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Strategic Tourism Planning and its Influence on the Organizational Performance of Tourism Organizations - A Study of a Sample of Tourism and Travel Companies in the Holy Najaf Governorate

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ABSTRACT

The purpose of this study is to determine the extent to which strategic tourism planning contributes to the improvement of organizational performance in the district that was studied. In order to investigate the nature of the relationship that exists between the variables that were covered in the study, the descriptive-analytical method was utilized. The questionnaire served as the primary instrument for the purpose of data collection. (325) questionnaires were distributed to a random sample of The employees are employees of (10) tourism and travel companies in the Al-Najaf Governorate (Al-Kamal Company, Jannat Al-Najaf Company, Al-Hikma Company, Al-Dhikra Company, Al-Qassim Company, Al-Mustafa Company, Al-Bashir Company, Al-Marbad Company, Al-Salwan Company, Horizon Road Police), and the number of questionnaires was (285) questionnaires were retrieved, a total of 282 were considered valid for statistical analysis, and the percentage of those who responded was 86.8%. For the purpose of analyzing the practical component of the study, the researcher made use of a wide variety of statistical tools and methods. These included the arithmetic mean, the standard deviation, the coefficient of variation, the relative importance, the correlation coefficient, and the simple regression approach. In addition to Excel (2007), complex statistical applications such as AMOS.V.25 and SPSS.V.26 were utilized in order to conduct the analysis. Based on the findings of the theoretical research, it was discovered that there is a vacuum in understanding on the role that strategic

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tourism planning plays in improving organizational performance in general, and in particular in the companies that were investigated. In terms of the practical findings of the research, it was found that there was a significant and direct correlation between tourist strategic planning in its dimensions and organizational performance, as well as a significant and negative influence relationship between the two. Through the findings of the investigation, the researchers were able to arrive at a number of conclusions that demonstrated the correctness of the majority of their hypotheses. According to the findings of the study, it is recommended that the tourism and travel companies that were surveyed in the Al-Najaf Governorate be encouraged to develop a current vision that guarantees their continued existence and survival in a manner that is proportionate and adapted to the environment in which they operate, as well as their capacity to absorb and contain the changes that occur within them. The presence of this environment helps to improve the performance of the overall organization.

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Introduction

Tourism industry is an important human and social activity, as it has become present and prevalent over the world. The tourism industry is considered one of the most important industries that generate a high economic return in many countries. As a result, developing and developed countries have become focus on tourism as an important source of income for countries and contributes to bring foreign currencies. In addition, this sector can provide many job opportunities for people in these countries and eliminate unemployment significantly. The tourism industry is also considered as a mean of getting to know different peoples and civilizations. Countries, especially developing ones, struggle to exploit all their tourism resources, whether archaeological, religious, natural, etc., in order to develop their economy and supplement their budgets. This is critical especially for the countries that do not possess oil or extractive resources, by possessing a good market share in the tourism market. Therefore, countries seek to improve the tourism industry through adopting successful tourism plans and developing long-term tourism strategies by having the experiences with medium-term strategies of previous periods in the sixties and seventies. However, today the trend is to develop strategic plans and directions for the tourism sector for a period of (15-20) Year or more, which is strategic tourism planning for these countries to be a frame of reference for the tourism policy of these countries. This study comes to investigate the relationship between the strategic tourism planning and organizational performance.

1-Theoretical Background

1-1-Strategic Tourism Planning

Strategic tourism planning is one of the important elements of strategic management, and it has a major role in the future of tourism business organizations and the developing their performance and capabilities, especially since tourism organizations adopt the open system principle in managing their organizations. The tourism organization, like other organizations, affects the external environment, and it can be affected by this environment. This influence will appear clearly in constructing and developing tourism strategic plans in tourism organizations due to the changes that occur in the business

