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The Impact of Strategic Improvisation on the Nature of the Strategic Choice for the Tourism Organizations - An Exploratory Study in the Iraqi Tourism Board

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Abstract

The research aims to analyze the nature of the strategic options approved by the Tourism Board, The effort exerted in the application and implementation of these options, and the research problem emerges through the dialectic of strategic improvisation as one of the mechanisms or methods that require the Board and the bodies responsible for performance in the sector to adopt to enable the working departments to deal with problems and crises, As well as forming mental perceptions about its work methods at the present and future level to keep pace with its work in light of the increasing environmental changes, in order to determine the optimal strategic option, The Iraqi Tourism Board represented the field container for researching variables in its applied form, as the research sample was represented by (106) respondents from the leaders of the Board with its various formations, departments and people, whose opinions were surveyed and subjected to statistical analysis. One of the most prominent conclusions of the research is that the strategic choice is at the heart of the strategic management process in the body that we're question, and this is clear in the mechanisms and steps adopted in this context. It is the most difficult step in it and involves three sequential processes: the generation and evaluation of strategic alternatives and then selecting the appropriate alternative. And one of the most important recommendations is the necessity of increasing the managers' interest in the issue of adequacy and alignment between the strategic options selected in the Board and the shape and style of the organizational structures prepared to serve them, because strategic success depends on creating interactive structures that are consistent with the nature of the option and moving away from traditional structures.

Keywords: Strategic Improvisation, Strategic Choice, The Iraqi Tourism Board.

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Methodology

1. The Problem

We can note the features of the problem that the research deals with through the indicators of the Iraqi tourism environment and the role of the sponsoring institution for this sector in controlling the lines of action and directions of the overall aspects of activity and organizations operating in particular with the reality of the Iraqi tourist environment, which has always suffered and still suffers from the impact of the economic and security crises and the policy that's going through this country. From here emerges the dialectic of strategic improvisation as one of the mechanisms or methods that the Board and the bodies responsible for performance in the sector must adopt to enable the working departments to deal with problems and crises, as well as to form mental perceptions about their work methods at the immediate and future level to keep pace with their work in light of Increasing environmental changes to determine the optimal strategic option.

2. Questions

The problem is summarized in the following questions:

1. What is the sample's response level and awareness of the importance of strategic improvisation and the optimal strategic choice for the body in question? What is the order of their dimensions?
2. What is the nature and type of correlation between the strategic improvisation and the nature of the strategic choice in the General Board for Tourism?
3. What is the impact of strategic improvisation in determining the nature of the strategic choice?

3. Importance

It appears in:

1. The research derives its importance from the importance of the research sample organization as the body responsible for drawing up general strategies and policies for the tourism sector, which constitutes an essential axis in the national development process as a supportive and enhancing sector for economic development in the country.
2. The importance of research emerges from the reality of the tourism work in its general form, as all that surrounds this industry of markets, competitors, customers, consumers, and scientific and technical capabilities are rapidly developing to advanced levels, which makes the tourism sector administrations facing a basic challenges that must be addressed. Confronting and overcoming it to ensure its survival and continuity by adopting the optimal strategic option in such circumstances.

4. Objectives

These are summarized in:

1. Analyzing the nature of the strategic options approved by the Tourism Board, and the effort expended in implementing these options.
2. Measuring the relationships of correlation and influence between strategic improvisation and the nature of the strategic option adopted by the Iraqi Tourism Board.
3. Presenting an integrated system of recommendations accompanied by executive mechanisms to the concerned authorities in the Board to show ways to achieve a deeper understanding of the nature of strategic improvisation, which would enable these leaders to adopt the strategic option that constitutes the best approach to lead the tourism sector in Iraq.

5. Hypothesises

They can be clarified in the following points:

1. The first main hypothesis: There is a significant correlation relationship between strategic improvisation and the nature of the strategic choice adopted by the Iraqi Tourism Board, and the following hypotheses are branched from it.

   1-1. There is a significant correlation between the improvement of cultural suitability and the nature of the strategic choice adopted by the Iraqi Tourism Board.

   1-2. There is a significant correlation relationship between internal and external communications and the nature of the strategic option adopted by the Iraqi Tourism Board.

