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The effects of the overlapping waves strategy in attained organizational excellence: Survey study in the tourism board of Iraq

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Abstract--The current study aims to clarify, clarify relationship between overlapping waves strategy (WS), as an independent variable in organizational excellence(OE) as a responsive variable, in community of Iraqi Tourism Authority with research variables and their dimensions. first variable included (sub-dimensions (strategic orientation, genius leadership (GL), future management, knowledge leadership). second variable included four sub-dimensions (leadership excellence(LE), strategic excellence(SE), human resources excellence, operations and services excellence(SE), these variables interacted to form the general framework around which study problem revolves, which revolved around nature of relationship, influence in each of waves' strategy intertwined with (OE) through main question of study problem (Does overlapping (WS) affect (OE)? As it included headquarters of application of current research on (community of departments of Iraqi Tourism Authority), as it was applied to a sample of senior leaders. questionnaire was supplemented with data, observations, limited interviews, thus, through current study, we reached a set of theoretical , practical conclusions that indicated the validity of hypotheses, embodied by impact of overlapping (WS) in (OE), directly , indirectly.

Keywords---overlapping, waves strategy, organizational excellence.

Introduction

Organizations in general , tourism organizations(TO) in particular face great challenges , competitions that have emerged as a result of developments , changes taking place in global environment, as there are many changes taking place in global environment that affect , have their effects reflected in various aspects of human life on economic, social, cultural, political and civilized levels, which necessarily reflect on tourism sector Associated with, aforementioned levels, in light of those circumstances , environmental changes, organizations, especially tourism ones, began to search within them for something that distinguishes them from others. its strategies Contemporary, through the adoption of a strategy with a long-term vision based on strategic thinking, all of generated a vision for one of , latest concepts in business strategies, which is concept of overlapping (WS).

Methodology

Determining problem of study is one of important, pivotal procedures that researcher should shed light on, as it represents entrance through which it is possible to understand some realistic issues need specific solutions and treatments, as well as it guides to reasons for choosing subject of study and adopting its variables if researcher diagnosed that problem The truth that should be considered in Iraqi Tourism Authority, is there a weakness in adopting correct administrative thought, and the extent of impact of emergency health conditions it faced represented by the Corona pandemic, which led to a semi-stop in services , a reduction in daily hours Based on foregoing, the study problem can be summarized through question represented by (Does overlapping (WS)have an effect in achieving (IOE)?), In order to reduce or solve this problem, researcher built some of following sub-questions:

- Do leaders in Iraqi Tourism Authority have a clear vision or a certain awareness of study variables (IWS), (OE)? .
- Does Tourism Authority understand concept , role of (IWS)(OE) excellence?

Importance of study

The importance study is reflected in role of overlapping (WS) as a basic , important indicator to enhance (OE)of organization in question , increase its ability to face challenges that it may face through theoretical importance of study. Therefore, importance of study can be divided into two parts:

Theoretical importance of study

- This study deals with real , actual problems that require their treatment , finding specific solutions to them. study presents intellectual , philosophical arguments related to two variables (strategy of overlapping waves, OE), which theoretically gain great importance from writers , researchers, but it did not receive sufficient attention in field, especially in Iraqi organizations.

- Assisting authority’s management in identifying most influential elements in order to give it necessary priority to concerned organization or similar organizations.

Importance of field of study

- Identifying capabilities, competencies of Iraqi Tourism Authority in field of (IWS), achieving (OE),
- Attention to using modern strategies that raise level of organizations , thus heading towards achieving organizations’ goals of (OE), .

Objectives of study

The Tourism Authority can achieve within the framework of current study variables (IWS), (OE) as follows:

Theoretical objectives of the study

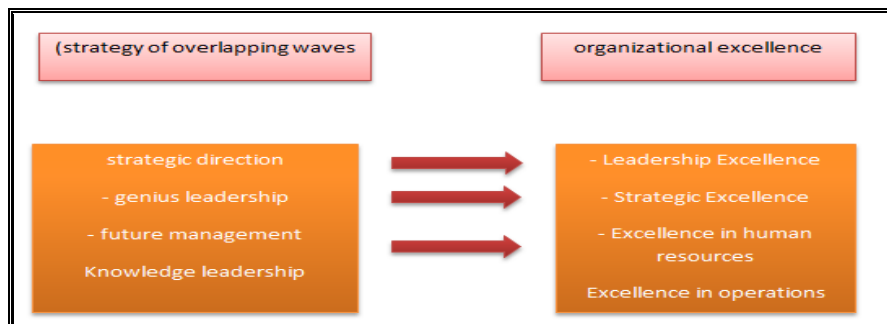
- The existence of intellectual , cognitive controversy between researchers in concepts, including the concept of (WS), which led to existence of a knowledge gap.
- After presenting, analyzing , interpreting models presented by writers , researchers within each variable. Choosing appropriate measurement models (IWS)(OE) .

Objectives of study

Improving the relationship between the study variables within the Iraqi Tourism Authority, based on study problem , justifications for its behavior, which it aspires to achieve. The goals lie in:

- Giving importance to study variables in order to show extent of ability of these variables to achieve (OE).
- Providing solutions to problems that authority suffers from, especially in how to support (IWS), as well as providing indicators that help in applying the (OE)of authority.

Hypothesis the study



The hypotheses of study

The hypotheses of study are formulated according to hypothetical model , objectives of study , in accordance with theoretical references of study literature , intellectual heritage of overlapping (WS) skillful leadership, (OE) which will be subject to statistical analysis , treatment, field side will decide whether these hypotheses are true or false.

