



Strategic thinking and impact on Managing Tourism Crises: Survey study in the Tourism Board of Iraq

Dr. Dina Hamid Jamal^{1*}, Rahman Hassan Kuony²

¹ Professor, Ministry of Higher Education and Scientific Research, College of Tourism Sciences, Mustansir Iyah University, Iraq

² Researcher, Ministry of Higher Education & Scientific Research, College of Tourism Sciences, Al-Mustansir Iya University, Iraq

* Corresponding Author: Dr. Dina Hamid Jamal

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Abstract

This study aims to clarify the nature of relationship, analyze impact of strategic thinking, as an independent variable, on tourism crisis management, TSM as a dependent variable, within the Iraqi Tourism Authority community. The study variables encompassed several dimensions. The first variable included five sub-dimensions: strategic intention, (SI) time-based thinking, guided hypotheses, systems thinking, opportunity-based thinking. The second variable comprised five dimensions: detecting warning signs, preparedness and prevention, damage containment, recovery, and learning. The research problem centered on identifying the nature of relationship, the reciprocal influence between strategic thinking and tourism crisis management. It sought to answer main question concerning extent of strategic thinking's (ST) impact on tourism crisis management. research was conducted field-based within the Iraqi Tourism Authority community, targeting a sample of senior leadership. Sixty-one (61) questionnaires were deemed valid for analysis, distributed among general managers, their deputies, department heads, division heads. The data was further supported by observations. IT, results showed a set of theoretical and applied conclusions that confirmed the validity of hypotheses, indicating existence of a significant impact of strategic thinking in managing tourism crises, both directly and indirectly.

Keywords: strategic thinking, (ST) tourism crisis management (TSM)

1. Introduction

Organizations in general, tourism organizations in particular, face an increasing number of challenges and acute crises as a result of the rapid transformations occurring in global environment. These changes are reflected in various aspects of economic, social, cultural, political life, which necessitates tourism sector's continuous adaptation. In these volatile circumstances, it has become essential for tourism organizations to seek modern management methods that enhance their ability to respond effectively to changes, especially during times of crisis. From this perspective, (ST) emerges as a contemporary management concept helps leaders confront crises, analyze the internal and external environment, SO, make flexible decisions contribute strengthening the organization's preparedness for crises. This type of thinking also represents a pivotal tool in building long-term visions, directing resources, capabilities towards achieving a rapid, effective response to emergencies. Conversely, tourism crisis management is gaining increasing importance as a systematic process aimed at preparing for potential crises, containing them, minimizing their negative impacts on tourism performance and business continuity. Ability of tourism organizations to manage crises effectively is a key indicator of their organizational resilience and the effectiveness of their leadership in handling unforeseen situations. SO study stems from the importance of linking (ST) with (TCM), by examining the role of (ST) in enhancing the ability of tourism organizations to deal with crises efficiently, thereby contributing to the stability of the tourism sector and sustainability performance in an environment characterized by uncertainty and constant change.

2. Methodology

2.1. Problem of Study

The research problem stems from the need to understand the extent to which leaders in tourism organizations possess a clear understanding of the concept of strategic thinking and its dimensions, and how this understanding impacts their ability to effectively manage tourism crises, particularly in light of health and economic crises that affect the sector's activity.

SO, the research problem can be formulated through the following main question: To what extent does strategic thinking improve the effectiveness of tourism crisis management within the Iraqi Tourism Authority? This main question branches into several sub-questions, including:

- Do leaders in Tourism Authority possess a clear understanding of concept of (ST) & dimensions?
- What is the level of application of (ST) practices within the Iraqi Tourism Authority?
- What is level of efficiency in (TCM) within the Iraqi Tourism Authority?
- Is there a statistically significant impact of (ST) on (TCM)?

2.2. Importance of study

importance of study stems from focus on (ST) as a key factor can enhance ability of tourism organizations to effectively manage crises, thereby mitigating their negative impacts, achieving greater stability and continuity. Furthermore, study's significance lies in provision of a framework that clarifies relationship between (ST) & (TSM), enabling leaders & decision-makers adopt more effective management practices.

2.3. Theoretical Significance

- study addresses real, practical problems that require specific solutions. It presents intellectual and philosophical arguments related to two variables (ST & TCM), which have received considerable attention from writers and researchers theoretically but have not received sufficient practical application, particularly within Iraqi tourism organizations.
- study contributes assisting Tourism Authority's management in identifying the most influential elements, thus enabling it to prioritize them appropriately for

organization in question or similar organizations.

2.4. The field importance of study

- Identifying capabilities, capabilities & competencies of the Iraqi Tourism Authority in field of (ST)& impact on (TCM).
- Paying attention to using (ST)that raises level of organizations, thus moving toward achieving organizations' goals in (TCM).

2.5. Aim of study

this study stem from what the Tourism Authority can achieve within framework of variables of current study (ST, (TCM)), as follows :

2.6. The theoretical objectives of study

- A - Reviewing the theoretical frameworks presented by writers, researchers in field of defining the precise concepts of main, subsidiary variables of the study, analyzing, interpreting them to reach best solutions, especially since the variables of current study did not receive sufficient attention in the Arab environment in general the Iraqi environment in particular according to researcher's knowledge .
- Appropriate selection of measurement models for main study variables (ST), (TCM) by presenting, analyzing and interpreting models presented by writers, researchers within each variable and choosing the most appropriate of them.

2.7. Field objectives of study

The study aims to strengthen relationship between its variables by diagnosing the relationship between the research variables (ST), (TCM), knowing role each of them plays within Iraqi Tourism Authority, based on problem of study justifications for conducting it, which aspires achieve the following:

A- Giving importance to the variables of study in order to demonstrate extent of ability of strategic (ST) (TCM)

B - Providing solutions to problems that Authority suffers from, especially in how to support (ST), as well as providing indicators that help implement Authority's organizational excellence.

3. Hypothetical outline of study

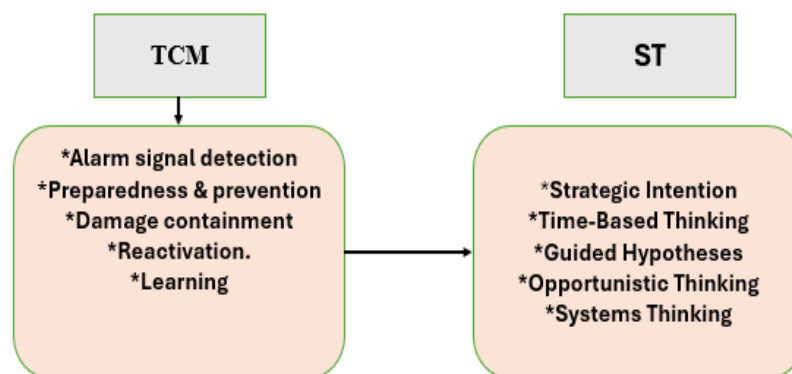


Fig 1:

3.1. Study hypotheses

study hypotheses are formulated in accordance with hypothetical model objectives of study, in accordance with the theoretical references study literature intellectual heritage of (ST) (TCM), which will be subject statistical analysis treatment. \ field side will decide whether these hypotheses are correct or incorrect. The hypotheses can be divided into the following

3.2. Testing first main hypothesis

H0: The first main hypothesis: **(There is no significant effect of the dimensions of ST) (TCM),**