1-3. There is a significant correlation between the generation of future visions and the nature of the strategic option adopted by the Iraqi Tourism Board.

1-4. There is a significant correlation between the organizational transformation and the nature of the strategic option adopted by the Iraqi Tourism Board.

2. The second main hypothesis: There is a significant impact relationship of strategic improvisation in determining the nature of the strategic option adopted by the Iraqi Tourism Board, and the following sub-strategies are branched from it.

2-1. There is a significant influence relationship to improve the cultural suitability in determining the nature of the strategic option adopted by the Iraqi Tourism Board.

2-2. There is a significant influence relationship for internal and external communications in determining the nature of the strategic option adopted by the Iraqi Tourism Board.

2-3. There is a significant influence relationship to generate future visions in determining the nature of the strategic option adopted by the Iraqi Tourism Board.

2-4. There is a significant influence relationship of organizational transformation in determining the nature of the strategic option adopted by the Iraqi Tourism Board.

6. The Hypothesis Chart of the Research

In light of the research problem and its objectives, a hypothetical research scheme was built as in Figure (1).

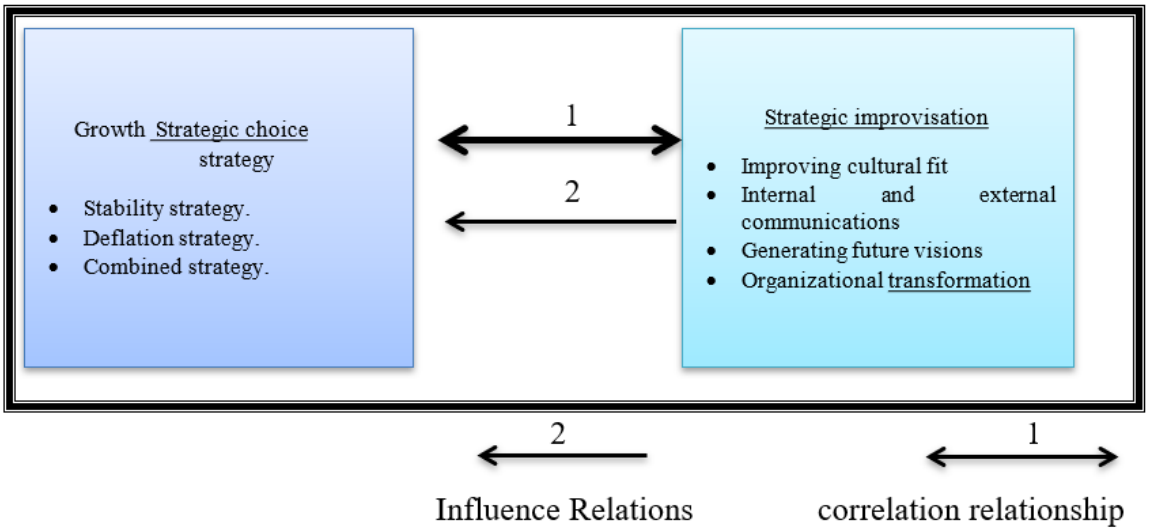


Figure 1: The Hypothesis of the Research

Source: Figure Prepared by the Researcher

7. Research Methodology

The approach adopted in any research represents the tool or method through which information is dealt with in its theoretical and field frameworks for the phenomenon in question, and it is one of the main pillars in any research. The researcher has adopted the descriptive analytical approach based on a survey of the opinions of the sample members surveyed in the Tourism Board about the variables of the study, as it is characterized by a comprehensive view and the most appropriate dimension of the researched phenomena in the administrative and economic sciences.

8. Sources and Methods of Collecting Data and Information

The researcher relied on a number of sources for the purpose of collecting the necessary data and information that contribute to achieving the objectives of the study, including the following:

1. Theoretical framework: This aspect has been prepared with reference to sources and references specialized in various scientific fields such as strategic management and hotel management from books, letters, theses, research and foreign studies, some of which are available in the library and others from the international information network, the Internet.

2. The practical framework: In order to obtain the field information and data necessary to accomplish the practical aspect, the following has been relied upon:
   A- Determination.
   B - Records and data in the Tourism Board, the study site.
   C - field visits.
   T - interviews.