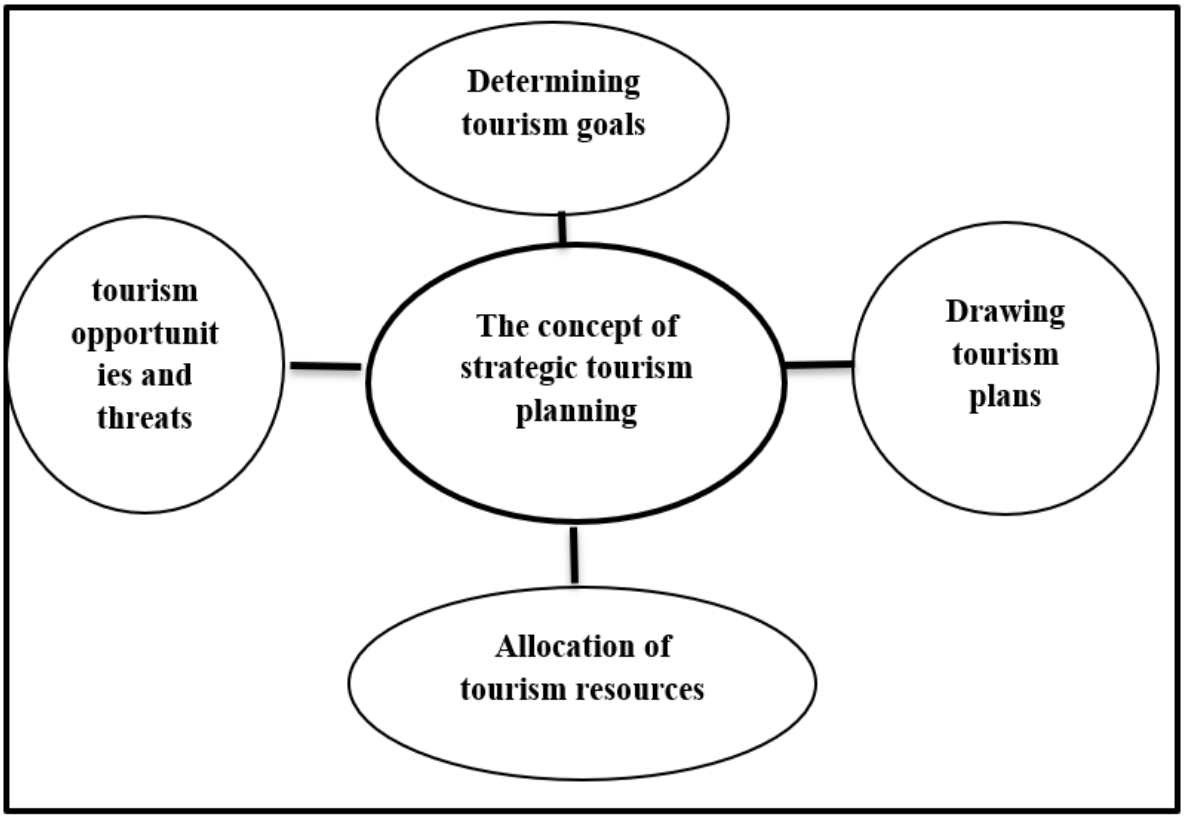
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environment. Therefore, there must be a match and compatibility between the capabilities of the tourism organization and the environment within which the organization operates, as well as the type of tourism strategies that have been formulated to be suitable to the work and development of tourism. Furthermore, to response to the rapid changes in the business environment, there is a need to pay attention to strategic tourism planning, because of its important role for tourism organizations in particular, and for economic activity in general. In this regard, through strategic tourism planning, organizations can beware of crises that may lead to destructing them and their bankruptcy. Therefore, strategic tourism planning is defined as the various administrative policies and systems that can be used to support and direct the tourism sector represented by tourist offices, travel and tourism companies, tourist destinations or tourism organizations in organizing their work in order to achieve the desired goals, considering the available resources and capabilities (Weiermair, 2006:54). Tourism strategic planning is also defined as determining and studying needs, and evaluating the performance of tourism organizations in an integrated manner, in order to improve the performance of by developing effective tourism strategic plans at all levels (David and Maria, 2008:298). Tourism strategic planning is also known as it is everything related to the future of the tourism organization, including making, implementing and following up decisions. This planning is needed by all tourism organizations because it enables these organizations to confront expected environmental changes, adapt to them, and reduce their losses) (Harold Kezner, 2001: 51). Al-Ta'i defined it as it is a detailed report on how to provide all the main resources that tourism organizations need, including individuals, capital, buildings, etc., and manage these resources in the optimal way by following up the work of the tourism organization within its changing competitive environment, and how to face these changes to achieve long-term goals. (Al-Ta'i, 2002: 440). Strategic tourism planning is the means of management. Its purpose is to be able to use the skills and means necessary to achieve the goals that the tourism organization wants to reach with the least costs and efforts. Tourism organization can be competitive through its ability to be flexible and able to adapt to the changes occurring in supply and demand in the tourism market in terms of offering new tourism products or developing and providing previous products and services differently, or adding competitive features and prices...etc. In general, the tourism strategic plan must be a clear and concise, and includes the desired goals and how to reach these goals. At the same time, the organization must set its goals according to the available resources. Hence, strategic tourism planning can be explained as a planned and pre-prepared effort to develop and build crucial steps that clarify and demonstrate the identity of the tourism organization and prove its existence. In addition, strategic tourism planning is a number of steps, policies and ideas that have been formulated and designed to help managers, their assistants and all officials to think and plan in strategic ways. This, in turn, gives the tourism organization the ability and strength to formulate and build important decisions that help it in reaching its mission and vision and trying to win over the groups that the tourism organization targets, despite the opportunities and threats that the tourism organization is exposed to in light of the changing competitive environment in which it lives. The following figure illustrates the concept of strategic tourism planning in tourism organizations.

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Source: Salem, Moayed: Strategic Integration and Special Practices, Human Resources

Figure (1) Hypothetical model for the research

Conference, Yarmouk University, Amman, 2011, p. 20.

Tourism strategic planning is characterized by several features, as follows: (Al-Dajani, 2010, 25-53)

1-1-1- Strategic tourism planning is a diverse and organized process in order to build an effective tourism strategic plan, which leads to creating a competitive advantage and capabilities for the tourism organization, which makes it superior to other competitors.

1-1-2- Strategic tourism planning carries out a scientific and thoughtful analysis of the tourism organization's position in the market and its competitive position against other organizations, studying the opportunities and threats that may exist within the tourism competitive environment, in addition to the strengths and weaknesses that exist within the tourism organization.

1-1-3-Strategic tourism planning leads to interaction and integration and gives opportunities for discussion between administrative authorities at their various levels of planning (higher, middle, and lower) about the status and future of the tourism organization and how to develop it, and directs the tourism organization in making the correct decisions on managing the administrative process in the tourism organization.

1-1-4- Strategic tourism planning can help the tourism organization by giving it the ability to make important decisions regarding the future, and its ability to continue in light of strong competition through analysis, reading the future, and comparing the different alternatives available to reach the best and most effective decisions.

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1-1-5- Strategic tourism planning aims to reduce the negative effects and damage from the external environment, which leads to decrease the activity of the tourism organization, so that strategic tourism planning increases the effectiveness of the tourism organization, its leadership, and the ability to produce high quality tourism services and products at an appropriate price.

1-1-6- Strategic tourism planning seeks to build and draw main methods for implementing strategic plans. These plans are less formal than traditional plans, more stable, have greater potential, and have deep analysis compared to official traditional plans that are inflexible and closed to their constants and foundations.

