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¹ THE IMPACT OF STRATEGIC MOMENTUM ON ACHIEVING STRATEGIC FLEXIBILITY - AN EXPLORATORY STUDY IN A SAMPLE OF BAGHDAD HOTELS

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ABSTRACT

The research aims to show the extent to which hotel managements operating in the service sector are able to deal in a manner that responds to changes in demand forces in a smooth manner and the ability to interact without cases of confusion and chaos in performance. The performance of the departments of hotel organizations operating in the city of Baghdad and some indicators that the researcher diagnosed by surveying the opinions of a number of specialists in hotel work, as well as what some official and semi-official organizations interested in this matter showed from declining performance indicators, and the study sample represented (220) views in a number of hotels Baghdad operating within the classification of (4) and (5) stars, and their opinions were surveyed through a questionnaire prepared for this purpose, and the opinions were analyzed through the SPSS statistical program package. between the partners in the market to precede or parallel them in the trade name and profits. As for the most important recommendations, it is summarized that the hotel managements operating in the Iraqi environment When taking a step in terms of making deals, strategic planning, announcing an innovative service, or developing a product, studying the market situation and the political and material situation and how to implement it, there may be a better market to market a specific product or a better timing for an important deal, or an important emergency opportunity that requires a strategic plan Immediately, most uncontrolled risks lead to heavy losses.

Keywords: *strategic momentum, strategic flexibility, the hotel sector in the province of Baghdad.*

THE FIRST TOPIC – METHODOLOGY

First: The Research Problem

1-Theoretical problem: the research problem crystallizes in its theoretical dimension through the dialectic of the inspiration of the physical principle (momentum) and the possibility of employing it in activating the strategic effort of the departments working in organizations in general and hotels in particular, as we find that this strategic momentum also has a size and direction and can be created and maintained It is through showing the hotel leaders of focus, commitment, perseverance and the

involvement of all members of the organization and continuous communications and the extent of the impact of that effort on consolidating the capabilities of the administrative mind to respond and adapt to the nature of the environment and the variables it imposes according to a vision and a flexible philosophy on the strategic dimension.

2-The field problem: the field dimension of the research problem is highlighted by diagnosing a state of stagnation in the performance of the hotel organizations operating in the city of Baghdad as a result of the loss of momentum for the strategic momentum expressed through a number of

indicators that the researcher diagnosed by surveying the opinions of a number of hotel work specialists. In addition to what was shown by some official and semi-official organizations interested in this matter, which identified a case of traditional stereotypical work and away from what is supposed to be activated by those departments in terms of momentum, effort and perseverance in particular, with what the Iraqi economic environment in general and hotels is witnessing from high levels of environmental uncertainty and what this environment imposes on the necessity of work. According to an effective strategy with high (momentum) to follow up on these changes and respond to them to ensure the achievement of an outstanding level of strategic flexibility that guarantees interaction with the variables of hotel demand levels.

Second - Questions: The research problem can be formulated through the following questions:

1-What is the level of hotel management's adoption of strategic momentum as a means to achieve a distinct level of strategic flexibility?

2-To what extent do hotel managements realize the importance of showing the required level of strategic flexibility?

3-What is the level of the relationship and the effect between strategic momentum and strategic flexibility?

Third - Importance: It is summarized in:

1-Draw attention to an important phenomenon regarding hotel organizations operating in our society, which is the strategic momentum that constitutes an important driving force for the departments operating in the sector.

2-The research links between two variables concerned with developing the innovative and strategic management system in the investigated hotels, namely, strategic momentum and flexibility.

3-It contributes to solving a small part of organizational problems by combining observations, knowledge and data, which helps to invent solutions and create new ideas that allow individuals and researchers to test this information by transforming theories into practical applications, and it serves as a bridge to what previous research has provided and what researchers will provide future research topic.