9. The Limits of the Study

The limits of the study are divided into:

1. Spatial boundaries: The study was tested with its hypothetical scheme in the Board's headquarters and its various departments and divisions as an application field.
2. The human limits: Included a number of managers and officials in the Board and at various administrative levels to cover the different aspects of the research variables.
3. Time limits: These limits were represented by the preparation period for the field side of the research, which extended to January 2022.

10. Description of the Questionnaire

The questionnaire was designed by the researcher based on the literature approved in the study and mentioned in Table No. (1) below. The questionnaire was designed from two axes, the first of which represents the identifying information for the research sample (years of experience, job location), while the second axis was inclusive of the research variables. The five-point Likert scale was adopted (totally agree - agree - neutral - do not agree - do not completely agree), and Table (1) shows the main variables of the study and its sub-dimensions with reference to the sources that were adopted in formulating the questions for the agency questionnaire.

Table 1: Describes the Composition of the Questionnaire

Source	Number of its paragraphs	Sub dimensions	Variables
	2	**Years of Experience** **Job position**	**identifying information**
Antunes, 2018	**6**	**Improving cultural fit**	**strategic improvisation**
	6	**Internal and external communications**	
	6	**Generating future visions**	
	6	**organizational transformation**	
Abd Hussein، 2015	**6**	**growth strategy**	**strategic choice**
	6	**stability strategy**	
	6	**Deflation strategy**	
	6	**Combined strategy**	

Source: Table prepared by the researcher.

11. The Validity and Reliability of the Questionnaire

To test the validity of the questionnaire used in the current study, the following statistical methods and means were adopted:

1. Apparent honesty measurement: It is also called the validity of experts and arbitrators. Researchers resort to it in order to ensure the ability of their standards to measure the main variables of the study and its dimensions and paragraphs. The questionnaire was presented to a group of experts and specialists in administrative sciences, to verify the validity of the dimensions and paragraphs of the study and the extent of the validity of the study. And its objectives, their views were surveyed and all their observations regarding the quality of the questionnaire were taken before the researcher entered the practical field and distributed to the study sample and shown in the appropriate manner, and the questionnaire obtained an acceptance degree of (89.43%).

2. Honesty using the reliability coefficient: It can be found through the root of the reliability coefficient, and the honesty value for the strategic improvisation axes was (49.86%), which is considered the validity of the resolution high and its value is very good, as the value of the coefficient (Alpha - Kronbach) for the independent variable strategic improvisation. 0.900), while the value of the validity of the strategic choice for all of its axes was (93.91%), and with a stability coefficient (0.882), which indicates the consistency of the questionnaire's paragraphs and results and the degree of confidence in which the scale is free from error and obtaining the same results when re-used for the same multiple times and with confidence.
While the (split-half) method of stability was measured in measuring stability, which included dividing the questionnaire items into (single and pair) in a homogeneous manner, the reliability coefficient was calculated according to this method for all the answers of the study sample (98). The researcher divided the questionnaire's (48) paragraphs into two halves, the first is even, and the second is odd, through the correction coefficient (Spearman Brown), so the reliability coefficient of the questionnaire was (0.878) for the odd part, (0.901) for the even part, Note that the value of the (Guttmann Split-Half Coefficient) was (0.901), and the Spearman Brown coefficient (0.901), while the value of the correlation coefficient between the two parts of the resolution was (0.820), as shown in Table (2).

Table 2: Validity and Reliability Coefficient

Stability coefficient Cronpach – Alpha	Number of paragraphs	Abbreviation	Variable
0.811	6	X1	Improving cultural fit
0.702	6	X2	Internal and external communications
0.743	6	X3	Generating future visions
0.967	6	X4	Organizational transformation
0.900	24	X	Strategic improvisation
0.725 0.725	6	Y1	Growth strategy
0.803	6	Y2	Stability strategy
0.766	6	Y3	Deflation strategy
0.877	6	Y4	Combined strategy
0.882	24	Y	Strategic choice
0.878		The stability coefficient of the odd questions	
0.901		Coefficient of stability of even questions	
0.901		Spearman Brown	
0.901		Guttmann Split-Half Coefficient	
0.820		Partial-Resolution Correlation Coefficient	

