coefficient**
  concept of stability is to obtain almost same results in case of repeating the distribution of the scale again, after a certain period of time, and the (Vakronbach) coefficient is used, whose value must be greater or equal to (0.70) in order to be considered acceptable, and therefore it is clear from Table (3) All the values of the (Vacronbach) coefficient are greater than standard specified for it, therefore they are considered good, meaning that the standards used in study have good stability.

Table 3: Results of Cronbach's alpha coefficient

Research variables and dimensions	Cronbach's alpha coefficient	Standard	decision
Strategic Orention(SO)	0.824		acceptable
Vision	0.798		acceptable
Mission	0.797		acceptable
AIME	0.806	0.70 greater or equal to	acceptable
DCMT	0.778		acceptable
TS	0.834		acceptable
RHM	0.882		acceptable

Prepared researcher based on outputs of (SPSS V.25)
▪ **The relative importance of the study variables**: Through analysis of data obtained by researcher from study sample and analysis, variable of (DTC) Management Techniques (DTMT) with three dimensions got highest value scored (76%), while (SO) variable with three dimensions came second with a value of (71%)) and as shown in Table (4) below:

	DIMENSIONS	MEAN	SD	CV	P.S%	level ANSWER
1	VISION	3.70	.780	210.81	66.6	good

2	**Mission**	**3.90**	**.880**	**2.256**	**69.4**	**good**
3	**AIMO**	**3.76**	**.980**	**260.61**	**68.9**	**good**
4	**SI**	**3.78**	**880**	**232.80**	**64.9**	**Average**
5	**EES**	**3.55**	**.960**	**270.4**	**65.1**	**Average**
6	**TS**	**3.85**	**.680**	**176.6**	**64.9**	**Average**
7	**HRM**	**3.90**	**.540**	**138.4**	**64.9**	**Average**
8	DTMT	**3.76**	**.726**	**193.8**	**64.9**	**Average**
	total average	**3,77**	**.803**	**212.9**	**64.9**	**Average**

Source: prepared by researcher according to SPPS25

▪ **SO model:**
Fig. (4), which represents questions dimensions of (SO) model, shows that is composed of three basic dimensions, with (5) questions for each dimension, as it shows in white extracted conformity quality indicators were among criteria required for model's acceptance and approval, as shown in Table (5).

Table (5) Indicators of quality of conformity (SO) model

Indicator	Standard	value extracted from model	decision
R^2	---	482.404	---
(SD)	---	209	---
ratio is between 2 and a DF الحرية degree	5 less than	2.308	**acceptable**
(MTC)	1-0.8	0.910	**acceptable**

Source: prepared by researcher based on: outputs of AMOS V.25 program
It should be noted that question (OC4) was deleted after vision and question (EP1) after objectives, as it was found to be insignificant affect quality of conformity to model in general, according to recommendations of the modification indicators, and as shown in Figure (6) below:
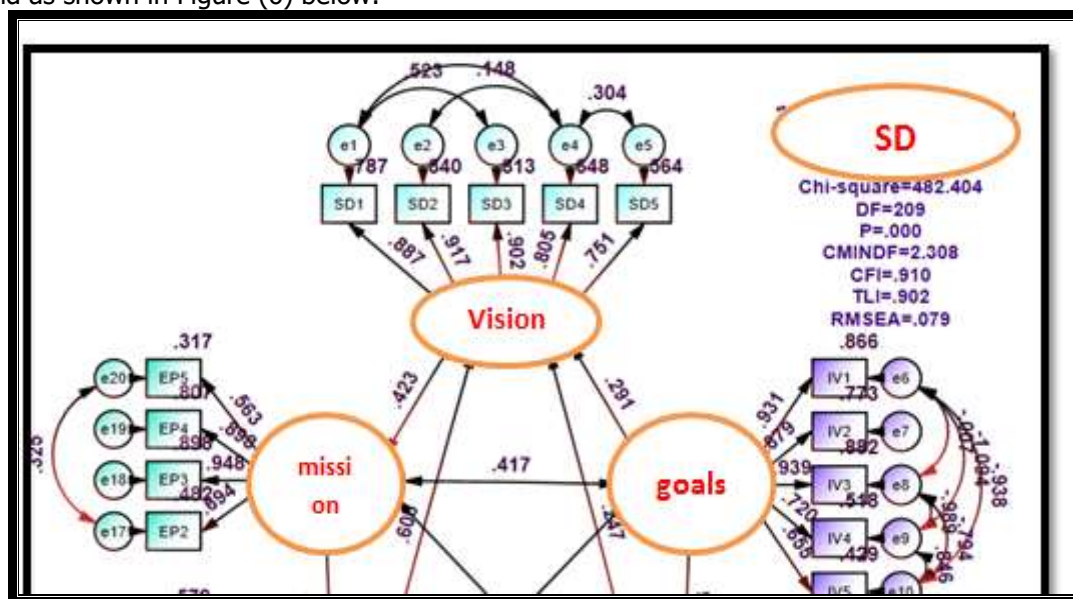