H1: The first main hypothesis: **(There is a significant effect of dimensions of ST) (TCM),** The following branches branch out from it:

1. Testing first sub-hypothesis:

H 0: There is no significant effect of the (SI)dimension in (CM) **H1)** There is a significant effect of (SI) dimension on (CM)

2. Testing the second sub-hypothesis

H0: There is no significant effect of dimension of thinking about time in (CM)

H1: (There is a significant effect of dimension of thinking about time in (CM)

3. Testing the third sub-hypothesis

H0: There is no significant effect for dimension of guiding hypotheses in (CM)

H 1: There is a significant effect of the dimension of guiding hypotheses in (CM)

4. Testing fourth sub-hypothesis

H0: There is no significant effect of opportunity thinking dimension on (CM)

H 1: There is a significant effect of opportunity thinking dimension on (CM)

5. Testing fifth sub-hypothesis

H 0: There is no significant effect of the (ST, TCM)

H1: There is a significant effect of systemic thinking dimension in (CM)

6. Testing the sixth sub-hypothesis

H 0: There is no significant effect between dimensions of (ST, TCM)

H1: There is a significant effect between dimensions of (ST, TCM)

4. Theoretical Framework

4.1. concept of (ST)

It is one of important concepts in modern management, as it seeks to achieve goals that tourism organizations seek to reach. It also helps leaders choose best alternative. chart a better path for organization, especially at present time tourism organizations face many crises, so tourism organizations tend method of (ST)in choosing optimal solution achieve goals, solve crises, exploit opportunities, explore skills that help in rising to a high level .

(ST) is viewed as “a mental, analytical, conceptual process It works towards analyzing interconnected and distant elements, mixing compatible ones to come up with a picture. perceptions of modern methods, approaches, which would lead to future results achieve goals.” (Al-Houri, 2010: 347)

^[4]. There are those who believe that it is “the availability of basic capabilities, skills achieve (TM)Work so that it contributes providing managers with ideas and creative solutions to analyze and address crises, obstacles that hinder their work.”

(Alsaaty, 2011:47) ^[8]. He also defined (ST) as “orienting towards future by studying, analyzing the facts of the past and present, leading extrapolation and analysis of future. It means looking at problem from a comprehensive perspective & from multiple different angles find solutions.” (Ibrahim *et al.*, 2020: 14) ^[12], In light of above, (ST) can be defined as (it is the creative mental skills that help to understand the surrounding environment, benefit from these skills in drawing a future picture based on analysis the past, present data in order to develop solutions and make decisions that aim to seize opportunities, avoid obstacles and crises, So, achieve goals that tourism organizations wish to reach in the future).

4.2. Dimensions of (ST)

• Strategic intent (SI)

It expresses long-term plans or defining future position of organization that it seeks to reach the desired goals. **(SI)** is expressed in three basic elements: a sense of direction, discovery, and anticipation of what will happen in future. The sense of direction means focusing, paying attention to long-term future position, and this matter requires making appropriate strategic decisions at specified time to achieve the goals of organization. Discovery is the discovery of opportunities and skills, the way to exploit them, working to confront crises. Anticipating the future means focusing on the future vision of the tourism organization achieve the goals. (Jabr, 2025, 410) ^[13].

4.3. Thinking about time

Thinking about appropriate time is one of basic components for bridging the gaps between current reality and the future intention. It is based on reviewing past events and comparing them to the present time, then reviewing the future in order to identify what is important from what is inherited, exclude unnecessary things, and develop the present to achieve future goals. (Al-Balushi, 2023: 31) ^[2]

4.4. Guiding hypotheses:

Working on assuming hypotheses then taking them to ensure their validity or neglecting them according to processes, available activities, available resources, as it accurately reflects scientific methods through which the organization works to research a group. New innovative alternatives that achieve better achievement of the goals according nature of existing values , size of decisions & crises. Hence, the goals, quantitative data must be reviewed on a regular basis for innovative strategic thinking that enables finding most appropriate alternative m investing resources, efforts and time in an appropriate manner that serves tourism organizations. (Nickols 2016:11) ^[3]

4.5. Opportunistic thinking :

Goal-oriented thinking helps achieve exploit smart opportunities, this intellectual supporting strategy is a container that includes means of dealing with two types of strategies, first is (ST) second is accidental strategy, meaning that accidental strategy is one of elements of (ST) directed at achieving smart opportunities that may exhaust these opportunities when rapid environmental changes are not taken into account because any possibility of mobilizing emergency opportunities may lead to an unexpected loss in the results of strategic thinking. (Abbas, 2019: 623) ^[1]

4.6. Systems thinking (SYT)

It means comprehensive thinking requires a shift from straight thinking, which is limited to understanding the direct relationship between influence and influence, to comprehensive thinking, which focuses on understanding the interrelated, complex relationships of systems, systems. This aspect shows that strategic leader has a mental model of value development system in tourism organization from beginning in knowing how this system works and the impact of the internal environment external environment on it. Comprehensive thinking begins with the principle every system is part of a comprehensive system, this thinking helps the (ST) understand events, explain the relationships between external influences on tourism organization, which cannot be overlooked when setting future goals. (Al Balushi, 2023:31)^[2].

5. concept (TCM)

Tourism crises are one of most common problems facing tourism sector, the tourism sector is sensitive conditions in the external environment. SO, tourism organizations seek to understand causes of the crisis, manage it, find solutions, and transform it from negative to positive .

Bundy (2017:2) defined it as “a purposeful activity based on research to obtain the necessary information that enables management to predict = possibilities and trends of expected crisis, to create appropriate climate to deal with it by taking measures to control expected crisis, eliminate it or change its course for benefit of organization.” On = other hand, Karam (2018:2)^[15] defined it as “the process through which areas of the crisis are identified, predicted, procedures or measures are put in place designed to prevent = occurrence of crisis, an attempt to minimize effects of resulting disturbance.” About crises that cannot be prevented.” In addition to “continuous movement prepare for crises. “The method of anticipating activities, trying to avoid them, preparing well for them, mitigating their effects on organization” (Bru, 2021: 17). While it is defined as “organization’s ability to manage series of crisis events efficiently and effectively, according proactive plans and programs, which contribute to predicting crises before they occur and providing capabilities solve or contain them and reduce their effects” (Al-Muataari *et al.*, 2025: 345) In light of above, tourism crisis management can be defined as (a continuous administrative process represented by planning to confront crises that may occur to tourism organization, trying to predict and monitor variables before crisis occurs, knowing causes of crisis, taking a set of activities and steps that would reduce the severity of the effects of the crisis on tourism organization, transforming it from negative to positive, being careful not to re-emerge the crisis again to the organization).

5.1. Stages of (CM)

- **Detecting alarm signals**

It includes process of auditing, preventive maintenance, environmental scanning. There are many tactical activities that are used to support early warning systems, leadership surveys, media content analysis, public opinion polls, trend analysis, literature review, and conferences (Jaques, 2007: 151)^[14]. Early warning systems are known as “tools that give advance indications of possibility of a malfunction, through which the dimensions of event can be identified before it

deteriorates turns into a crisis, is considered a source of danger to tourism organization.” In reference to importance of the warning system, it is assumed that there are continuous processes to measure and evaluate the performance of these systems on a periodic basis” (Ayasrah *et al.*, 2008: 32)^[9]

- **Preparedness and prevention stage**

It means special procedures and decisions that the tourism organization can take to avoid occurrence of the crisis in order reduce its harm while continuing to make an effort to prevent it from occurring (Shahed *et al.*, 2017: 23). This stage includes discovering the weak points in tourism organization, developing a plan to confront the crises, and determining methods, operations, and preparations necessary to implement plan. Workers are also trained on how confront tourism crises better than improvisation and randomness. Strategic planning is very important in trying to avoid the occurrence of the crisis as it helps to predict the different types of crises that may occur. The tourism organization is exposed to it (Al-Lami *et al.*, 2016: 46)^[5].