Source: Table prepared by the researcher

12. Study Population and Sample

The sample was limited to individuals who assume and take responsibility in the Board represented by the president of the Board, general managers of departments, general manager assistant, directors of departments and heads of divisions, so the actual size of the community became (150) individuals, and (110) forms were distributed to cover the largest proportion of the surveyed community from which it was recovered (106) A form was adopted for statistical analysis. Thus, the research sample covers and agrees with the vocabulary of the community and constitutes a high percentage of it, and therefore the results obtained from the opinions of the surveyed observations can be adopted as a true representative of the community.

13. Characteristics of the Research Sample

The research sample according to its job title: It is clear from the results of table (3) that the job title of a division official was ranked first and with a frequency of (66) and at a rate of (62.3%), while the second ranking for the job category was department manager and with a frequency of (29) and a representation rate of 27.4%, While the job category, the assistant general manager, ranked third, with a representation rate of (6.5%) and a frequency of (7), and the job category of general manager came in the fourth position, with a percentage of (3.8%) and a frequency of (4). These categories reflect the diversity of jobs according to the organizational structure of the Board.

Table 3: Study Sample by Job Title

Percentage%	Repetition	Title
308	4	General manager
6.5	7	assistant general manager
27.4	29	Department manager
62.3	66	Division Manager
100	106	Total

Source: Table prepared by the researcher

The sample according to years of service: By looking at the results of Table (4), it is clear that the category (21-25) of years of service got the first rank with a percentage of (38.7%) and a frequency of (41), while the category (16-20) came. In second place, with a frequency of (30) and a rate of (28.3%), while the category of service years (11-15) came in third place, with rates (16%) and with a frequency of (17), while the fourth place was for the service category (more than 25) with a rate of (14.2) %) and a frequency of (15), while the fifth rank was for the category (6-10) with a frequency of (2) and a rate of (1.9%), while the sixth and last rank was for the category (1-5) of years of service with a rate of (0.9%) and with a frequency of (1).

Table 4: Study Sample According to Years of Service

Percentage %	Repetition	Years of service
0.9	1	5-1
1.9	2	10-6
16	17	15-11
28.3	30	20-16
38.7	41	25-21
14.2	15	More than 25 year
100	106	Total

Source: Table prepared by the researcher

14. Methods and Means that are Used in the Practical Aspect

In order to measure and test the study hypotheses variables, a set of statistical methods was used, represented by the Amos V 25 program in some statistical aspects, And SPSS 25 V The ready-made statistic and is as follows.

1. Percentage.
2. Arithmetic mean.
3. The standard deviation.
4. Relative importance.
5. The simple correlation coefficient (Pearson).
6. Simple Linear Regression.
7. Coefficient of determination (R^2).
8. F-test and T-test to measure the relationship between the variables.

The Theoretical Framework for Research

1. Strategic Improvisation

1. **The Concept:** The origin of the concept of improvisation goes back to a space far from administrative work, which is the field of theatrical composition, as it represented a form of theatrical composition in Italy in the Renaissance (Solomon, 2013). And then this concept was borrowed to managerial and strategic thought, like many concepts, and administrative and strategic definitions began to be set about it, as he defined it (Antunes, 2018) as a means of integrating knowledge and structure of operations in real time and solving problems in creative ways By relying on facts through an automatic procedure carried out by intuition rather than deliberate processes of thought and evaluation) as defined by it (Mdaloul, 2019) as (an approved method for leaders to seize new and unexpected opportunities, as well as the ability of senior managers to integrate resources and capabilities internal and external reconfiguration automatically to address unpredictable and rapidly changing strategic opportunities and threats). Strategic improvisation can be defined procedurally as (the ability of the management of the tourism organization to take action in certain situations that include a high level of response speed, spontaneity, creativity and the possibility of

formulation and implementation of policies and decisions simultaneously when following up on the strategic activities of the tourism organization and in line with the nature of changes in the tourism market.)