1-2-Dimensions of tourism strategic planning:

1-2-1- Strategic vision: Through the strategic vision, managers will be able to chart the future path for their tourism organizations by which these firms can determine and draw the way to reach their goals and competitive position. The vision of the tourism organization should not intersect with its tasks and goals. There are different methods and choices to reach this vision. Moreover, the vision is what the company wants to achieve in the future, and not just prophecies (Hilal, 2008, 29).

1-2-2- The message: The mission of the tourism organization includes the vision, goals, thought, and philosophy of the tourism organization, as well as why this organization was established and what is the benefit from it, and which entities or classes of society or the tourism market will benefit from its offered services and products, and how the organization will provide its services to the target groups. The message is important for the tourism organization when formulating its strategies. Likewise, the organization needs the message even when formulating and developing alternative strategies (Pearce & Robinson: 2003:9).

1-2-3- Strategic objectives: The strategic objectives of tourism organizations demonstrate the extent of the tourism organization's ability to be flexible and coexist with its environment and the opportunities and threats that this environment contains for the tourism organization. Strategic objectives have an important and clear role in making strategic decisions of organization with high confidence according to the importance of these decisions and their priorities. For the tourism organization, the strategic objectives have a direct role in knowing the performance of the tourism organization and whether its performance is on the right path, and the tourism organization has actually reached the required growth rates (Amhani, 2021: 78).

1-2-4- Environmental analysis: One of the very important steps for the tourism organization when carrying out the tourism strategic planning process is that it must realize and understand its environment. The process of environmental analysis is the process of striking a balance between the tourism organization and its environment. This balance means that the organization has been able to adapt to its environment and able to succeed. The environmental analysis of the tourism organization includes a comprehensive explanation of how to carry out a strategic analysis of the environment in which the tourism organization operates in order to know the available opportunities and avoid potential risks within the environment, as well as diagnosing the strengths and weaknesses of the internal environment of the tourism organizations (Abu Bakr, 2000, 68).

1-2-5- The strategic choice: This step is considered as one of the most difficult and dangerous steps in the tourism strategic planning process, because the organization management will choose the most appropriate tourism strategic option. In this step, alternative tourism strategies are generated, then these strategies are evaluated and selected in light of the presence of environmental forces and risks and the process of competition between tourism organizations so that the tourism organization can make its

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decision to choose the appropriate strategy, which should be suitable to its goals and capabilities.

1-3- Organizational performance:

Organizational performance works to achieve all the desired goals and objectives, and it is a reflective mirror of the operations and activities that are implemented in order to achieve national conditions. The performance of organizations is measured according to the results whether positive or negative, which reflect the organization's actual and real performance. The organizational performance of all organizations is fundamentally linked with two important parties including the behavior of employees and the organization. Organizational performance is considered as an important pillar within all organizations, including tourism organizations, because it represents the final result that is reached through the activities and processes implemented by employees and their organization as a whole. (Shaaban, 2020: 25).

Organizational performance has also been defined as a set of indicators and measures, whether financial or non-financial, that sends the organization's senior leadership a complete, transparent, and clear vision of the organization's performance, activity, and effectiveness (Kaplan and Norton, 1992: 37). Organizational performance is also known as the final result of activities and events, and includes the actual results of the strategic management process. Furthermore, the practice of strategic management is justified in terms of its ability to improve the performance of organizations (Jam Hour, 2010:29). Organizational performance was defined as the final result of all operations, events, and activities carried out by the organization, and any error or failure at any stage of these operations will negatively affect performance (Deft, 2000: 9).

The significance of organizational performance for tourism organizations stems from its objective to attain the utmost levels and degrees of performance, which is regarded as the primary goal of the tourism organization. This is accomplished by efficiently utilizing the available resources and capabilities to establish competitiveness in the tourism market. Therefore, the ability of tourism companies to achieve effective and successful performance serves as a benchmark for measuring their superiority over similar competing organizations in the tourism industry.

1-4- Dimensions of organizational performance:

The organizational performance of tourism companies is the core and essence of the activities and activities of these requirements, and it is the ability and effectiveness of tourism organizations in achieving and reaching their goals. There are four dimensions to evaluate the performance of the tourism organization (Nzuve & OPmolo, 2012: 12). Accordingly, there is a set of important measures or dimensions through which judgment will control the performance of the tourism organization.

1-4-1- Efficiency:

Efficiency means the organization's ability to accomplish all the required work, with the available capabilities and resources, in addition to making optimal - and good - exploitation of these resources in order to obtain the largest possible amount of outputs (of products and services) with good services and quality (D Drucker, 2008: 61). The efficiency of a tourism organization can provide distinctive and exceptional tourism services and products, which are different from what other competitors offer. In addition, these services and products are at lower costs and appropriate prices. On the other hand, we can evaluate the efficiency and ability of the tourism organization through the costs of its products and services, the financial returns, and the ability of the tourism organization to exploit its financial, human, and technical resources...etc., in an effective way (Charles Lusth & others, 1998: 55 -59).

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1-4-2- Effectiveness:

Effectiveness is the means to measure the ability of tourism organization to achieve its goals in addition to the ability to adapt to its external environment, including opportunities and threats (Jabouri, 2009: 144). In other words, the effectiveness of a tourism organization can be achieved when this organization is able to attain its goals, and shows that it is able to survive and grow in the tourism market, which includes many competing tourism organizations through achieving its competitive priorities (Mapherson & Pabari, 2004: 8).

1-4-3- Quality:

Quality is considered one of the most important elements that organization depend on to develop its organizational performance. Quality is one of the desired goals that tourism organizations want to reach, because quality is one of their priorities that tourism organizations struggle to achieve by the managers and employees (Krajewski, 1992: 572). There is often a link between the quality of the tourism service or product and the benefits achieved, or even the price. Furthermore, the guests - or those dealing - with the tourism organization focus in particular on the amount of benefit achieved for them as a result of obtaining A specific tourism product or service (Russell & Taylor, 2000: 82).