Figure (6) (SO) model after modification & deletion

Figure (7) presents (DTMT) model, as it was found to be insignificant affect quality of conformity to model in general, according to the recommendations of amendment indicators, as follows**:**
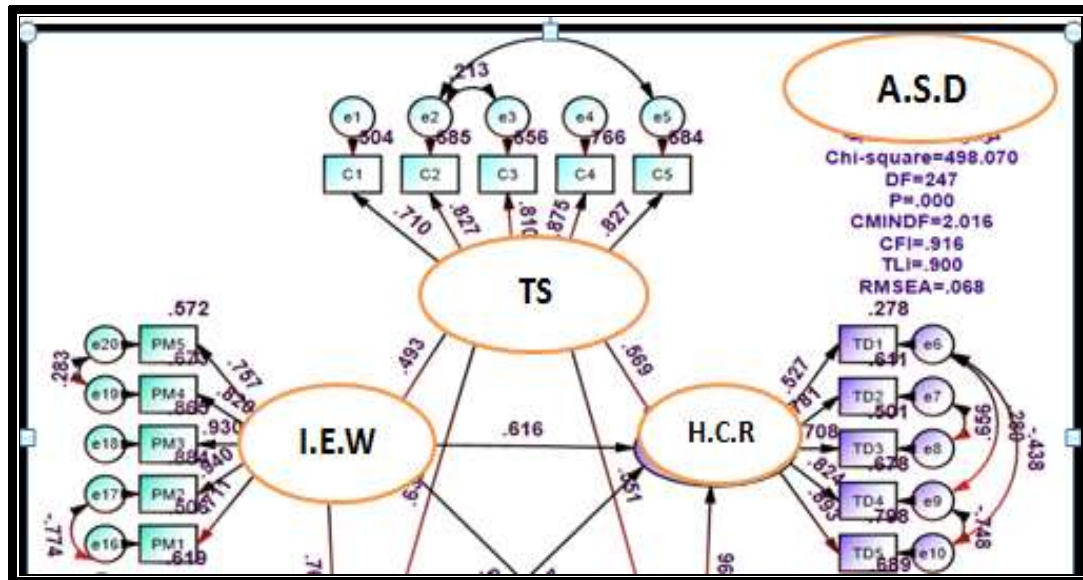
Fig. 7 shows Model (DTCM

Source: Prepared researcher according to AMOS program

▪ **Model (DTCM):** Figure (6) refers to questions dimensions of variable model of **(**DTCM**)** as it appears, in general, that model consists of "five basic dimensions", with (5) questions for each dimension, as from viewing figure it is also clear extracted conformity quality indicators are It was within the criteria required to accept the model, as shown in Table (6):

Indicator	Standard	The value extracted from mode	decision
R^2	---	498.070	---
(DF)	---	247	---
ratio is between 2 and a DF degree	5 less than	2.016	acceptable
(CFI)	1-0.9	160.9	acceptable

Table (6) Indicators of good conformity to variable (DTCM) Source: Based on outputs of program (SPPS25).