2. **Dimensions:** The current research will be adopted (Antunes, 2018 model) for strategic improvisation, as it is the closest to the field study environment for research, as follows:
   A. Improving cultural suitability: It means the extent to which the organization is able to improve the cultural characteristics within the concept of the organization's culture, the ability to spontaneity, the power of relentlessness and innovation in developing values, customs and traditions by developing a sense of the organization's history and future, encouraging change, stimulating acceptance of the organization's culture, learning to share culture more than teaching it, and spreading collective culture.
   B. Internal and external communications: It is a means of exchanging ideas, trends and desires between the members of the organization, and this helps in connection and cohesion, and through it the Supreme Leader and his assistants achieve the desired effect in moving the group towards the goal.
   C. Generating the future vision: Within the framework of strategic improvisation, the successful vision enables its holders to be freed from negativity towards the image in their minds of the future of their organization in the long term, and this will only happen if it is acceptable and clear to them and raises their enthusiasm.
   D. Organizational transformation: It means a modern expansion and extension of organizational development, which aims to bring about an important and tangible change in each of (the organization's structure, operations, culture, and orientations in the work environment) By applying the practices and theories of the behavioral sciences for the purpose of making a wide-ranging impact on models in radical and fundamental ways and bringing about changes in management philosophy.

At the level of organizations operating in the tourism sector, the need to have strategic improvisation skills emerges due to the changing nature of the industry environment and the parties dealing with it due to changes in demand forces and the extreme sensitivity to economic, political and security variables in particular with an environment such as the Iraqi environment, This necessitates the inevitable that the operators in the tourism sector and those responsible for it, such as the Tourism Board, deepen their level of philosophical and practical understanding of what strategic improvisation is, in order to ensure a level of performance and strategic flexibility with which that organization can keep pace with the size and nature of environmental changes.

2. Strategic Choice

1. **Concept:** The strategic choice is one of the important stages of strategic management that ends with defining the strategic paths of the organization, and the identification of these paths is done through the organization's role in aligning its strengths and weaknesses with opportunities and threats in its external environment, which today is characterized by complexity and dynamics. The opinions of writers and researchers differed in referring to a specific concept of the strategic choice, but they agreed on its value in that it represents the heart of strategic formulation, and it was defined (Wright et al, 2018) as (it is the decision that is most compatible with its internal situation and enhances its adaptation to Its external environment and leads to a greater opportunity to achieve its goals and mission, as it is the best tool to achieve harmony between the movement of activities within the organization and its general direction, and then represents the alternative that moves the organization to a better position. The strategic choice can be defined as (the best alternative or decision that is chosen from among a group of available alternatives that aims to achieve harmonization between the internal environment of the tourism organization and its external environment to reach the desired performance Which leads to the achievement of the organization's mission and objectives, which represent the base from which the choice is based to enable the organization to compete and achieve its success in the vicinity of the tourist environment.
2. **Dimensions:** In spite of the difference and diversity of strategic options offered at the level of the organization as a whole within the literature of strategic management, there is almost unanimity that the strategic choice at the level of the organization includes four main strategies: (Abd Hussein, 2015).
   A. Growth strategy: It is the strategy that the organization adopts as an option towards achieving new goals that are higher than the level of its previous goals. This option is mostly related to the expansions that the organization is going through in its current and new business sectors, which requires additional efforts by the management.
   B. Stability strategy: This option is suitable for successful organizations using their current strategies, and when they operate in a stable competitive environment and a relatively stable external environment in which the causes and possibilities of rapid change are few.

C. Deflation strategy: When the current strategies followed by the organization are not able to achieve its main objectives, this means that there is a big problem facing the organization, and this stage of the organization's life represents a critical stage because it may lead to its exit from the cycle of competition, and thus works to reduce The size of its operations, especially when it finds itself inefficient in managing its business, and therefore the organization resorts to one of these strategies such as partial sale, detour, or the final solution to liquidation.
D. Combined (mixed) strategy: This type of strategy is commonly applied in large multi-business companies, or cross-border companies, and large industrial companies that serve in different markets of the world, and these companies usually implement different strategies at the same time, or apply different strategies in the global market.