4-The research contributes to the societal upgrading by transferring some of the experiences and opinions gleaned from the advanced hotel and administrative organizations on strategic flexibility, and employing them in the interest of each of

the surveyed hotel departments, which leads to the hotel services sector's interest in the market with the new experience and its results and thus is reflected in the ability of These organizations respond to environmental changes smoothly and easily.

Fourth: The objectives of the research:

They can be explained as follows:

1-Shedding light on the strengths and weaknesses of the Iraqi hotels, the research sample, where the strategic momentum aims to enhance strength and address weaknesses in the gaps related to strategic flexibility and respond to market transformations.

2-Determining the extent to which the surveyed hotels possess levels and methods of work characterized by high

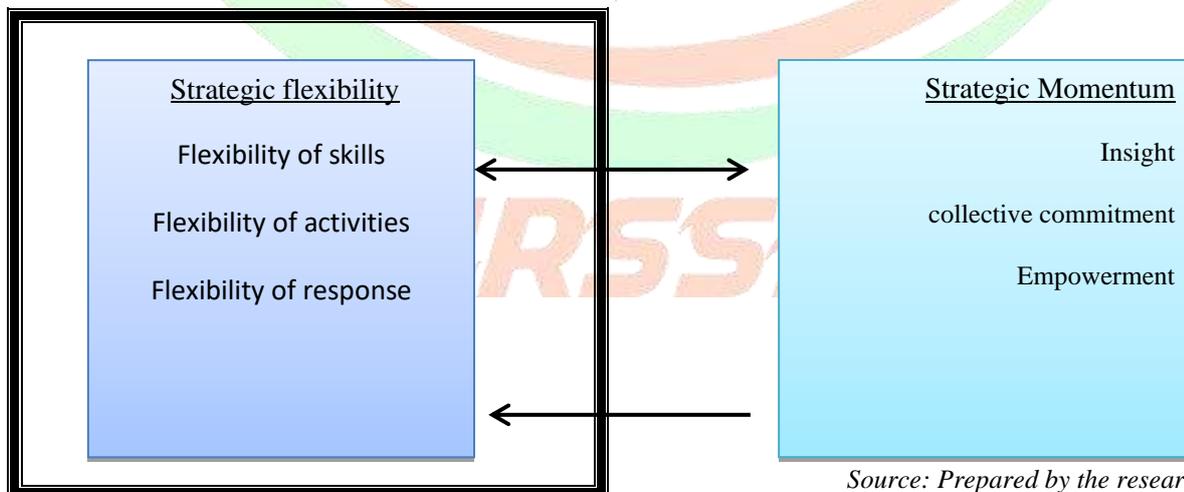
strategic momentum in their internal system.

3-A statement to the extent to which hotel departments operating in the service sector are able to deal in a manner that responds to changes in demand forces in a smooth manner and the ability to interact without cases of confusion and chaos in performance.

4-Testing the correlation and influence relationships between the research variables, strategic momentum and strategic flexibility.

Fifth - The hypothesis of the research:

The hypothesis was designed by the researcher to show the correlation and influence relations between the explanatory variable (strategic momentum) and the responsive variable (strategic flexibility), as shown in Figure (1):



Source: Prepared by the researcher.

Figure No. (1) The hypothesis of the research

Sixth - Hypotheses: They can be formulated according to the points shown below:

1-The first main hypothesis: There is a significant correlation relationship between strategic momentum and strategic flexibility in the hotel research sample, and the following sub-hypotheses emerge from it:

1-1-There is a significant correlation between the dimension of insight and strategic flexibility in the hotels of the research sample

1-2-There is a significant correlation relationship between the dimension of collective commitment and strategic flexibility in the hotels of the research sample

1-3-There is a significant correlation between the dimension of empowerment and strategic flexibility in the hotels, the research sample

2-The second main hypothesis: there is a significant significant effect of the strategic momentum in achieving strategic flexibility in the hotels of the research sample, and the following sub-hypotheses emerge from it.