- **Damage containment stage :**

This stage includes implementing confrontation plan that was drawn up in the first stage to reduce the damage resulting from crisis. The primary goal of this stage is to stop chain of effects of the crisis, contain resulting effects, which constitute the basic task of crisis management. It is necessary to isolate the forces of crisis to prevent them from spreading to rest of tourism organization. Managers must also devote themselves to dealing with the crisis and abandon making routine decisions that may lead to the exacerbation of the crisis (Salem, 2015: 58)^[16].

- **Activity recovery stage**

It is noted at this stage that crises begin gradually subside, that administration has known the causes and dimensions of crisis, which helps it provide realistic solutions, treatments, begin return to the state it was in before the crisis occurred (Al-Nouri, 2011: 121). The activity recovery stage is “a set of operations carried out by organizations that have succeeded in containing damage of crisis for purpose of restoring balance and the ability to carry out normal work and activities before the crisis occurred to the organization” (Muthani *et al.* (2021:280)

- **Learning stage**

This stage consists of evaluating tourism organization’s response crises, whether process is simulating scenarios or real, and determining the actions it has undertaken correctly while performing crisis management. In this stage, the tourism organization works review prevention, preparation, response efforts for future crises, as the correct processes are repeated in future, avoiding errors that occurred, and replacing them with easier procedures improve the effectiveness of the tourism organization’s management by expanding the organization’s ability respond crises (Coombs, 2015: 22)^[11]. This stage also includes feedback, through which tourism organizations benefit from their previous experiences, or from experiences of other tourism organizations that have gone through or are going through crises that organization can benefit from. (Al-Rashidi, 2024: 930)^[7]

6. model analysis

6.1. evaluating models

- Confirmatory factor analysis of independent variable strategic thinking

Fig. (1): displays structural model of the independent variable strategic thinking through five sub-dimensions represented in (SI, thinking, directed hypotheses, opportunity thinking, & ST), with (25) items, with aim of assessing the quality of the measurement model and its compatibility with theoretical structure of study. results of the validity reliability indicators presented in Table (1) showed high levels of internal consistency structural reliability, as standard Cronbach alpha values ranged between (0.843–0.920), which are all higher than the minimum statistically acceptable limit (0.70), which reflects homogeneity of scale items, their ability to measure the dimensions of (ST) with a high degree of accuracy. The non-standard Cronbach's alpha values also came within the range (0.836–0.919), which confirms stability of measurement, robustness of the internal structure of research

tool. With regard to Composite Reliability Index (CR), values ranged between (0.828–0.923). This exceeds required minimum (0.70), which indicates a high level of reliability in representing the latent variable within structural model. As for Average Variance Extracted (AVE) index, it ranged between (0.520–0.705), which are values that exceed the minimum standard level (0.50), which indicates the achievement of convergent validity, ability of each dimension explain an appropriate proportion of the variance in its indicators compared to measurement error. Together, these results confirm that all goodness-of-fit indicators came within acceptable statistical limits, including It reflects a high level of structural reliability and internal consistency for dimensions of the strategic thinking variable, as well as a clear agreement between field data and assumed standard model, which supports the validity of scale for use in subsequent analyzes within the framework of structural equation modeling using the SmartPLS4 program.

Table 1: Independent variable evaluation indicators: (ST)

AVE	Composite stability (pc)	No standardized Cronbach's alpha	Cronbach's alpha
0.692	0.916	0.919	0.920
0.520	0.828	0.836	0.843
0.608	0.846	0.858	0.862
0.607	0.883	0.881	0.884
0.705	0.923	0.919	0.920
≥0.50	≥0.70	≥0.70	≥0.70

validity. reliability indicators presented in Table (1) show high levels of internal consistency and structural reliability, as the standardized Cronbach's alpha values ranged between (0.843–0.920), which are all higher than statistically acceptable minimum (0.70), which reflects homogeneity of the scale items, their ability measure dimensions of (ST) with a high degree of accuracy. non-standardized Cronbach's alpha values also came within the range (0.836–0.919), which confirms stability and robustness of the measurement. The internal structure of research tool, with regard composite reliability index (CR), its values ranged between (0.828–0.923), exceeding required minimum (0.70), which indicates a high level of reliability in representing latent variable within

the structural model. As for average variance extracted (AVE) index, it ranged between (0.520–0.705), which are values that exceed the minimum standard level (0.50), which indicates the achievement of convergent validity, ability Each dimension explains an appropriate proportion of variance in its indicators compared measurement error. Taken together, these results confirm that all goodness-of-fit indicators came within acceptable statistical limits, reflecting a high level of structural stability and internal consistency for dimensions of (ST) variable, as well as a clear agreement between field data, assumed standard model, which supports validity of scale for use in subsequent analyzes within the framework of structural equation modeling using the SmartPLS4 program.

Table 2:

Average Variance Extracted (AVE)	Composite Reliability (pc)	Standardized Cronbach's Alpha	Cronbach's Alpha	Dimensions of Strategic Thinking
0.692	0.916	0.919	0.920	HDT – Directed Hypotheses
0.520	0.828	0.836	0.843	OT – Opportunistic Thinking
0.608	0.846	0.858	0.862	SI – Strategic Intent
0.607	0.883	0.881	0.884	SYST – Systems Thinking
0.705	0.923	0.919	0.920	TT – Thinking about Time
≥ 0.50	≥ 0.70	≥ 0.70	≥ 0.70	Standard

It should be noted here that paragraph SI3 was deleted from (SI) dimension because its contribution is weak, affects the

standards of evaluation quality and conformity the variable.

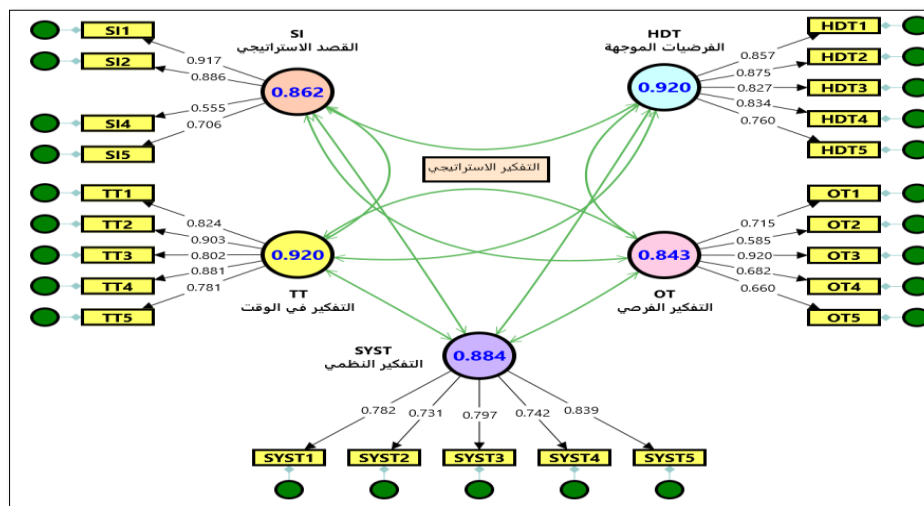


Fig 2: Confirmatory Factor analysis for Independent Variable: Strategic Thinking Source: SmartPLS4 program outputs.