1-4-4- Stakeholders Satisfaction:

As a result of the developments taking place in the competitive environment of tourism organizations, whoever owns the organization or tourism company is no longer necessarily responsible for its management, management and conduct of its work. Rather, organizations - including tourism organizations - have an independent personality and management independent of their owner, and several entities have become It has a connection to the tourism organization, and it has its goals that it wants to achieve and reach through the organization under the title (stakeholders). There are several definitions of stakeholders, including those who define them as (individuals or groups who have interests or a share within the organization or company, which invites them and gives them the right to discuss the organization and ask it about its work and the manner and level of its achieved performance) (Hull and Jones, 2001: 77). The satisfaction of stakeholders depends on the performance and effectiveness of the tourism product or service in relation to their expectations. If the performance of the tourism product or service matches the expectations of the stakeholders, their satisfaction and conviction with the product will be clear. If the performance of the tourism service or product exceeds the potential expectations of the stakeholders, their satisfaction increases. That is, stakeholders - to a greater and greater extent than the tourism service or product provided. The dimensions through which the importance and effectiveness of organizational performance can be illustrated through the following figure:

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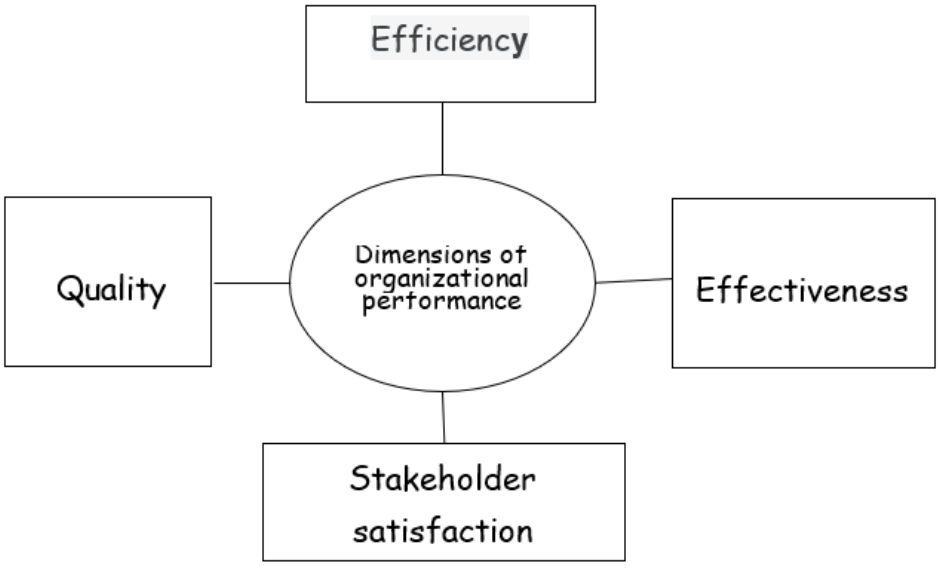


Figure (2) Dimensions of organizational performance

Source: Researcher, based on the above.

It is clear that with the high organizational performance, tourism organization can be distinct from other organizations through this distinguished performance, it can survive, compete with and outperform the strongest competitors, and retain their guests and ensure their loyalty now and in the future.

2- Research Methodology:

2-1- Research problem:

The research problem is as following questions: -

- Are tourism organizations serious in adopting studies, research and results of tourism strategic planning that will have a prominent role in achieving high-level organizational performance within tourism organizations?

- Do the leaders within tourism organizations follow modern and advanced tourism strategies in all fields of administrative work in tourism organizations in order to identify the strengths and weaknesses within the tourism environment and identify opportunities and threats in the external environment of the tourism organization, so that the organization can be steadfast and adapt to the sudden changes that occur?

2-2- The importance of research:

- This study is important because strategic tourism planning has a high ability and distinct potential in creating competitive advantages for the tourism organization over competitors.

- Strategic tourism planning has become an indispensable necessity for any tourism organization that wants to succeed, develop, and reach its goals at the lowest cost and fastest time.

2-3- Research objective:

The research aims to highlight the role of strategic tourism planning in the process of achieving high organizational performance of tourism organizations, and raising their level in order to develop them in particular, improve the tourism sector in general, and achieve the desired goals.

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2-4- Research Assumption:

2-4-1-The first main Assumption (H1): (The present Assumption stated that there is significant correlation between tourism strategic planning and organizational performance)**.**

2-4-1-1-The first sub-Assumption (H1-1): (The present Assumption stated that there is significant correlation between the strategic vision and organizational performance**).**

2-4-1-2-The second sub-Assumption (H1-2): (The present Assumption stated that there is significant correlation between the message and organizational performance)**.**

2-4-1-3-The third sub-Assumption (H1-3): (The present Assumption stated that there is significant correlation between goals and organizational performance).

2-4-1-4-The fourth sub-Assumption (H1-4): (The present Assumption stated that there is significant correlation between environmental analysis and organizational performance).

2-4-1-5-The fifth sub-Assumption (H1-5): (The present Assumption stated that there is significant correlation between the strategic choice and organizational performance).

2-4-2-1- The second main Assumption (H2): The present Assumption indicates that there is significant effect of tourism strategic planning on organizational performance.

2-4-2-2- The second main Assumption (H2-1): The present Assumption indicates that there is significant effect of the dimensions of tourism strategic planning on organizational performance.

3-Research results

3-1- Response rate

In order to ensure the reliability of the sample in its representation of a population. The study is representative. Accurate and sufficient, the researcher directly distributed (325) questionnaires to a random sample of employees of (10) tourism and travel companies in the Al-Najaf Governorate (Al-Kamal Company, Jannat Al-Najaf Company, Al-Hikma Company, Al-Dhikra Company, Al-Qassim Company, Al-Mustafa Company, Al-Bashir Company, Al-Marbad, Al-Salwan Company, Al-ofoq Road Police), for the period (from 9/11/2023 until 11/12/2023), After retrieving (285) questionnaires, (282) were appropriate for statistical analysis with an 86.8% response rate.