2-1-There is a significant influence relationship for the dimension of insight in

achieving strategic flexibility in the hotels of the research sample

2-2-There is a significant impact relationship to the collective commitment dimension in achieving strategic flexibility in the hotels of the research sample

2-3-There is a significant effect relationship to the dimension of empowerment in achieving strategic flexibility in the hotels of the research sample

Seventh - Research Methodology: The study methodology refers to the plan that clarifies and defines the methods and procedures for data collection and analysis, as the study and its procedures are then designed. With a comprehensive view and after the most appropriate to the phenomena investigated in administrative sciences.

Eighth: Sources and methods of collecting data and information: They are explained in 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 from the study site hotels.

C - field visits.

C - interviews.

Ninth - The limits of the study: The limits of the study are divided into

1-Spatial limits: The study was tested with its hypothetical scheme in a sample of Baghdad governorate hotels operating within my classifications (5 stars) and (4 stars) as an application field.

2-The human limits included a number of managers working in hotels and at various administrative levels to cover the different aspects of the research variables.

3-Temporal limits: These limits were represented by the period of preparing the field side of the research, which extended to the month of December of the year 2021

Tenth - 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.

Table No. (1) describes the composition of the questionnaire form

Source	The number of its paragraphs	sub-dimensions -	Variables
	2	-Years of Experience Job position-	identifying information
- Opdenakker & Cuypers 2019	5	insight	Strategic Momentum
	5	collective commitment	
	5	Empowerment	
- Abu- Nahel et al. ,2020	5	Flexibility of skills	Strategic flexibility
	5	Flexibility of activities	
	5	response flexibility	

Eleventh: Statistical methods and measures used to analyze questionnaire data:

To measure and test the variables of the research hypotheses, a ready-made statistical program package (SPSS) was used, and a set of statistical methods were used, represented in the following:

Percentage.1

Arithmetic mean.2

The standard deviation.3

Relative importance.4

The coefficient of variation.5

Pearson correlation coefficient.6

Simple linear regression (regression coefficient) β .7

Coefficient of determination (R^2).8

9-Tests for each of the F-value and T-value and Durban Watson D.W to show the relationship between the variables.

Twelfth: Validity and reliability test of the questionnaire: The questionnaire adopted by the study in collecting field data was subjected to tests of validity and reliability before and after its distribution, which are as follows:

#Measuring the apparent honesty: the questionnaire was presented to (13)

academic professors and experts in administrative and field work, and specialists in the field of (strategic management, marketing management, hotel management). In line with the nature and objectives of the study.

#Content validity test means the ability of the questionnaire to express the goal for which it was designed. The validity was tested after arranging the totals of answers for the scale items in descending order, where they were divided into two equal groups and (27%) were taken from the highest scores and (27%) From the bottom, then the difference between the two groups was measured, and after calculating the differences between the two groups using the (Wilcoxon W) test coefficient with a significant level (0.05), the value of the coefficient was (0.92), which is a high value that indicates the validity of the scale in all its items, which means that the scale used largely covers most of the Details of the study variables.

#Test the stability of the resolution items, in which it is proven that the resolution scale gives the same results if it is re-applied to the same study population again, and to calculate the reliability coefficient, the researchers used two proxy methods:

-Using the reliability coefficient using the (Alpha Cronbach) scale, where the value

was (0.90), which is significant at the confidence level (0.05).

-The reliability coefficient was calculated using the (Split) scale, as it is one of the modern and accurate methods by finding the correlation coefficient between the scores of the individual questions and the scores of the even questions, and its value was (0.83), which is significant with a confidence level (0.05) and when correcting the correlation coefficient with an equation (Spearman Brown) The correlation coefficient was (0.89) and this is sufficient to consider the questionnaire with its different scales with high stability

Table No. (2) shows the study sample hotels and the number of forms distributed

and can be adopted at different times for the same individuals and covering the same results.(0.90).