▪ **Analyzing correlation between variables of study:**
The aim of correlation analysis is to discover the existence of a significant relationship between the variables, as correlation analysis helps us to determine the Orientation of relationship, so if the relationship is positive, indicates two variables change in same Orientation, so the higher values of variable for three dimensions (X), the values of variable (Y) for three dimensions also increases, and as values of (X) decrease, values of (Y) decrease; That is, there is a direct relationship between two variables. When relationship is negative, means two variables are in opposite Orientation, as values of (X) increase, the values of (Y) will decrease, meaning there is an inverse relationship between two variables

▪ **Hypothesis testing:** researcher conducted main hypothesis, which is divided into sub-hypotheses for current study:

A. **The first main hypothesis:** There is a significant correlation between vision in designing tourism crisis management techniques (DTCM), and the following sub-hypotheses emerge from it:
▪ **There is a positive correlation between organization's vision dimension (V) in (DTCM).**
▪ **There is a positive correlation between mission dimension of organization (M) in the design of (DTCM).**
▪ **There is a positive correlation between objectives dimension (Aim) in design of (DTCM).**
four sub-hypotheses emanating from third main hypothesis were also tested as contained in study outline and as shown in Table (7):

Table (7) Correlation Matrix (Pearson) Relationship Correlation between (SO) Dimensions (SD) with (DTCM):

variable		(DTCM)

	independent dimensions (OP)	Correlation coefficient	The calculated t-value	Tabular t value	Moral level
1	(V)	.710	23.20	(1.987)	.o4
2	(M)	.580	22.58	(1.987)	,02
3	(A‿)	.602	26.50	(1.987)	.000
	التوجه الاستراتيجي SD	.650	27.28	(1.987	,01

Source: Prepared researcher based on output of electronic calculator (N=60))

▪ **DISCUSS ANALYSIS OF CORRELATION HYPOTHESES:**

▪ **Testing first sub-hypothesis**: There is a positive and significant correlation between organization's vision dimension (V) , design of (DTCM), according to Table (7). There is a correlation between (vision) dimension, which reached (.710) (a good correlation according to The research sample consisted of (60) employees, while calculated (t) value was (22.20), which is greater than the tabular (t) value of (1.96) at a significance level that was (.000). Therefore, hypothesis is accepted and null hypothesis (H0) is rejected,

▪ **Testing second sub-hypothesis**: There is a positive significant correlation between the airport message dimension (M) and the design of tourism crisis management techniques (DTCM), referred to in Table (7) above. correlation value was (.580) average correlation according to the research sample. (t) calculated (20.58), which is greater than tabular (t) value of (1.96) at a significant level (.02), which indicates that relationship between two variables has a positive relationship, therefore the hypothesis is accepted and null hypothesis (H0) is rejected.

▪ **Testing third sub-hypothesis:** There is a positive significant correlation between the objectives dimension (A) design of (DTCM), according to Table (7). The research amounted to (60) employees, while calculated (t) value was (22.28), which is greater than tabular (t) value of (1.96) at a significant level that was (.000), so the hypothesis is accepted and null hypothesis (H0) is rejected.

▪ **Testing main hypothesis in overall dimensions**: There is a positive significant correlation between the dimensions of strategic Orientation (SD) and (DTCM), as shown in results of table (7). results found that there is a correlation between variable (strategic Orientation), which amounted to (650) correlation above average according to the research sample of (60) employees, while calculated (t) value was (22.28), which is greater than the tabular (t) value of (1.96) at a significance level that was (.000). Therefore, the hypothesis is accepted , hypothesis is rejected. Nothingness (H0).