3-2- Questionnaire stability or scale stability tests:

The researcher used the Alpha Cronbach test, the value of which is considered reliable whenever it is equal to or greater than 0.70, in order to determine the stability of the questionnaire and know its consistency and results, as well as the degree to which it is far from error and obtaining the same results, if it is redistributed multiple times and over periods of time. Different and with the same degree of reliability (Sekaran & Bougie (2016).

Table (1) Reliability coefficient for dimensions and items

Variables	Dimensions	Number of items	Stability coefficient
Tourism strategic planning	Strategic vision	3	92.5%
	the mission	3	86.7%
	Objectives	3	91.3%
	Environmental analysis	3	94.1%
	Strategic choice	3	88.4%

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All paragraphs of the dimensions of tourism strategic planning		15	92.7%
Organizational performance	Efficiency	5	85.3%
	Effectiveness	5	96.9%
	the quality	5	90.8%
	Stakeholder satisfaction	5	90.2%
All paragraphs of the dimensions of organizational performance		20	94.7%
All dimensions		35	95.9%

3-3 - Descriptive statistics of sample opinions

This paragraph includes the presentation of data. And analyzed, after they were collected using questionnaire forms from the study population ,While. It concerns the variables of the study, according to its variables represented by (tourism strategic planning, organizational performance), to be extracted after that. Statistical indicators represented by the arithmetic mean, standard deviation, coefficient of variation, and relative importance, where the mean was adopted. The Assumption of (3), since each dimension obtains a hypothetical arithmetic mean higher than (3), is acceptable. Otherwise , to identify the level of availability, practice, and interest by the researched companies for tourism and travel in the Holy Najaf Governorate in these paragraphs, dimensions, and main variables.

3-3-1- Tourism strategic planning variable: -

The results for the variable "tourism strategic planning" can be seen in Table (2). It is evident that this variable has reached a high level of availability and response, with an arithmetic mean of 3.82, a standard deviation of 0.894, and a coefficient of variation of 23.4%. Displayed below are the most noteworthy findings, which reveal the dispersion of the values from their arithmetic mean and have a relative importance of 76.4%. After (Environmental Analysis) ranked highest due to its highest values, and after (The Message) ranked lowest due to its lowest values. Associated with the opinions expressed by the sample on each aspect of the variable (tourist strategic planning):-

Table (2) Statistical description of the independent variable, tourism strategic planning

No.	dimensions	mean	S.D	Percentage importance	C.V	Dimensional arrangement	Skewness	Kurtosis
1	Strategic Vision (SV)	3.86	0.89	%77.2	%23.1	3	0.543	-0.748
2	Mission (MS)	3.24	1.09	%64.8	%33.6	5	0.767	-0.711
3	Objectives (OB)	3.72	0.85	%74.4	%22.8	4	0.873	-0.343
4	Environmental Analysis (EA)	4.34	0.76	%86.8	%17.5	1	0.547	-0.728
5	Strategic choice (SC)	3.94	0.88	%78.8	%22.3	2	0.493	-0.893
	Total Tourism Strategic Planning (TSP)	3.82	0.894	%76.4	%23.4		0.6446	-0.6846

Source: Output of the statistical package SPSS.V.26.

3-3-1- Organizational performance variable

Table (3) displays the results for the organizational performance variable, which is greater than the default mean, has a standard deviation of 0.88, and a coefficient of variation of 23.0% (indicating the

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dispersion of the values from their arithmetic mean). The variable is relative important, with a relative importance of 76.5%. The effectiveness dimension had the highest values, and quality had the lowest. What follows is a summary of the key findings of the opinions expressed by the sample on each aspect of the organizational performance variable.

Table (3) Statistical description of the dependent variable organizational performance

No.	dimensions	mean	S.D	Percentage importance	C.V	Dimensional arrangement	Skewness	Kurtosis
1	Efficiency (EF)	3.96	0.87	79.2%	22.0%	2	0.754	-0.45
2	Efficacy (EV)	4.11	0.73	82.2%	17.8%	1	0.658	-0.854
3	Quality (QU)	3.45	1.01	69.0%	29.3%	4	0.739	-0.743
4	Stakeholder Satisfaction (SF)	3.78	0.91	75.6%	24.1%	3	0.349	-0.653
	Overall Organizational Performance (OP)	3.825	0.88	76.5%	23.0%		0.625	-0.675

Source: Output of the statistical package SPSS.V.26.

The normal probability distribution of the tourism strategic planning and organizational performance data is within the normal distribution region, where it came from. Test results. Kurtosis and skewness. Within the highest and lowest acceptance levels between (±1.96).

3-4- The first main Assumption (H1): (The present Assumption stated that there is significant correlation between tourism strategic planning and organizational performance). Table (4) shows that there is a correlation between tourism strategic planning and organizational performance, so the correlation coefficient reached (0.856).), which is positive and significant based on the level of significance achieved (0.000), less than the value of the standard level of significance for the social sciences (5%), and based on these results the Assumption is accepted, and this indicates the greater the interest in the surveyed companies for tourism and travel in the Holy Najaf Governorate in planning practices The tourism strategy will lead to enhancing organizational performance. The following sub-hypotheses branch out from them: -

3-4-1-The first sub-Assumption (H1-1): (The present Assumption stated that there is significant correlation between the strategic vision and organizational performance). Table (4) shows that there is a correlation between the strategic vision and organizational performance. The correlation coefficient reached (0.732), which is positive. Significant based on the level of significance achieved (0.000), less than the value of the standard level of significance for the social sciences (5%), and based on these results the Assumption is accepted, and this indicates that the greater the interest in the companies surveyed for tourism and travel in the Najaf Governorate in the strategic vision will lead to enhanced performance. Organizational.