Thirteen: Community and research sample: A sample was selected from the community of managers working in (a sample of hotels in Baghdad governorate) with different administrative levels, and (30) forms were distributed in each hotel for a total of (240) forms, from which (220) forms were recovered to be subject to analysis The statistician represents the research sample, as shown in Table No. (2) below.

Return forms	Distributed forms	Category	the hotel	ت
27	30	5 stars	Al Rashid Royal Tulip	1
27	30	5 stars	Grand Crystal (Ishtar)	2
25	30	5 stars	Palestine	3
27	30	4 stars	Rotana Babel	4
30	30	4 stars	Baghdad	5
30	30	4 stars	Mansour	6
27	30	4 stars	choral	7
27	30	4 stars	Bloom	8
220	240	the total		

Fourteen: characteristics of the sample:

1-Years of Experience - Table No. (3)
Distribution of the research sample according to years of experience.

The ratio	Repetition	Age group
%26.9	59	1 - less than 10 years old
%30.2	66	10 - less than 15 years old
%22.2	50	15 - less than 20 years old
%20.7	45	20 years and over
%100	220	the total

Based on the results of the field study and by looking at the table above, it appears that most of the research sample members are within the category (10-less than 15 years old) with a percentage of (30.2%), and the rest of the percentages were distributed between the category (1- less than 10 years old), which formed a percentage (26.9%), a category (15 - less than 20 years old) that constituted (22.2%), and a category (20 years and over) that made up (20.7%)

2-Job location: Table No. (4) Distribution of the research sample according to job location.

The ratio	Repetition	Job position
%21.6	47	General Manager and Board Member
%9.2	20	Assistant General Manager and Managing Director
%35.8	79	Head of the Department
%33.4	74	people managers
%100	220	the total

By looking at the results of Table (4), it appears that most of the research sample members belong to the level of the head of the department, at a rate of (35.8%), while the percentage of belonging to the level of the section manager was (33.4%), a general manager and a member of the board of directors (21.6%), and finally came Category of the Assistant Director General and the Managing Director with a percentage of (9.2%)

**THE SECOND TOPIC:
THEORETICAL STUDY**

First – strategic momentum

1-Concept: This concept has a physical origin as a phenomenon that indicates the result derived from the product of a body’s mass multiplied by its velocity, but this

concept was adopted and employed in strategic and managerial thought like many other concepts. During the nineties of the last century, as it helped evaluate strategic processes and feedback to organizational plans, which is a mixture of strategic thinking and emerging learning and providing a proactive momentum for events and production and administrative processes, and momentum is a widespread force in organizations today. Past management practices, trends and strategies tend to continue to develop in one direction and perhaps In the end, reaching negative extremism, that is, an orientation focused on the same content (Miller & Friesen, 1982: 2) .

Sometimes it is difficult to imagine the future of organizations in a dynamic environment with complex characteristics, so it requires new and different ways to define strategy, and managers must create and discover an innovative future in such an environment and destination, as well as the behavior of strategic methods that may be unexpected or unintended, and the strategy appears automatically from Intellectual chaos and contradiction between opinions, learning, administrative policy, the challenge of time and the betting of opportunities available in the market (Swayne al, 2006:101), and some researchers used the concept of momentum in the Perforated Balance Model.

Organizations that have long periods of similar growth momentum are maintained. Certain in their current actions alternate with periods of turmoil during which momentum disappears or fades and a new period of gaining and maintaining momentum begins, while others such as (Jansen 2004) focus on momentum and perseverance in organizational actions and discuss two types (first) energy associated with continuing or expanding the path The current individual and (second) momentum based on the continuous dynamic change of organizational action or energy associated with the pursuit of a new path always.

(Opdenakker & Cuypers, 2019) defined strategic momentum as (a term to indicate the authority, strength and speed of organizational movement and expresses the ability of organizations to maintain their development and strength in a certain period and depends on the management of decision-making at speeds consistent with the environment and competitive technology today), and the researcher can Defining it "as the effective growth and sustainable collective improvement of the dynamic strategic process in the hotel organization, which would put a relative distance between the hotel and competing hotels in a way that ensures the provision of the best service and achieves the level

of targeted profitability and market leadership for the longest possible period.”