▪ **The second main hypothesis: There is a positive impact relationship between strategic Orientation (SD) in (DTCM), and the following sub-hypotheses emerge from it:**

▪ There is a significant effect of dimension of vision (V) in (DTCM).

▪ There is a significant effect of letter (M) in design of tourism crisis management techniques (DTCM).

▪ There is a significant effect of the dimension of objectives of the organization (AM) in (DTCM).

▪ The four sub-hypotheses emanating from third main hypothesis were also tested as contained in study outline as in Table (8):

model	(β) Factor	R2	F value	(β) Impact factor	(TCM)	
					calculated (t)	Moral level
Constant	1.677	.73	4.97	.44	4.420	.000
SD	.43	.71	5.76	. 330	2.856	.005
(V)	.35	.76	6.54	. 430	5.642	.020
(M)	.182	.75	6.76	. 454	4.539	.000
(A‿)	.076	.69	6.56	. 550	4.250	.000

Source: Prepared by researcher according to results of SPSS 25 program

Through data of Table (8), I found that there are relationships of influence between dimensions of (SO) AS (SD) in three dimensions (DTCM). The results were as follows:

6-2: Discuss Analysis Of Influence Hypotheses:

❖ There is an influence relationship for vision dimension (V) in (DTCM), as value of (t) was acceptable when compared to tabular value of (1.96) at a statistical level (0.05), and this means that there is a presence of the airport vision dimension (V) has a value of (2.856) when value of dimensions of variable ((DTCM) is equal to zero. The value of marginal slope reached (β = .330) indicates that a change of (1) in dimensions of airport's vision in (SO) (V) will lead to a change of (0 = .330) in dimensions of design of (DTCM), research sample. (DTCM) while value of (R2) was (.71), which means distance of seeing airport explains its value. 76) of variance occurring in its other dimensions, a percentage (0.35) of variance is due to variables factors that were not included in regression model, factors outside dimensions of current study. In light of these results, this hypothesis is accepted.

❖ **There is an influence relationship for airport message dimension** (M) in design (DTCM), as the value of (t) was acceptable when compared to tabulated value of (1.96) at statistical level (0.05). This means that there is a dimension The organization's message (M) is (4.539) when the value of dimensions of variable (Designing Tourism Crisis Management Techniques (DTCM)) is equal to zero. While value of (R2) was (.75), which means that organization's mission dimension explains its value (.75) of the variance occurring in its other dimensions, and that a percentage (0.250) of the unexplained variance is due to variables that were not included in factors of the current study. As for slope value The limit has reached (β = .454). This indicates that a change of (1) in dimensions of airport's message (DTCM) will lead to a change of (0 = .454) in dimensions of design of tourism crisis techniques, research sample. . In light of these results, this hypothesis is accepted.

❖ **There is an impact relationship for objectives** (A) in dimensions of (DTCM), since the value of (t) was acceptable when compared to tabular value of (1.96) value was (4.250) and at a statistical level of (0.05), means There is a dimension of **goals** at airport with an amount of (4.250) when value of dimensions of the variable (Design of Tourism Crisis Management Techniques DTCM) is equal to zero, while the value of (R2) was (.69), which means that infrastructure variable explains its value (.69)) of variance. The outcome in other dimensions and that the percentage (0.310) of unexplained variance is due to variables that did not enter the regression model, that is, to other factors outside dimensions of the current study, while the value of the marginal slope had reached (β = .550), and this indicates that a change of (1) In (DTCM) will lead to a change of the amount (0 = .. 550) in dimensions (DTCM), the research sample. In light of these results, this **hypothesis is accepted**