Note: The values within the circles represent standardized Cronbach's alpha coefficient values for dimensions, while values on the arrows represent the standardized rating values for each item. Table (1) presents detailed statistical indicators for items of the independent variable, strategic thinking. The standardized values for the items ranged from (0.555–0.920), which are good levels reflecting strength of the items' representation of their underlying dimensions and confirming their effective contribution to measuring concept of strategic thinking in various dimensions. results also showed that the t-statistic values for the items ranged from (4.421–10.535), all exceeding critical value of (1.984) at a significance level

of (0.05), with a p-value of (0.000). This indicates that all items possess high statistical and significant value within the measurement model. These results reflect a high level of conceptual and statistical consistency between items and the dimensions to which they belong, which indicates the soundness of the factorial structure of scale, strong representation of independent variable in structural model. Based on this, items of scale can be adopted. (ST), in current form, is used in subsequent analyses because of stability, validity, statistical suitability, which support use in measuring phenomenon under study with a high degree of reliability.

Table 3: Statistical indicators for confirmatory factor analysis of independent variable (ST)

Probability values	t	Standardized estimates	Paragraphs <---- Dimensions
		0.857	HDT1 <- HDT_ Guiding hypotheses
0.000	9.267	0.875	HDT2 <- HDT_ Guiding hypotheses
0.000	8.173	0.827	HDT3 <- HDT_ Guiding hypotheses
0.000	8.250	0.834	HDT4 <- HDT_ Guiding hypotheses
0.000	7.126	0.760	HDT5 <- HDT_ Guiding hypotheses
		0.715	OT1 <- OT_ Hypothetical thinking
0.000	4.421	0.585	OT2 <- OT_ Hypothetical thinking
0.000	6.802	0.920	OT3 <- OT_ Hypothetical thinking
0.000	5.043	0.682	OT4 <- OT_ Hypothetical thinking
0.000	4.838	0.660	OT5 <- OT_ Hypothetical thinking
		0.917	SI1 <- SI_ Hypothetical thinking
0.000	10.535	0.886	SI2 <- SI_ strategic intent
0.000	4.613	0.555	SI4 <- SI_ strategic intent
0.000	6.611	0.706	SI5 <- SI_ strategic intent
		0.782	SYST1 <- SYST_ Systems thinking
0.000	5.791	0.731	SYST2 <- SYST_ Systems thinking
0.000	6.687	0.797	SYST3 <- SYST_ Systems thinking
0.000	5.849	0.742	SYST4 <- SYST_ Systems thinking
0.000	6.652	0.839	SYST5 <- SYST_ Systems thinking
		0.824	TT1 <- TT_ Thinking about time
0.000	8.989	0.903	TT2 <- TT_ Thinking about time
0.000	7.352	0.802	TT3 <- TT_ Thinking about time
0.000	8.507	0.881	TT4 <- TT_ Thinking about time
0.000	7.131	0.781	TT5 <- TT_ Thinking about time

Source: Outputs of the (Smart Pls 4) program.

Decision Interpretation: The analysis results show that all items used to measure the independent variable, strategic thinking, are of high quality and consistency. They effectively represent the dimensions which they belong demonstrate a clear ability to measure variable comprehensively and in an integrated manner. This enhances reliability of scale supports adoption in subsequent statistical analyses within the structural model.

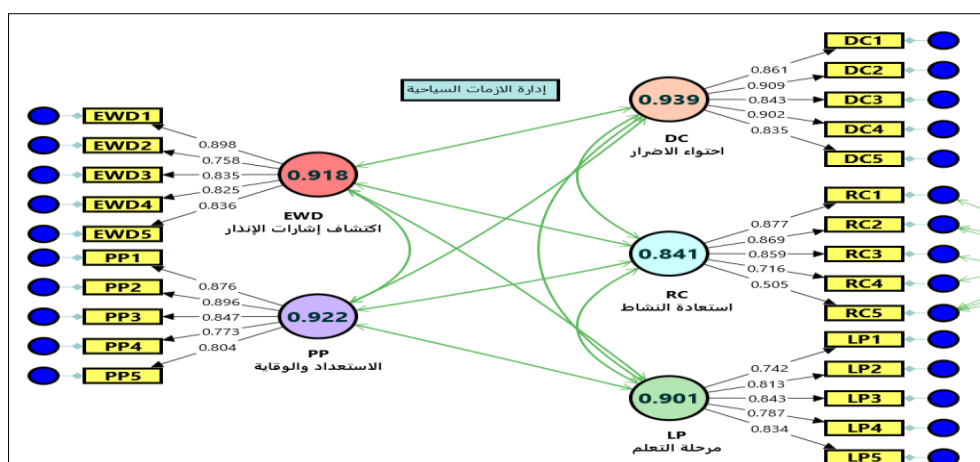
6.2. Confirmatory Factor Analysis of Dependent Variable: (TCM)

Fig. (2) presents structural model of dependent variable, tourism crisis management, which was measured through five sub-dimensions: (detection of warning signs, preparedness and prevention, damage containment, recovery, learning phase). was done to evaluate quality of measurement model and verify availability of indicators of validity, construct reliability. Table (3) shows that standard Cronbach's alpha coefficient values ranged from (0.841–0.939), all of which are higher than statistically acceptable minimum (0.70). This reflects a high level of internal consistency among items of each dimension. The non-standard Cronbach's alpha values were also within range of (0.844–0.939), indicating stability of measurement,

robustness of instrument's internal structure. As for the composite reliability index (CR), its values ranged from (0.904–0.962), exceeding the required minimum (0.70), which indicates high reliability of indicators used representation. dependent variable within structural model. In same context, values of extracted mean variance (AVE) recorded levels ranging between (0.606–0.758), which are higher than lower standard level (0.50), which confirms achievement of convergent validity, ability of dimensions explain a sufficient proportion of the variance in their indicators compared measurement error. These results collectively indicate all dimensions of (TCM) variable came within acceptable statistical limits for conformity quality indicators, which enhances validity of scale, adoption in subsequent analyses within the structural equation model.

Table 4: Indicators of dependent variable assessment of (TCM)

Average extracted variance (AVE)	Compound stability (rho_c)	Non-standard Cronbach's alpha	Cronbach's standard alpha	Dimensions of dependent variable (TCM)
0.758	0.941	0.939	0.939	DC Damage containment
0.692	0.919	0.918	0.918	EWD_ Detecting warning signs
0.648	0.904	0.900	0.901	LP_ Learning stage
0.706	0.922	0.921	0.922	PP_ Preparedness and prevention
0.606	0.962	0.844	0.841	RC Activity Recovery
0.50≤	0.70≤	0.70≤	0.70≤	Standard
All dimensions of the tourism crisis management variable were within the required conformity quality indicators.				Decision & interpretation



Source: SmartPLS4 output. Note: values within circles represent standard Cronbach's alpha coefficient values for dimensions, while the values on arrows represent standard rating values for each item.