2-Dimensions: The model for (Opdenakker, 2012:183) has been adopted as the model closest to the field research environment, and it represents the model that includes the dimensions that will be tested in the field side of the study as follows:

A- Insight: It is a coherent plan of an important nature that enables the formation of data that allows workers to decide the paths to be worked on and the paths that should be avoided, which are very important issues in preparing and formulating the strategic vision and determining its directions.

b- Collective commitment: It is a distinct group made up of formal and informal groups of individuals who interact dynamically, adaptively and dynamically, including thoughts, feelings, and behaviors among members of the organization towards common organizational goals, values and tasks.

C- Empowerment: is the process of gaining power over decisions and resources, and this has been particularly promoted by the NGO movement as part of the strategic development agenda or by enhancing the ability of an individual or

group to make choices and transform those choices into actions and desired outcomes.

In the environment of the hotel sector, the importance of the dimensions referred to is growing due to the nature of the sector and the characteristics of the organizations operating in it, such as the intensity of working capital, as well as the characteristics of seasonality, high rate of work turnover, and other features that impose on managements to maintain the strategic momentum according to the dimensions referred to. For example, the working group must be empowered As a result of the organization’s heavy dependence on individuals who shorten the entire hotel organization, as they are in direct contact with the guest, and any state of imbalance in dealing with him means the failure of the entire operating system and other important elements with which the sensitivity of the concept of momentum in such organizations escalates.

Secondly- strategic flexibility:

1-The concept: the concept of strategic resilience can be viewed from different angles, showing multiple frameworks and adoptions for this concept, but in general, it revolves around a central idea whose features have been defined by many researchers. , by taking advantage of the vital and desirable aspects of the

organization's continuity in terms of core values, culture, core competency, brand and strategic location, and the researcher believes that strategic flexibility can be defined procedurally as "the ability of hotel managements working to adopt and invest opportunities available in the hotel work environment and to respond quickly to sudden threats faced through interactive steps at the internal and external levels of the hotel in a timely manner.

2-Dimensions: Strategic flexibility takes many dimensions based on the opinions of researchers, and the Abu - Nahel et al., 150: 2020 model has been adopted, which classified flexibility into the following dimensions:

A- Flexibility of skills: It refers to the organization's employees possessing the necessary capabilities to respond to developments and future requirements that the organization needs to carry out its various operations with ease and as quickly as possible.

B- Flexibility of activities: It refers to the organization's ability to adapt its activities across its different organizational levels to keep pace with the changes imposed by its internal and external environment, thus ensuring the preservation of its competitive position and its continuity in work.

C - Flexibility of response: The ability of organizations to recognize changes that occur in the external environment and respond to them after these changes occur, and organizations that depend on response flexibility usually focus on defensive movements, after conducting accurate tests.

In the hotel sector environment, making the organization strategically flexible is very important due to the changing environment, which is characterized by a high state of environmental uncertainty as a result of factors of demand flexibility, seasonality, and sensitivity of activity to security, political and economic events at a higher rate than other sectors. The patterns of tourism and hotel demand mean it is imperative that the hotel management think of the concept of strategic flexibility as an end and a means in an environment characterized by frantic competition .

THE THIRD TOPIC - THE FIELD STUDY

First - presenting the results of the answers of the researched hotels, their analysis and interpretation.