The forms and formulas of the mentioned strategies are crystallized in the reality of tourism work through a group of influencing factors and frameworks that determine the intellectual orientation of the administration, which is reflected in the form of the strategic decision taken in the tourism sector. In the tourism sector, as for the body in question, the determinants related to government instructions and central trends have the greatest impact on the nature of the strategic choice that is adopted. For example, in the event that government decisions came to recommend a set of cases of openness, expansion and development in the tourism and hotel sector, as is the case with the construction of major hotels that Iraq witnessed In the eighties, The tourism authorities tend to adopt the option of a growth strategy, and on the contrary, the sector witnessed many decisions to adopt strategies of deflation and decline in the nineties of the last century, represented by putting up many projects supervised by the Commission for sale as a result of the state of siege that Iraq went through. Of course, this does not eliminate other factors that affect In the strategic choice of the Board, such as the available capabilities or conditions of the global tourism environment and other factors and determinants.

The Field Study

Descriptive Analysis of the Answers of the Research Sample

In interpreting the answers, the researcher relied on the descriptive statistics means represented by the arithmetic averages of the paragraphs, the dimensions and the variables, as well as the standard deviation, the importance and the relative importance of each of the paragraphs, which in total are the dimensions that measure the main variables of the research.

The researcher determined the hypothetical mean of the answers (3) due to the fact that the scale is five and at a level (1-5) for each paragraph, a dimension and a variable, And that is the sum of the scale alternatives based on their number. If their arithmetic average exceeds the hypothetical mean, then this indicates the direction of the availability of the paragraph from the point of view of the respondents in the body in question, and Table (5) shows the degrees of measuring the level of approval.

Table 5: Degrees of Approval of the Study Results

Phrases in the questionnaire	Degree of approval	Weighted arithmetic mean		Relative importance	
		From	To	From	To
I don't totally agree	Too weak	1.00	Less than 1.80	20%	Less than 36%
I do not agree	weak	1.80	Less than 2.60	36%	Less than 52%
Not sure	medium	2.60	Less than 3.40	52%	Less than 68%
agree	High	3.40	Less than 4.20	68%	Less than 84%
Totally agree	Too high	4.20	5	84%	100%

Source: Table prepared by the researcher

Descriptive Analysis of the Strategic Improvisation Variable

Table No. (6) includes the values of the descriptive analysis of the explanatory variable in the research (strategic improvisation) and its sub-dimensions as follows.

Table 6: Descriptive Analysis of Strategic Improvisation

Variable	Arithmetic mean	Deviation	Relative importance	The order
Improving cultural fit	**3.00**	**0.903**	**60**	**Third**
Internal and external communications	**2.71**	**0.711**	**54.2**	**Fourth**
Generating future visions	**3.04**	**0.776**	**60.8**	**First**
organizational transformation	**3.02**	**0.728**	**60.4**	**Second**
strategic improvisation	**2.94**	**0.655**	**58.8**	

Source: the table prepared by the researcher based on the results of the statistical program N=106

As the results of Table (6) showed that the explanatory variable strategic improvisation received a relative interest (58.8%), with an arithmetic mean of 2.94 and a standard deviation of 0.655. As for the sub-dimensions, the dimension (generation of future visions) ranked first, which indicates largely the identification of the orientation of the working leaders in the Board dedicated to building a future vision for the sector that is characterized as motivational in order to push intellectual initiatives to higher levels of performance as well as to develop Strategic skills and in order to establish a state of agreement on the lines of that vision, And work to find awareness in order to realize it, as this dimension recorded an arithmetic mean of 3.04, a standard deviation of 0.776, and a relative importance of 60.8, while the internal and external communications came in the fourth place, with an arithmetic mean of 2.71, a standard deviation of 0.711, and a relative importance of 54.2, which the leaders should pay full attention to.

Descriptive Analysis of the Strategic

Choice Variable

Table No. (7) below shows the values of the arithmetic mean, standard deviation and the relative importance of the strategic option variable and its sub-dimensions, as follows.