Fig 3: Confirmatory Factor Analysis of Dependent Variable in (TCM)

Table (4) shows detailed statistical indicators for items of dependent variable, (TCM). The standardized ratings ranged from (0.505–0.909), which are acceptable levels, reflect ability of items to represent their underlying dimensions with varying degrees of strength, whether in dimension of damage containment, detection of warning signs, learning phase, preparedness, prevention, or recovery. The results of t-test for items showed values ranging from (3.765–10.315), all higher than critical value of (1.984) at a significance level of (0.05), with p-values of (Sig. 0.000). This indicates that all items have high statistical significance within measurement model, and these results reflect a good level of conceptual and

statistical consistency among the items. The dimensions which they belong confirm soundness of factor structure of (TCM) scale, suitability for use within structural model. Although some items recorded relatively lower standardized scores compared others, they remain within statistically acceptable limits, thus supporting their retention due to their connection to theoretical content of dimension. SO, the items of the dependent variable can be adopted in their current form for subsequent analyses, given their adequate level of validity, reliability, and statistical relevance in measuring the phenomenon under study.

Table 5: Statistical Indicators for Confirmatory Factor Analysis of Dependent Variable: (TCM)

Probability values	Values t	Standardized estimates	Paragraphs Dimensions
		0.861	DC1 <- DC_ Damage containment
0.000	10.315	0.909	DC2 <- DC_ Damage containment
0.000	8.846	0.843	DC3 <- DC_ Damage containment
0.000	10.033	0.902	DC4 <- DC_ Damage containment
0.000	8.681	0.835	DC5 <- DC_ Damage containment
		0.898	EWD1 <- EWD_ Detecting warning signs
0.000	7.623	0.758	EWD2 <- EWD_ Detecting warning signs
0.000	8.962	0.835	EWD3 <- EWD_ Detecting warning signs
0.000	8.662	0.825	EWD4 <- EWD_ Detecting warning signs
0.000	8.980	0.836	EWD5 <- EWD_ Detecting warning signs
		0.742	LP1 <- LP_ Learning stage
0.000	6.637	0.813	LP2 <- LP_ Learning stage
0.000	6.902	0.843	LP3 <- LP_ Learning stage
0.000	6.345	0.787	LP4 <- LP_ Learning stage
0.000	6.739	0.834	LP5 <- LP_ Learning stage
		0.876	PP1 <- PP_ Preparedness & prevention
0.000	9.885	0.896	PP2 <- PP_ Preparedness and prevention
0.000	8.832	0.847	PP3 <- PP_ Preparedness & prevention
0.000	7.527	0.773	PP4 <- PP_ Preparedness and prevention
0.000	8.240	0.804	PP5 <- PP_ Preparedness and prevention
		0.877	RC1 <- RC_ Restoring activity
0.000	9.580	0.869	RC2 <- RC_ Restoring activity
0.000	9.138	0.859	RC3 <- RC_ Restoring activity
0.000	6.833	0.716	RC4 <- RC_ Restoring activity
0.000	3.765	0.505	RC5 <- RC_ Restoring activity

Source: Outputs of (Smart Pls 4) program.

Decision and Interpretation: The items of the dependent variable scale for tourism crisis management demonstrate a high level of quality consistency, as they reflect effective ability to accurately represent the dimensions to which it belongs, contribute in an integrated way to measuring variable as a whole within analytical model, which enhances reliability of the results confirms the validity of the tool for use in subsequent statistical analyses.

7. Descriptive Statistics

7.1. (ST)Variable

Table (5) & Figure (3) summarize dimensions of (ST) variable in Iraqi Tourism Authority. The overall arithmetic mean for variable was (3.84), with a standard deviation of (0.717) a coefficient of variation of (18.68%), indicating a "agree" response. This reflects a good level of adoption of strategic thinking practices by the Authority, demonstrating that its leadership possesses a mindset that seeks to anticipate future and deal with environmental changes systematically. In general, these indicators reflect that strategic thinking in the Iraqi Tourism Authority is based on a combination of seizing opportunities, unifying strategic directions, viewing work from a systems perspective. There are also areas for strengthening temporal link between past experiences future directions, which supports achievement of tourism organization's strategic goals. At the dimension level, results were as follows: - The Opportunistic Thinking dimension came in first place with an arithmetic mean of (3.797), a standard deviation of (0.749), and a coefficient of variation of (19.72%), which reflects the Authority's interest in seeking and seizing opportunities. This aligns with strategic objectives, which enhances its ability to deal with the changing tourism environment in a flexible manner.

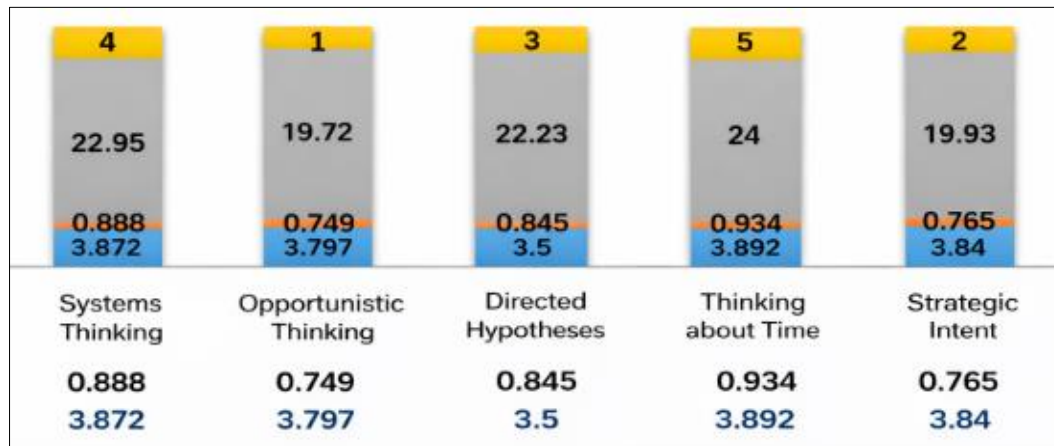
- The (SI) dimension ranked second with a mean of 3.84,

- a standard deviation of 0.765, a coefficient of variation of 19.93%. This indicates a clear trend toward unifying objectives and consolidating the strategic vision within the organization, thus supporting stability of institutional work.
- guided hypotheses dimension ranked third with a mean of 3.8, a standard deviation of 0.845, a coefficient of variation of 22.23%. This demonstrates a relative interest in developing strategic alternatives that align with environmental variables, thereby enhancing the organization's ability to respond to potential challenges.
- The systems thinking dimension ranked fourth with a mean of 3.872, a standard deviation of 0.888, a coefficient of variation of 22.95%. This reflects a holistic view that connects the elements of the organizational system, although there is a relative variation in the understanding of this view among the sample members.
- The dimension of thinking about time achieved fifth place with an arithmetic mean of (3.892), a standard deviation of (0.934), and a coefficient of variation of (24%), which indicates that linking the past, present, future is present in Authority's practices. However, level of relative variation in opinions reflects a difference in the extent to which these practices are applied among departments.