This section presents the response, analysis and interpretation of the respondents, which resulted from the use of a seven-step scale, each of which grades to describe a specific case of the trend and

agreement regarding the paragraphs of the questionnaire, as it is distributed from its highest weight, which was given the degree (7) to represent fully agreed, while the lowest degree was given (1) to represent disagreement Exactly in order to determine the opinions of the research sample and their response to it, the standard arithmetic mean of (4) was adopted as the mean of the measurement tool in order to measure and evaluate the degree obtained and related to the response of the individual research sample within the verbal assessment of the seven weights

of the questionnaire, bearing in mind that the average of the measuring tool (4) It is the average of the highest score on the scale (7) and the lowest score on the scale (1) $(\frac{2 + 1 + 7}{3})$, which results from the following:

$$\text{Hypothetical mean} = (\text{sum of weights} \div \text{number of alternatives}) = \frac{1 + 2 + 3 + 4 + 5 + 6 + 7}{7} = 4$$

The length of the category resulting from $(7-1=6)$ and then $(\frac{6}{7}=0.85)$ will be adopted to determine the level of the answer, as shown in Table (5) below:

Table (5) The level of importance according to the categories on which the research scale is based

quite high	very high	high	Around the middle	weak	weak very	Weak complet	level of importance
6.15-7	5.29-6.14	4.43-5.28	3.57-4.42	2.72-3.56	1.86-2.71	1-1.85	Category

Strategic Momentum:

It is clear from Table (6) that the arithmetic mean of the strategic momentum variable amounted to (5.151) with a standard deviation of (0.646) with a coefficient of difference of (12.54) and an evaluation of (high) by the researched sample. As for the highest value, it was for the share of the dimension (collective commitment), as The arithmetic mean reached (4,951), its standard deviation reached (0.718) and its coefficient of

variation reached (14.50%), i.e. at a (high) level. And the belief in the same goals and convictions among all members of the working group. As for the lowest value, it was for the (empowerment) dimension, as the arithmetic mean reached (5.286), while its standard deviation was 0.829 and its coefficient of variation reached (15.68%), i.e. an evaluation level (High), which indicates that the administrations are still considered clinging to the traditional idea of reducing the margin of powers granted

to members of the working teams who are at administrative levels that are not high, which must be paid attention to, as in order to increase the strategic momentum, it is

imperative to grant the executive administrative levels powers and authorities with a wider margin.

Table (6) Arithmetic mean, standard deviation, and percentage of interest for the strategic momentum variable for the researched sample

Evaluation	ranking	T-Test		Variation coefficient %	standard deviation	Arithmetic mean	Dimensions	
		Sig	Statistic					
High	High	0.000	26.701	15.26	0.796	5.216	insight	1
High	High	0.000	23.185	14.50	0.718	4.951	collective commitment	2
High	High	0.000	27.142	15.68	0.829	5.286	Empowerment	3
		0.000	31.170	12.54	0.646	5.151	Strategic Variable	Momentum

Strategic flexibility :

Table (7) indicates the arithmetic means, standard deviations, order, importance and evaluation of the response level of the researched sample regarding the main variable and its sub-dimensions.) i.e. at a level (very high), and the highest value was given to the dimension (elasticity of activities), as the arithmetic mean reached (5.676), and its standard deviation reached (0.799) and a coefficient of variation (14.07), i.e. at a level (very high), As for the lowest value, it belonged to the dimension (response flexibility), as the arithmetic mean reached (5.317), while its standard deviation reached (0.762) and

the coefficient of difference (14.33), i.e. at a level (very high), which bears indication that the mechanisms adopted in performance The Iraqi hotelier is still within its classic slow framework, which weighs heavily on the working organizations in particular with the continuous cases of change in the Iraqi economic environment in general and the hotel one in particular.

Table (7) Arithmetic mean, standard deviation, and level of interest for the variable of strategic flexibility of the researched sample

Evaluation	ranki ng	T-Test		coefficient of variation.% ,	standard deviation	Arithmetic mean	Dimensions	
		Sig	Statistic					
very high	2	0.000	35.812	14.24	0.804	5.646	Flexibility of skills	1
very high	1	0.000	36.668	14.07	0.799	5.676	Flexibility of activities	2
very high	3	0.000	30.229	14.33	0.762	5.317	response flexibility	3
		0.000	40.623	12.00	0.666	5.546	Strategic flexibility	

Second - testing the main and subsidiary correlation hypotheses

1-Testing the first main hypothesis: There is a significant correlation relationship between strategic momentum and strategic flexibility in the hotels of the research sample. This supports the acceptance of the first main hypothesis.