3-4-2-The second sub-Assumption (H1-2): (The present Assumption stated that there is significant correlation between the message and organizational performance). Table (4) shows that there is a correlation between the message and organizational performance. The correlation coefficient reached (0.672), which is positive and significant depending on The level of significance achieved (0.000) is less than the value of the standard level of significance for the social sciences (5%), and based on these results the Assumption is accepted. This indicates that the greater the interest in the surveyed tourism and travel companies in the Najaf Governorate in the content of the strategic message will lead to enhancing organizational performance. .

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3-4-3-The third sub-Assumption (H1-3): (The present Assumption stated that there is significant correlation between goals and organizational performance). Table (4) shows that there is a correlation between goals and organizational performance. The correlation coefficient reached (0.733), which is positive and significant depending on The level of significance achieved (0.000) is less than the value of the standard level of significance for the social sciences (5%), and based on these results the Assumption is accepted. This indicates that the greater the interest in the surveyed companies for tourism and travel in the Najaf Governorate in setting goals strategically will lead to enhancing performance. Organizational.

3-4-4-The fourth sub-Assumption (H1-4): (The present Assumption stated that there is significant correlation between environmental analysis and organizational performance). Table (4) shows that there is a correlation between environmental analysis and organizational performance. The correlation coefficient reached (0.698), which is positive. Significant based on the level of significance achieved (0.000), less than the value of the standard level of significance for the social sciences (5%), and based on these results the Assumption is accepted, and this indicates that the greater the interest in the surveyed companies for tourism and travel in the Najaf Governorate in environmental analysis will lead to enhanced performance. Organizational.

3-4-5-The fifth sub-Assumption (H1-5): (The present Assumption stated that there is significant correlation between the strategic choice and organizational performance). Table (4) shows that there is a correlation between the strategic choice and organizational performance. The correlation coefficient reached (0.788), which is positive. Significant based on the level of significance achieved (0.000), less than the value of the standard level of significance for the social sciences (5%), and based on these results the Assumption is accepted, and this indicates that the greater the interest in the surveyed tourism and travel companies in the Holy Najaf Governorate in strategic choice practices will lead to strengthening Organizational performance.

Table (4): Correlation between strategic tourism planning and organizational performance

Organizational performance		
Tourism strategic planning	Pearson Correlation	0.840 **
	Sig. (2-tailed)	0.000
Strategic vision	Pearson Correlation	0.732**
	Sig. (2-tailed)	0.000
the mission	Pearson Correlation	0.672**
	Sig. (2-tailed)	0.000
Objectives	Pearson Correlation	0.733**
	Sig. (2-tailed)	0.000
Environmental analysis	Pearson Correlation	0.698**
	Sig. (2-tailed)	0.000
Strategic choice	Pearson Correlation	0.788**
	Sig. (2-tailed)	0.000

Source: Prepared by the researcher based on the statistical package SPSS V.26.

3-5- The second main Assumption (H2): Tourism strategic planning has a substantial impact on organizational performance, according to the current Assumption. In order to conduct tests We tested the influence link using the present assumption and simple regression analysis. What this suggests is that tourist strategic planning really affects organizational performance. Based on the results shown in

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table (5) of the impact test, any change to tourism strategic planning will improve organizational performance. The effect constant and regression slope both reached 0.073, indicating that strategic tourism planning does have an impact on organizational performance. directly affects organizational performance by a factor of (0.958) when tourist strategic planning is increased by one unit. Furthermore, 70.5% of the variance in organizational performance is explained by tourism strategic planning, whereas 29.5% is attributable to other factors. Factors other than the regression model indicate significance, including a bigger calculated (F) value (480.00) than the tabular (F) value (3.91), and a significance level value (0.000) that supports this conclusion. is smaller. This is in accordance with the findings and the presumption of significance level (1.05). It is acknowledged and denied that the alternative assumption is true. At the level of this research, the null hypothesis is: What this means is that the Holy Najaf Governorate's surveyed tourism organizations are putting more effort into their strategic tourism planning by communicating their future vision to their employees and encouraging them to commit to and follow it. According to its stated purpose, the research study aims to improve organizational performance by offering a range of services to contractors and those involved, by selecting an appropriate strategy to reach its goals, and by analyzing the environment to determine what is compatible and appropriate. The following is the regression equation:

$$y = a + bx$$

$$y = \mathbf{0.073} + \mathbf{0.958}x$$

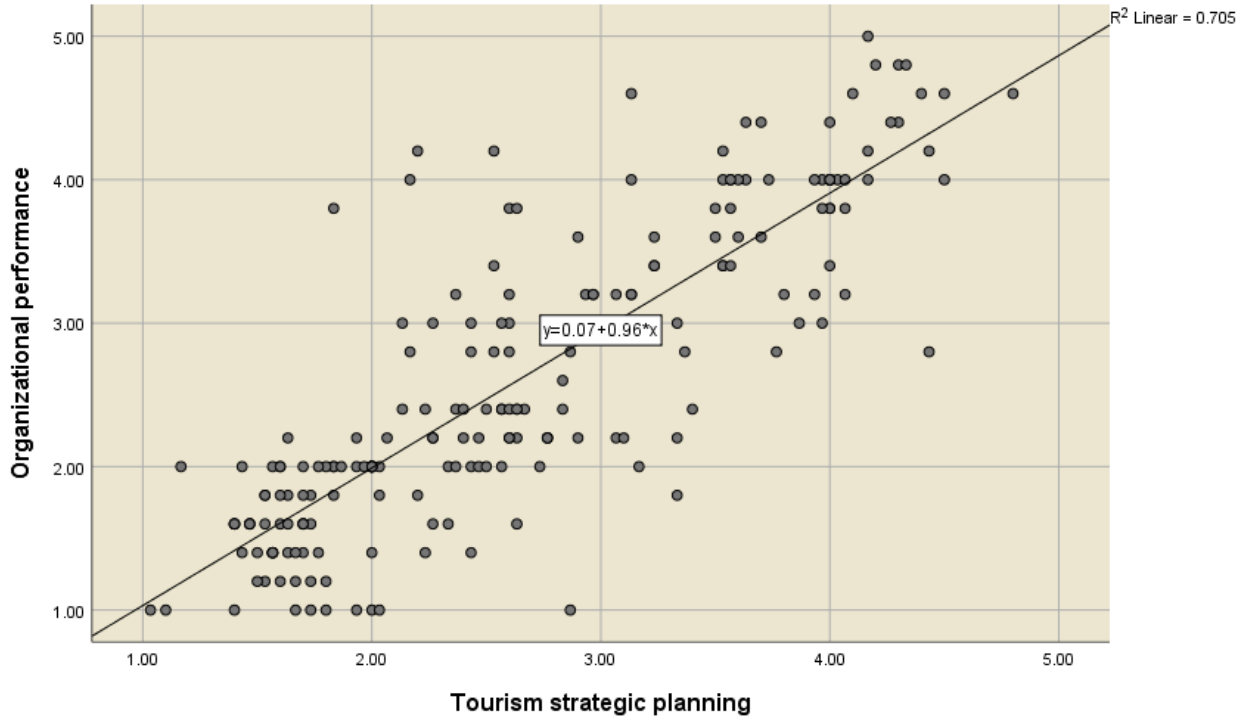


Figure (3) shows the effect between tourism strategic planning and organizational performance

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Table (5) shows the influence relationships between tourism strategic planning and organizational performance

Variable	Indicator	Recorded value
Tourism strategic planning	F – Cal	480.00
	R^2	0.840
	P	0.000
	A	0.073
	B	0.958

Source: Prepared by the researcher based on the outputs of the SPSS.V.26 program

The following sub-hypotheses branch out from them:

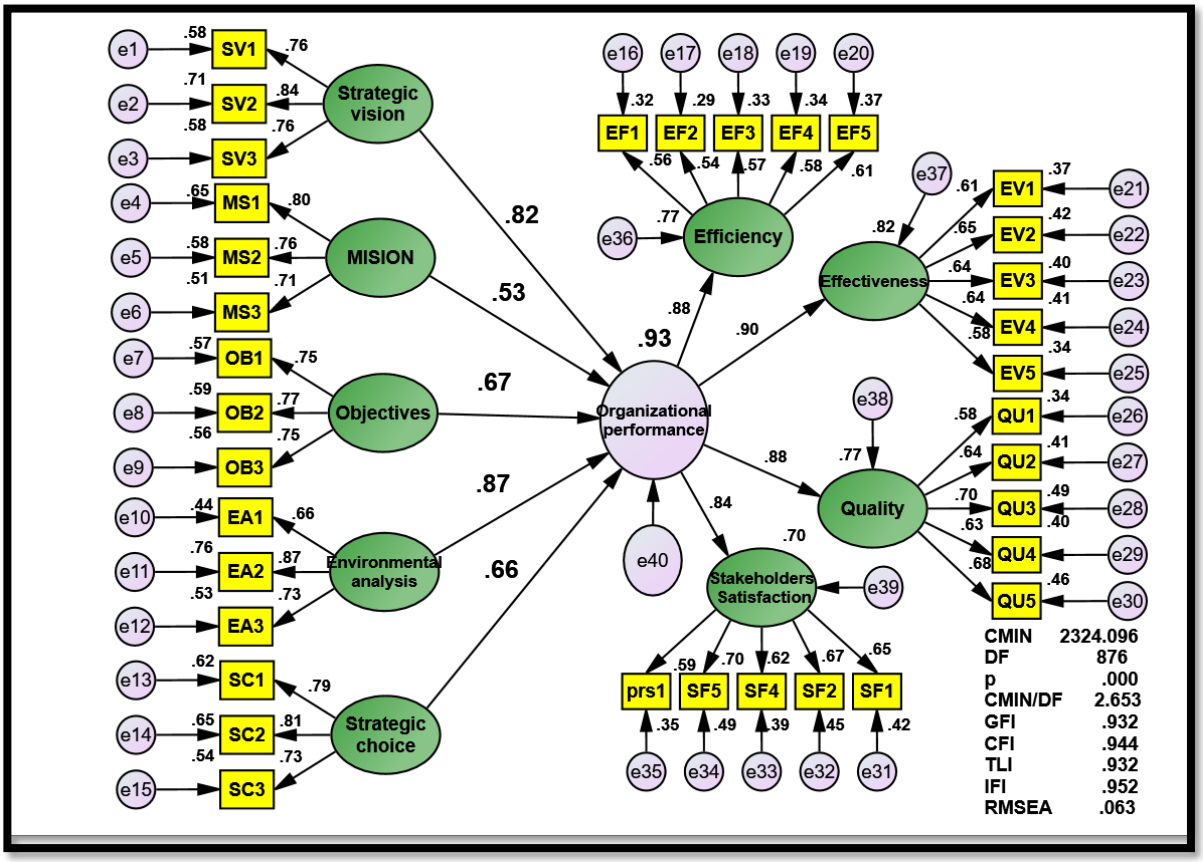


figure (4)The form of the impact between the dimensions of tourism strategic planning and organizational performance

Table (6): The impact between the dimensions of tourism strategic planning and organizational performance