Table 6: Summary of dimensions of (ST) variable

T	Dimensions of Strategic Thinking Variable	X	SD	Coefficient of Variation	Dimensional Arrangement	Direction of Answer
1	Strategic Intention	3.84	0.765	19.93	2	I agree
2	Time-Based Thinking	3.892	0.934	24.00	5	I agree
3	Guided Hypotheses	3.80	0.845	22.23	3	I agree
4	Opportunistic Thinking	3.797	0.749	19.72	1	I agree
5	Systems Thinking	3.872	0.888	22.95	4	I agree
	Strategic Thinking Variable	—	0.717	18.68	—	I agree

Source: SPSS V.28 output.

**Fig 4:** Summary of the dimensions of (ST) variable

Tourism & Fig. (4) summarize dimensions of (TCM) variable in Iraqi Tourism Authority. The overall arithmetic mean for variable was (3.891) with a standard deviation of (0.712), a coefficient of variation of (18.31%), indicating a "agree" response. This reflects a good level of adoption of crisis management practices by the Authority across various stages, from early detection organizational learning. This demonstrates an administrative approach that seeks deal with crises in a systematic, gradual manner. In general, these indicators suggest that tourism crisis management in the Iraqi Tourism Authority tends to focus on the post-crisis stages, particularly recovery and organizational learning, while also allowing for strengthening of early detection stage support proactive handling of tourism crises before they escalate. At the dimension level, the results showed the following:

- "Restoring Activity" dimension ranked first with a mean of 3.889, a standard deviation of 0.68, and a coefficient of variation of 17.48%. This reflects the Authority's focus on restoring balance and resuming tourism activities after crises, thus supporting business continuity and mitigating the effects of disruptions.
- The "Learning Phase" dimension ranked second with a mean of 3.954, a standard deviation of 0.749, and a coefficient of variation of 18.93%. This indicates a focus

on leveraging accumulated experience and improving organizational programs and plans to enhance the Authority's preparedness for future crises.

- Containing Damage" dimension ranked third with a mean of 3.892, a standard deviation of 0.792, a coefficient of variation of 20.35%. This reflects Authority's ability utilize practical methods, organize work teams, rely on effective communication channels to limit spread of crisis's effects and control its repercussions.
- The preparedness prevention dimension ranked fourth with a mean of (3.879), a standard deviation of (0.792), a coefficient of variation of (20.42%), which indicates a trend towards enhancing preparedness through cooperation with relevant parties, formation of specialized work teams, while need remains develop preventive programs more broadly.
- dimension of detecting warning signs came in fifth place with an arithmetic mean of (3.839), a standard deviation of (0.806), a coefficient of variation of (21.01%), which reflects a relative disparity in level of early monitoring of indicators related crises, despite the general agreement on importance of environmental analysis and identifying causes related to their emergence.

Table 7: Summary of of (TCM) variable

direction of response	dimension order	Coefficient of variation	SD	X-	Dimensions of (TCM)	NO.
I agree	5	21.01	0.806	3.839	Detecting warning signs	1
I agree	4	20.42	0.792	3.879	Preparation and prevention	2
I agree	3	20.35	0.792	3.892	Damage containment	3
I agree	1	17.48	0.68	3.889	Restoring activity	4
I agree	2	18.93	0.749	3.954	Learning stage	5
		18.31	0.712	3.891	(TCM) variable	

Source: SPSS V.28 output



Fig 5: summarizes dimensions of the tourism crisis management variable

7.2. Hypothesis Testing

• Testing the First Main Hypothesis Using Simple Linear Regression

This hypothesis will be tested using a simple linear regression

analysis model to determine the impact of strategic thinking dimensions on tourism crisis management, which can be expressed by the following hypothesis:

Table 8:

First main hypothesis
There is no statistically significant effect of strategic thinking variable on(TCM)
/Tourism crisis management = 0.658+0.842 (ST)

The results show that extracted F-value for the relationship between (ST), tourism crisis management reached (150.741), which is greater than critical value of (4) at a significance level of (0.05). This provides sufficient support for accepting alternative hypothesis, which states that there is a statistically significant effect of (ST) on (TCM). Furthermore, coefficient of determination (R^2) of (0.719) indicates that (ST) was able to explain (71.9%) of the variance in (TCM). value of parameter (β) for the strategic thinking variable reached (0.842), which indicates that increasing level of (ST). By one unit, it will lead to an increase in level of tourism crisis

management by (84.2%). calculated value of (t) was (12.278), which is greater than its tabulated value of (2) at a significance level of (0.05). This confirms the significance of the effect, established relationship between the two variables. This result reflects that adopting (ST). practices contribute enhancing ability of (TCM) deal with crises by anticipating environmental variables, identifying appropriate alternatives, and making appropriate decisions in a timely manner. This supports organization's readiness deal with emergency situations and enhances ability reduce effects of crises and restore activity efficiently.

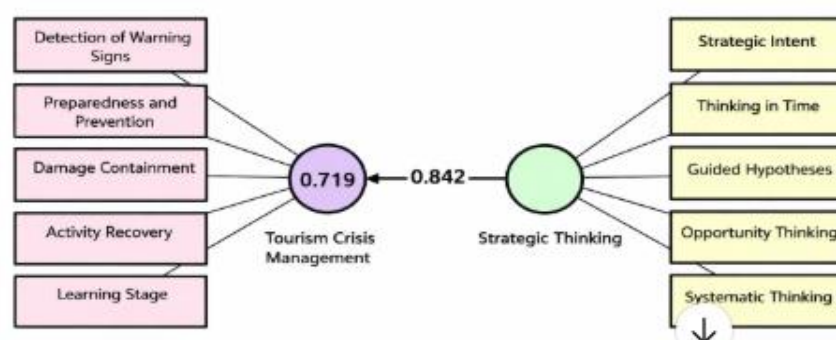


Fig 6: Structural model the impact of (ST) on (TCM) Source: Outputs of (Smart Pls4) program.

Table 9:

First sub-hypothesis
There is no statistically significant effect of strategic intent dimension in (TCM).
(TCM = 1.315 + 0.671 (SI))

Results show that extracted F-value for the relationship between strategic intention and (TCM) reached (63.731) which is greater than critical value of (4) at a significance level of (0.05). This provides sufficient support for accepting

alternative hypothesis, which states that is a statistically significant effect of (SI) on (TCM). In addition, coefficient of determination (R^2) value of (0.519) indicates that (SI) was able to explain (51.9%) of variance in (TCM). value of

parameter (β) for (SI) variable reached (0.671), which indicates that increasing (SI) by one unit will lead an increase in level of (TCM) management by (67.1%). Finally, calculated t-value of (7.983) reached (7.983), which is greater than its critical value of (2) at a significance level of (0.05), SO, confirming significance of hypothesis. impact & established relationship between two variables indicate that a

clear (SI) unified objectives within tourism organization contribute to directing organizational efforts towards a systematic approach (TCM). This is achieved by enhancing coordination between departments, allocating resources in line with strategic directions, thereby supporting organization's ability to mitigate the effects of tourism crises and restore its operational balance.