7.CONCLUSIONS AND RECOMMENDATIONS:
7-1: Theoretical Conclusions:
▪ There have been multiple studies have indicated adoption promotion of (DTCM) by airport management, research sample, based on environmental conditions surrounding organization, **but** there is a gap that is required to be narrowed as much as possible to enhance procedure.
▪ Theoretical intellectual studies found a correlation impact on role of (SO), which reflected positively on improving the image of (TO).
7-1-1: Practical results:
▪ turned out results of study, level of response ranges between medium and high for dimensions and paragraphs of (SO) three dimensions (study sample members).
▪ The rates values of descriptive average analysis of dimensions of the study were somewhat identical to perception of employees in departments and units of international airport in Iraq (the study sample), that is, they are acceptable.
▪ level of response (study sample) dimensions paragraphs of (DTCM) with dimensions (smart training, human resource efficiency, improving early warning system) was somewhat acceptable, which indicates that the study sample had a clear perception of importance of achieving "sections Baghdad airport units, study sample "to better adopt and enhance the vision, mission and objectives of airport that there are efforts being made by higher managements to achieve this goal.
▪ The level of response (study sample) dimensions and paragraphs of designing tourism crisis management techniques (DTCM) with its dimensions (smart training, human resource efficiency, improving the early warning system) was somewhat acceptable, which indicates that the study sample had a clear perception of importance of achieving the "sections Baghdad airport units, the study sample "to better adopt and enhance the vision, mission and objectives of airport and that there are efforts being made by the higher managements achieve this goal.
▪ It was found there are good requirements to enhance "SO dimensions of (SO)" in departments and units of airport divisions security, study sample, in terms of a good correlation between the variables of study, where the airport administration monitors divisions divisions to signals received from the airport's surrounding environment to exploit the available opportunities by improving image and message at airport levels. It led to(DTCM) through rapid response to customers and organization.

▪ management security techniques (DTCM), study sample. (Airport management division and divisions, study sample) adopts dimensions of (SO) by having a "vision, mission goals", which reflects positively on strengthening dimensions of strategic Orientation, in turn will add additional competitive value to gain largest possible number of new tourists security, and this is done through following :

A**. Increasing and improving requirements of vision**, mission objectives that airport seeks will enhance the improvement of mechanisms and procedures of early warning system of tourism crisis for study sample as well as their ability to unify exchange its resources capabilities to generate new ideas internal competition with same level of interaction thus enhance (DTCM) and future planning.

B. It seems that strategies security owned by institutions, departments divisions of airport, study sample, have contributed to adoption of professional cognitive trends have resulted in reducing levels of complexity, ambiguity and uncertainty facing hotel management through adoption of management and planning for future crises.

7-2: Recommendations:

▪ Spreading cognitive spiral thinking about how to improve techniques of strategic Orientation in terms of enhancing vision goals of organization need to improve them to offer several alternatives and strategic options meet requirements of (DTCM) in would achieve success behavioral communication workplace manage security challenges efficiently By improving productive mechanisms and procedures for early warning and crisis management.

▪ Senior management in "Airport Management" should employ improve it as much as possible addressing and dealing with future conditions and challenges.

▪ need for airport management to take advantage of the resources available to it in achieving goals and allocate necessary resources to build new capabilities in developing basic competencies, and pay more attention to workers with good academic qualifications and experience properly employ their expertise, which has a positive impact on enhancing tourism.

▪ The need promote invest "targets of airport that it seeks" strengthen them proportion to increasing competencies human knowledge experiences through presenting creative ideas need to participate with human resources at the airport in decision-making in possibility of improving management of (TC)in an optimal manner.

▪ Adopting technological techniques will update information expertise by following thinking patterns consistent with competitive capabilities of people and departments of airport in order to improve and enhance competitive capabilities human resources in line with unexpected security requirements and needs of tourists.

▪ The "airport institutions departments" should invest professional creative knowledge improve infrastructure to develop their capabilities by increasing level of effective communication and quality of services provided, in a way that ensures effective coordination by consolidating personal relations, as well as consolidating relationship with customers in resort, in a way that contributes enhancing value of cognitive skills. would enhance optimal management of security crisis

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