Path			Standard estimate	Standard error	Critical value	R2	Sig.
Strategic vision	--- <	Organizational performance	0.823	0.109	12.129	0.933	0.000
the mission	--- <		0.519	0.098	7.767		0.000

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Objectives	---<		0.668	0.101	10.987		0.000
Environmental analysis	---<		0.868	0.106	16.521		0.000
Strategic choice	---<		0.658	0.064	10.111		0.000

The source was prepared by the researcher based on the outputs of structural equation modeling (AMOS.V.24)

According to Table (6), the study found that organizational performance improved as management in the Najaf Governorate's tourism and travel enterprises prioritized better tourist strategy planning. Basically, it was shown that a one-unit improvement in the parameters of tourism strategic planning led to an improvement in organizational performance. Strategic tourist planning dimensions often have the following weights: In terms of the strategic vision, the results show that organizational performance improves when the surveyed companies have a well-defined goal in mind for the tourism organization's future, taking into account all of its resources and capabilities. Similarly, when it comes to the mission, the results show that organizational performance improves whenever With a score of 0.668 for objectives and an additional score of 0.868 for environmental analysis, the surveyed companies' missions stood out from the competition in the tourism industry. This suggests that when companies have clear strategic goals, organizational performance improves. The interest in the management of the surveyed companies for tourism and travel in the governorate increases when organizational performance improves. This is indicated by the fact that when companies analyze the external environment to confront strategic threats and challenges, the score for the strategic option is 0.658. Consequently, when companies involve all departments in providing and developing strategic alternatives, organizational performance improves. The Travel and Tourism Center at Al-Najaf Al-Ashraf: Improving the impact of organizational performance is achieved through the elements of strategic tourist planning. Based on these results, all the sub-hypotheses of the second main assumption are accepted, as the level of significance in favor of this conclusion (0.000) is lower than the level of significance that the researcher assumed (0.05).

According to Table (6), the study found that organizational performance improved as management in the Najaf Governorate's tourism and travel enterprises prioritized better tourist strategy planning. To rephrase, enhancing the dimensionTable 6's findings show that, of the total variance in organizational performance, the dimensions of tourist strategic planning account for 0.933 percent; the remaining value is attributable to variables that were not considered in the research.

According to the figure and all of paragraph four, the researcher determined that the conditions of confirmatory factor analysis had been satisfied, the saturation rates for the paragraphs were greater than (0.40) and significant, and the criteria for goodness of fit were compared and they were both met. The dependent variable, tourism strategic planning, and the independent variable, organizational performance, were both shown by the saturation values. The circumstances are met by each of them. Additionally, it was discovered that every single one of them exceeds the critical value (CR) of 1.96. According to the data in the table, this means that it helps with the accuracy of measurement matching (4).

A single unit's tourist strategy plan improved organizational performance, and it was Strategic tourist planning dimensions often have the following weights: (0.823) for strategic vision, which indicates that

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organizations perform better when their leaders have a clear and comprehensive vision for what they want to accomplish within their resources and capabilities; (0.519) for mission, which indicates that organizations perform better when their leaders have a mission that is distinct from other organizations in the tourism industry; (0.668) for objectives, which means that organizations perform better when their leaders have clear strategic objectives; and (0.868) for environmental analysis, which means that the environment plays a significant role. The interest in the management of the surveyed companies for tourism and travel in the governorate increases when organizational performance improves. This is indicated by the fact that when companies analyze the external environment to confront strategic threats and challenges, the score for the strategic option is 0.658. Consequently, when companies involve all departments in providing and developing strategic alternatives, organizational performance improves. The Travel and Tourism Center at Al-Najaf Al-Ashraf: Improving the impact of organizational performance is achieved through the elements of strategic tourist planning. Based on these results, all the sub-hypotheses of the second main assumption are accepted, as the level of significance in favor of this conclusion (0.000) is lower than the level of significance that the researcher assumed (0.05).

4-Conclusions and recommendations

Conclusions

4-1- The interest in the components of strategic tourism planning was high, as most of the respondents' answers to most of the items agreed. This indicates the availability and interest of the management of the surveyed companies for tourism and travel in the Najaf Governorate, in the components of strategic planning.

4-2- There is a high interest by the surveyed tourism and travel companies in the Al-Najaf Governorate in organizational performance, as most of the answers of the study sample agreed, and this gives a clear indication that the company seeks to enhance its organizational performance.

4-3- It is clear from the analysis of the correlation between strategic tourism planning and organizational performance that it was high, positive and significant. This indicates that the greater the interest in the components of strategic tourism planning among the surveyed companies for tourism and travel in the Holy Najaf Governorate, the more this leads to enhancing organizational performance.

4-4- There is a statistically significant effect between tourism strategic planning and organizational performance, and this explains that increasing interest in tourism strategic planning leads to an increase in organizational performance.

5-Recommendations

5-1- Urging the surveyed tourism and travel companies in the Al-Najaf Governorate to establish a current vision that ensures their survival and existence that is proportionate and adapted to the environment in which they operate, along with their ability and ability to absorb and contain the changes that occur within this environment.

5-2- Urging the surveyed tourism and travel companies in Najaf Governorate to confirm that all managers within the company have a clear idea and vision with all details about the tourism organization's mission.

5-3- The surveyed tourism companies must adjust and change their strategic objectives in accordance with the changes occurring in the tourism market.

5-4- The researched tourism companies must analyze the internal and external environment in order to

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compare opportunities and threats with the strengths and weaknesses of the tourism organization on a periodic and continuous basis.

5-5- Recommending that the researched tourism companies adopt precise and strict procedures to choose the strategy that suits them in developing their work.

5-6- The surveyed companies must reduce the costs related to the completion of their projects to the extent possible that does not affect the quality of their services.

5-7- Emphasis on developing strategic and long-term plans, and working on their implementation and follow-up in order to provide high-quality services and products to guests and those dealing with them.

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