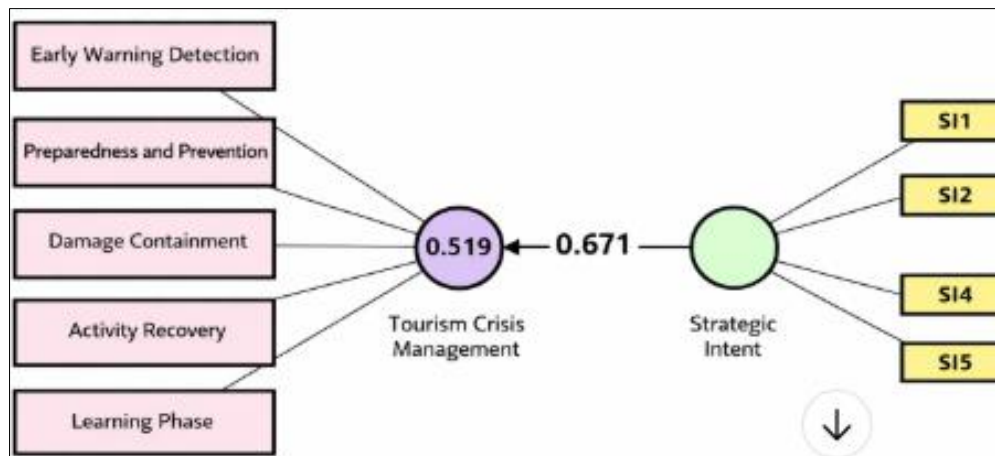


Fig 7: structural model of impact of (SI) in (TCM) Source: Outputs of (Smart Pls4) program.

Table 10:

Second sub-hypothesis
There is no statistically significant effect of time-based thinking in managing tourism crises.
$\text{Tourism crisis management} = 1.736 + 0.554 (\text{time considerations})$

Results show that extracted F-value for the relationship between time thinking and tourism crisis management reached (65.814), which is greater than critical value of (4) at a significance level of (0.05). This provides sufficient support for accepting the alternative hypothesis, which states that time thinking has a statistically significant effect on (TCM). In Addition, coefficient of determination (R^2) of (0.527) indicates that time thinking was able explain (52.7%) of variance in tourism crisis management. This is a good explanatory percentage that reflects the importance of understanding time dimension in supporting an organization's ability deal with crises. The value of parameter (β) for time thinking variable reached (0.554), which indicates that increasing the level of time thinking by one unit will lead to

an increase in the level of tourism (TCM). by (55.4%). Finally, the calculated t-value reached (8.113), which is greater than critical value of (2) at a significance level of (0.05), confirming the statistical significance of the effect established relationship between time thinking and tourism crisis management. The two variables, and this result reflects that tourism organizations' adoption of thinking methods that link past experiences, current reality, and future trends contributes to enhancing their ability to deal with crises more effectively. Understanding time dimension helps improve quality of strategic decisions determine the appropriate timing for responding to crises, which supports the organization's preparedness and enhances its ability to mitigate effects of (TCM). & recover

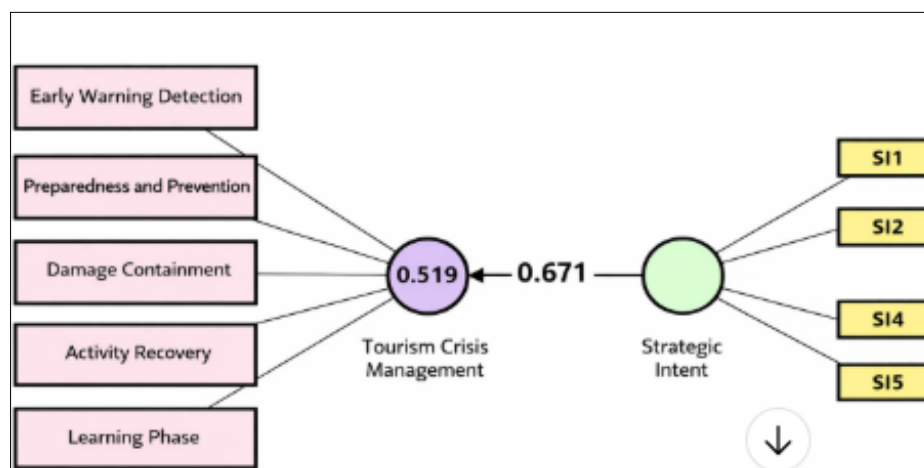


Fig 8: Structural model impact of thinking about time in TCM (Source: Outputs of (Smart Pls4) program)

Table 11:

Third sub-hypothesis
There is no statistically significant effect of the dimension of guiding hypotheses in tourism crisis management.
Tourism crisis management = $1.101 + 0.734$ (guided assumptions)

The results show that extracted F-value for the relationship between guiding hypotheses in (TCM) reached (184.481), which is greater than the critical value of (4) at a significance level of (0.05). This provides sufficient support for accepting alternative hypothesis, which states that there is a statistically significant effect of guiding hypotheses in (TCM). Furthermore, coefficient of determination (R^2) of (0.758) indicates that guiding hypotheses were able to explain (75.8%) of variance in tourism crisis management. The value of parameter (β) for guiding hypotheses variable reached (0.734), which indicates that increasing level of reliance on guiding hypotheses by one unit will lead to an increase in the

level of tourism crisis management by (73.4%). Finally, the calculated t-value reached (13.582), which is greater than its critical value of (2) at a significance level of (0.05). This confirms the significance of effect, established relationship between the two variables. This result indicates that tourism organization's reliance on building directed hypotheses and anticipating possible scenarios contributes to enhancing its ability to prepare for, deal with crises more efficiently. This approach helps in predicting potential environmental changes and developing strategic alternatives to deal with them, which supports organization's readiness and enhances its ability to reduce the negative effects of tourism crises.

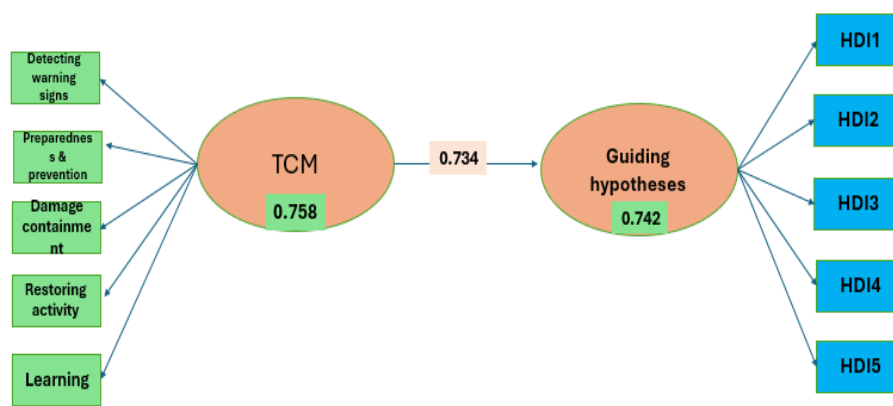


Fig 9: The structural model of impact of directed assumptions in (TCM) Source: Outputs of the (Smart Pls4) program.

Table 12:

Fourth sub-hypothesis
Opportunistic thinking has no statistically significant impact on tourism crisis management.
(TCM) = $1.038 + 0.751$ (opportunistic thinking)

The results show that extracted F-value for relationship between opportunity thinking and tourism crisis management reached (97.883), which is greater than the critical value of (4) at a significance level of (0.05). provides sufficient support for accepting alternative hypothesis, which states that opportunity thinking has a statistically significant effect on (TCM). The coefficient of determination (R^2) value of (0.624) indicates opportunity thinking was able to explain (62.4%) variance in (TCM). The value of the parameter (β) for opportunity thinking variable reached (0.751), which indicates that increasing level of opportunity thinking by one unit will lead to an increase in level of (TCM) by (75.1%). The calculated t-value reached (9.894), which is greater than

its critical value of (2) at a significance level of (0.05). This confirms the significance of effect, established relationship between two variables. This result indicates that adoption of opportunity thinking by tourism organizations, their search

for inherent opportunities in surrounding environment can contribute to enhancing its ability deal with tourism crises flexibly and effectively, as this pattern of thinking allows for transforming challenges and threats into opportunities for improvement, development, which supports the organization's ability to reduce the negative effects of crises invest them in enhancing tourism performance in the future.