Table 7: Arrange the Dimensions of the Strategic Option According to its Hypothetical Mean and Level of Importance

Variables	Relative importance	Standard deviation	Arithmetic mean	Order
growth strategy	**63.4**	**0.801**	**3.17**	**Second**
stability strategy.	**57.2**	**0.815**	**2.86**	**Third**
Deflation strategy	**71**	**0.765**	**3.55**	**First**
Combined strategy	**48**	**0.947**	**2.40**	**Fourth**
Strategic choice	**60**	**0.609**	**3.00**	

Source: The table was prepared by the researcher based on the results of the statistical program N=106

The results indicated in the table above showed the variation in the dimensions of the strategic choice in the level of its adoption and practice, as it was issued after the Deflation strategy with an arithmetic mean of 3.55, a deviation of 0.765 and a relative importance of 71%, and the reason for this is due to the conditions experienced by the tourism sector in Iraq as part of the global crisis (COVID 19). And the state of closure and suspension of all tourism activities in the world, and therefore the Board is part of this system that adopted this option during the past periods, and which continued many of its results until the time of preparing the field study for the current research. The combined strategy dimension came in the fourth rank with an arithmetic mean of 2.40, a standard deviation of 0.947, and a relative importance of 48%, which indicates the decline in the strategic intellectual depth of the working departments and the weakness of their abilities to understand the mechanisms of adopting more than one strategy at one time, which is what must be worked on by adopting Training policies that enhance strategic capabilities and skills. In general, the responsive variable (strategic choice) achieved an arithmetic mean of 3.00, a standard deviation of 0.609, and a relative importance of 60%.

Testing the Hypotheses of Association

The researcher adopted the Pearson correlation coefficient test in testing the first main correlation hypothesis of the research and the hypotheses emanating from it, as shown in Table 8.

Table 8: Spearmen. Correlation Coefficient Values

Correlation coefficient value Estimate.	Standard error S.E.	Critical value test C.R.	Morale P-value	Variables
0.593	0.062	5.224	.000	**Improving cultural fit**
0.713	0.051	5.946	.000	**Internal and external communications**
0.745	0.057	6.123	.000	**Generating future visions**
0.748	0.054	6.135	.000	**Organizational transformation**
0.926	**0.050**	**6.524**	**0.000**	**Strategic improvisation**
Relationships ratio.			**5/5**	**Number of relationships**

Source: the table prepared by the researcher based on the results of the statistical program N=106
Through the values mentioned in the table above, it is possible to accept the first main hypothesis and the sub-hypotheses that emanate from it in terms of the correlation coefficient values mentioned in the table.

Testing the Hypotheses of the Effect

The regression analysis test was adopted as a basis in the process of testing the main and subsidiary impact hypotheses in the research, as shown in Table 9 below.

Table 9: Simple Linear Regression Test for the Effect of Strategic Improvisation on the Strategic Choice

Dependent variable	Se	ą	ß	Sig	T	F	R^2	Independent variable
strategic choice	**0.053**	**1.779**	**0.399**	**0.000**	**7.502**	**56.257**	**0.351**	**Improving cultural fit**
	0.059	**1.323**	**0.610**	**0.000**	**10.356**	**107.241**	**0.508**	**Internal and external communications**
	0.051	**1.200**	**0.585**	**0.000**	**11.396**	**129.859**	**0.555**	**Generating future visions**
	0.054	**1.091**	**0.625**	**0.000**	**11.477**	**131.731**	**0.559**	**Organizational transformation**
	0.051	**0.721**	**0.767**	**0.000**	**14.991**	**222.596**	**0.682**	**Strategic improvisation**

Source: The table was prepared by the researcher based on the results of the statistical program N=106
Through the values presented in the above table, the results of the impact hypothesis test can be shown, as follows:
The Second Main Hypothesis: There is a significant influence relationship for strategic improvisation in determining the nature of the strategic option approved by the Iraqi Tourism Board. It was found that the test significance value (0.000), and the calculated (F) value amounted to (222,596), which is greater than its scheduled value (3.841). Accordingly, the second main hypothesis can be accepted, while the interpretation coefficient (R^2) for the model was (0.682) for the total strategic improvisation in the study sample. As the independent variable strategic improvisation explained (68.2%) of the changes that occur in the nature of the strategic choice adopted by the study sample, while the marginal slope coefficient (ß) reached (0.767), meaning that when the commission's departments start paying attention to the method and approach of strategic improvisation by an amount One unit, this will automatically lead to an interest in the nature of the strategic option adopted in the decision-making processes and policies adopted at a rate of (76.7%).