2-By looking at the results presented in the table below, it is clear that the subdimensions of the explanatory variable (strategic momentum) have significant correlations with the responsive variable (strategic flexibility), which means 100% acceptance of the sub-hypotheses.

Table (8) Correlation Matrix

relations		Strategic flexibility	response flexibility	Flexibility of activities	Flexibility of skills	dependent variable	
percentage	number of relationships					independent variable	
%100	4	**0.405	**0.317	**0.337	**0.370	B	insight
		0.000	0.000	0.000	0.000	Sig (2tailed)	
%75	3	**0.249	**0.388	**0.141	0.111	B	collective commitment
		0.000	0.000	0.014	0.053	Sig (2tailed)	
%100	4	**0.421	**0.301	**0.366	**0.397	B	Empowerment
		0.000	0.000	0.000	0.000	Sig(2taile)	
%100	4	**0.439	**0.403	**0.347	**0.363	B	Strategic Momentum

THE FOURTH TOPIC - CONCLUSIONS, RECOMMENDATIONS AND SUGGESTIONS

First, the conclusions:

1-It was found through the researcher's field observations that one of the most important reasons that lead to the emergence of strategic momentum in hotel organizations is the suffering of the operating departments from the failure of the strategy and the halting of its progress towards achieving the goals and the emergence of the so-called idle strategy, and the hotel organizations need for strategic movement and sophisticated tactics Awareness of the favorable conditions, and the regulation of advances, production and competition between partners in the market in order to precede or parallel them in the trade name and profits.

2-It was found that the strategic momentum differs at record levels between the hotels surveyed, and most managers, leaders and administrative levels believe that the strategic plan is planned, distributed and implemented, forgetting to some extent the strategic support and coordination of the plan and the review of efforts and results for each specific executive period, while the dimensions of momentum are due to the

quality of the individuals implementing the plans. The extent of their comprehension and skill in terms of insight or organization visions, empowerment and collective commitment, and these dimensions focus on organizational culture, loyalty and practical interdependence between individuals within the organization.

3-The hotel administrations in the research sample have the ability to respond to environmental changes, but not at the required level, which is consistent with the nature of the environment with high uncertainty.

4-The results of the field study proved the existence of a correlation relationship between strategic momentum and strategic flexibility, as well as the existence of relationships of influence of strategic momentum on strategic flexibility.

Second – Recommendations:

1-The hotel administrations operating in the Iraqi environment, when they take a step in terms of making deals, strategic planning, announcing an innovative service or developing a product, should study the market situation and the economic and material situation and how to implement it, as perhaps there is a better market for marketing a specific product or a better timing for making a deal A task, or an important emergency opportunity that

requires an immediate strategic plan, as most of the ill-advised risks lead to a heavy loss.

2-The need for hotel administrations to implement practical strategic plans within hotels and at the level of all departments in the name of the “strategic workshop” to create a conscious generation that knows how to plan, follow up, implement and monitor what it intends to achieve later, and build strategic leaders capable of managing hotel organizations in the correct manner.

3-The need to focus on the element of skill flexibility by adopting training strategies that aim to provide workers with knowledge of skill diversity through the establishment of courses and workshops, as well as the application of job rotation that gives workers sufficient knowledge of other work within the hotel.

4-Building capacities related to information flexibility by retaining and archiving important information and data, in addition to allocating specialized human resources in this field for data collection and analysis.

Third - Suggestions: The proposals represent ideas and research paths that researchers can adopt in covering areas not covered by the current research. The most

prominent of them can be stated in the following:

1-The impact of strategic momentum on achieving strategic leadership.

2-The effect of knowledge management on the achieved level of strategic flexibility.

3-The possibility of achieving strategic flexibility by adopting the administration approach by objectives in the Iraqi tourism organizations.

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