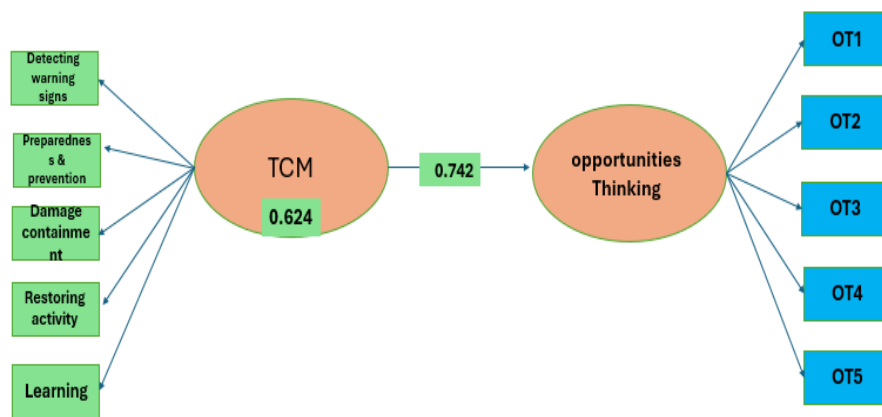


Fig 10: Structural model: The impact of opportunity thinking in (TCM). Source: Outputs of (Smart Pls4) program.

Table 13:

Fifth sub-hypothesis
Systems thinking has no statistically significant effect on tourism crisis management.
Tourism crisis management = 2.199 + 0.437 (systems thinking)

The results show that extracted F-value for relationship between systems thinking and tourism crisis management reached (24.922), which is greater than critical value of (4) at a significance level of (0.05). provides sufficient support for accepting alternative hypothesis, which states systems thinking has a statistically significant effect on (TCM). coefficient of determination (R^2) of (0.297) indicates that systems thinking was able explain (29.7%) of the variance in tourism crisis management. value of parameter (β) for systems thinking variable reached (0.437), which indicates that increasing level of systems thinking by one unit will lead an increase in level of (TCM) by (43.7%). calculated t-value reached (4.992), which is greater than critical value of (2) at

a significance level of (0.05). This confirms significance effect the established relationship between two variables. This result indicates that tourism organizations rely on systems thinking to understand interconnected relationships. The integration of its organizational environmental components contributes enhancing its ability to manage tourism crises in a more integrated manner, as this pattern of thinking allows for an understanding of nature interrelationship between elements of organizational system and surrounding environment, which helps in making more comprehensive, effective decisions when dealing with crises & reducing their effects on the performance of the tourism organization.

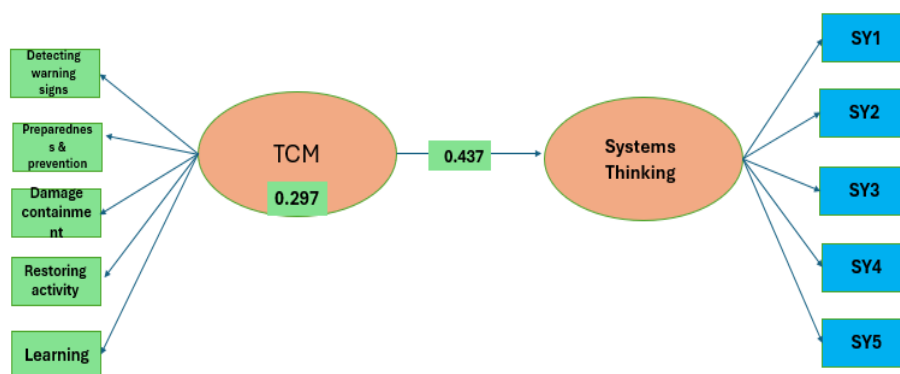


Fig 11: structural model of impact of systems thinking on (TSM) Source: Outputs of (Smart Pls4) program.

Table 14: Statistical indicators for analyzing impact of (ST) dimensions in (TCM)

Dependent Variable	Dimension of ST Variable	Coefficient (α)	t-value (α)	Coefficient (β)	t-value (β)	R	R^2	Adjusted R^2	F-value	Sig
Tourism Crisis Management	Strategic intent	1.315	3.998	0.671	7.983	0.721	0.519	0.511	63.731	0.000
	Thinking about time	1.736	6.359	0.554	8.113	0.726	0.527	0.519	65.814	0.000
	Guiding hypotheses	1.101	5.237	0.734	13.582	0.870	0.758	0.754	184.481	0.000
	Opportunistic thinking	1.038	3.533	0.751	9.894	0.790	0.624	0.618	97.883	0.000
	Systems thinking	2.199	6.328	0.437	4.992	0.545	0.297	0.285	24.922	0.000
	Strategic thinking	0.658	2.458	0.842	12.278	0.848	0.719	0.714	150.741	0.000

Source: SPSS V.28 output

8. Conclusions & Recommendations

8.1. Conclusions

The study produced a set of recommendations, most important of which were:

- Results showed (ST) is a fundamental pillar of administrative work within Iraqi Tourism Authority, reflecting a high level of the administrative leadership's ability to anticipate future, analyze the environmental variables surrounding the tourism sector.
- The results indicate that strategic purpose dimension receives a clear degree of attention within Authority, reflecting administrative leadership's awareness of importance of clear strategic objectives & unifying organizational efforts to achieve them.
- The results showed that time dimension reflects Authority's ability to link past experiences with future directions, indicating the administrative leadership's reliance on accumulated organizational experience when formulating strategic decisions, which contributes reducing degree of uncertainty associated with future decisions.
- The results showed that directed hypotheses dimension is one of effective dimensions of (ST) within Authority, reflecting management's interest in monitoring environmental variables, formulating multiple future scenarios, which supports organization's ability to deal with emergencies & unexpected circumstances that may face tourism sector.
- The results revealed that opportunity-based thinking is a crucial approach in (TCM) operations within the Authority. It reflects organization's ability to view external environment as a source of opportunities, not just threats, which contributes to enhancing the organization's capacity develop its tourism services and improve performance.
- Results also demonstrated that systems thinking constitutes one of intellectual foundations upon which administrative leaders base their management of operations within the Authority. This reflects an administrative approach seeks to understand the interconnected relationships between the components of the organizational system, link them to internal and external environments.

9. Recommendations

- The need to strengthen culture of strategic thinking within the Iraqi Tourism Authority by developing capabilities of administrative leaders in strategic analysis and anticipating environmental changes.
- Encouraging administrative leaders develop multiple future scenarios based on an analysis of potential environmental variables to enhance ability to deal with tourism crises.
- Developing specialized training programs in (TCM) to enhance staff preparedness for dealing with emergencies.
- Strengthening early warning systems for (TCM) by developing environmental information analysis systems.

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