1. There is a significant influence relationship to improve cultural suitability in determining the nature of the strategic option adopted by the Iraqi Tourism Board. The hypothesis is accepted in terms of the F test, as the calculated value reached 56.257, which is greater, and the interpretation coefficient (R^2) reached 0.351, meaning that improving cultural suitability explains its value 35% From the change in the nature of the strategic choice.
2. There is a significant influence relationship for internal and external communications in determining the nature of the strategic option approved by the Iraqi Tourism Board, and the hypothesis can be accepted in terms of the F test whose calculated value amounted to 107.241 which is greater than the tabular value and in terms of the T test whose value reached 10.356 which is greater than the tabular value.
3. There is a significant influence relationship to generate future visions in determining the nature of the strategic option adopted by the Iraqi Tourism Board, and the hypothesis can be accepted in terms of the F test, as the calculated value reached 129.859, which is greater than the tabular value.

4. There is a significant impact relationship for the organizational transformation in determining the nature of the strategic option adopted by the Iraqi Tourism Board, and the hypothesis can be accepted in terms of the F test, as the calculated value amounted to 131,731 which is greater than the tabular value and in terms of the interpretation coefficient (R^2) which amounted to 0.559, meaning that the evolution of the transformation in the organizational structure of the Board and its divisions explains the value of 55% of the change in the nature of the strategic choice adopted by the leadership of the Board.

Conclusions, Recommendations and Suggestions

Conclusions

1. It was found that the leaders of the commission in question were interested in the concept of strategic improvisation and in simplified steps, so I proceeded to support it by improving cultural appropriateness through continuous learning and development of the capabilities of its members and in a manner that consolidates the values of efficiency and excellence and serving the tourism sector and society as a whole, building mutual trust with them and developing their sense, and establishing a positive impression in themselves that this Society and its various vocabulary constitute the ultimate goal of the Board's work, and therefore the Board is a partner in achieving comprehensive development through the development of the sector for which it is responsible.
2. The Commission expressed its commitment to generating future visions and to contribute to improving the level of strategic improvisation, as it tends to employ brainstorming sessions to exchange and document creative ideas, as well as reviewing the experiences of successful organizations in order to imitate and simulate them.
3. It appears that the strategic choice is at the heart of the strategic management process in the body in question, and this is clear in the mechanisms and steps adopted in this context. It is the most difficult step in it and involves three sequential processes, namely the generation and evaluation of strategic alternatives, and then selecting the appropriate alternative.
4. The results of the field study showed a high correlation and impact of strategic improvisation and its sub-dimensions in determining the nature of the strategic choice adopted by the Iraqi Tourism Board.

Recommendations

1. The research recommends the responsible authorities in the Board to pay additional attention to improving cultural appropriateness, by setting ethical codes that adopt values and beliefs that unite everyone within the Board and improve its level of strategic improvisation by adopting mechanisms to work on developing a culture of teamwork, instilling the spirit of one team as well as spreading a culture of transparency Disclosure, accountability, and providing correct information to the decision maker and relevant authorities.
2. Attention should be paid to internal and external communications alike, and to increase the Board’s ability to strategic improvisation through the use of information systems to achieve fluidity in the transfer and exchange of information between its departments, individuals and relevant authorities, in a way that prevents wasting time and effort and eliminating monotony and routine in work.
3. Increasing the managers’ interest in the issue of relevance and alignment between the strategic options selected in the Board and the shape and style of the organizational structures prepared to serve them, because strategic success depends on creating interactive structures that are consistent with the nature of the option and moving away from traditional structures.
4. The necessity of disseminating the concepts of strategic management in general and the strategic choice in particular in the Board through quality workshops, conferences and lectures, which helps the administrations to formulate their decisions easily and in a sober manner, as well as define the overall strategic future directions of the Board and the tourism sector in general.

The Proposals

The most prominent of them can be stated in the following points.

1. The impact of strategic improvisation on determining the shape of the organizational structure.
2. The impact of the strategic choice on the nature of marketing policies in tourism organizations.
3. The impact of strategic improvisation on human resource strategies in the tourism sector.

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