Main hypothesis

H-1: (There is no significant effect of the dimensions of the (IWS) in (OE)

H-1-A: (there is a significant effect between the (IWS) in (OE)

Literature review

Concept of (IWS)

The topic of (IWS) is one of recent topics that has attracted attention of many researchers and writers in field of strategic management, especially business organizations. As (Al-Zarkani, 2016:24) clarified, according to what was stated by (Zigler), that every leader is biased towards his data , information, that he is accustomed to thinking about it in a certain way, and that his main task is participation of work teams in making decisions, developing solutions to problems facing the work addressing them in a collective spirit researchers did not agree on a unified definition of , (IWS), the reason for this is due difference their philosophy, viewpoints intellectual approaches about it, given that it is one of modern concepts in management. The environment, beauty as a sign of interaction of these components in a plexus that represents mental cognitive performance of learner.” (Qatami et al., 241: 2010), And between (255: 2018, Jwameer) as “a set of thinking processes that are related to cognitive growth and modification of permanent concepts in every stage learner passes through and struggles to reach a state of cognitive balance between what he knows , what he wants to know , what is treated , what he wants to be treated to reach state of treatment desired mentality, (IWS) is also defined as “a set of planned actions implemented by leaders to combine prior knowledge with thinking skills to achieve predetermined goal of mastering performance of some basic skills” (Al-Zubaidi, 2020:35).

Dimensions of (IWS)

Strategic direction (SD)

(SD) according to (Al-Sharifi, 2019:192), indicates that it an essential feature of organization’s strategy, showing way to direct activities towards innovation and decision-making, as well as, strengthening the environment that leads to development , formulation of effective strategies that organization follows.

Genius leadership

Success of organizations depends on availability of smart leaders in organizations in general, as they represent the main motive for organization to work according to a clear , purposeful work strategy, which makes it able to acknowledge success and maintain the competitiveness that helps it to achieve continuous success (Al-Karaawi, 2016: 36). Genius leadership exercises four types of leadership intelligences: wisdom, personality, social and spiritual intelligence, as follows:

- A. wisdom
- B. personality
- C. social intelligence

Spiritual intelligence

future management

(Hadawi et al, 2017:38) explained that managerial thinking has turned into a comprehensive understanding of business in general as a feeling process in which the future of organization is determined by sensory relationships of its employees instead of decisions of some influential individuals, as future management is described and deviations are analyzed from By defining a clear management to implement and achieve goals.

Knowledge Leadership

Knowledge leadership is defined as “the process of endorsing or empowering individuals in the required learning process rather than achieving organizational goals or organizational requirements” (Yank, et al, 2014:40), while Hadrawi et al., 2017:38 defined it as “a process of strengthening Individuals in the learning process required to implement group goals or organizational needs, informed leaders are constantly looking for strategies to help their subordinates deliver higher performance for the organization.

(OE)

(OE) concept of in today's world has become one of phrases that have a great impact on organizations , their employees, and it represents a skill or characteristic that is often good and therefore it exceeds normal standards, (OE) did not arise out of nowhere, but rather was launched through a set of advanced managerial theories and concepts that form theoretical framework for (OE) They differed in defining a unified concept of (OE)) (ehaghan & Pourtaher, 2014: 141) as “the progress and growth of the organization in all organizational aspects , increase in possibility of long-term organizational success through a logical , rational approach that promotes change ,in order to improve level of organizational effectiveness, it is a comprehensive approach improving organizational performance of organization, Durrah, et al, 2018:) indicates that it is “a measure of the312 excellence of the performance of the organization that operates in an environment characterized by risk, complexity , great competition, as organizations need to employ all their resources to make their workers

immersed in work, and able to gain knowledge to achieve excellence.” While between (Al-Shoroqi,; 2018 17) that organizational excellence is "a state of creativity and administrative and organizational excellence Achieving unusually high levels of performance, resulting in results , achievements that surpass those achieved by competing organizations, and satisfy customers and all stakeholders in organization, (Al-Rubaie, 2021: 116) explained (OE) as “upgrading services or products to a level that is comparable to best of similar organizations within a distinguished administrative orientation that is able to raise level of competition , achieve excellence , its continuity in all areas organization”.

Dimensions of (OE)

Leadership Excellence

Leadership is not equated with traditional concept of authority, because it revolves around ability to influence others (workers) by using and acquiring some capabilities traits, this difference is clear through the definitions that clarify concept of leadership, as leadership is described as “how to work in a team , participate In making decision to achieve goals of group , individuals at same time through a strategy , leadership that has an active force” (Al-Baroudi, 2015, 27). (Al-Hiti, 2018: 145) believes that importance of leadership can be explained because its mission is centered on directing and influencing the human element, which occupies the first place among various productive elements in tourism organization, in addition to fact that behavior of individual is difficult to predict and control, due to the continuous changes in the Feelings and attitudes towards different situations.

Strategic Excellence

The strategy expresses a broad plan that is developed in order to achieve long-term goals, as it is the final result of strategic planning, as indicated by (Olwan, 2019:106). Influential in striving to constantly develop the organization in order to keep pace with the latest technologies used in production processes, and therefore it provides a greater opportunity for these organizations to compete with local and international organizations.

Human Resource Excellence

This concept applies to all individuals belonging to organization , its employees, whether they are heads or subordinates, these individuals are contracted by organization to carry out functional tasks in exchange for compensation , rewards granted to them by the organization, provided that these individuals, while carrying out their tasks entrusted to them, abide by organization’s strategy and objectives (Mahmoud & Azhar; 2015: 103).

Operations & Services Excellence

Distinguished organizations design, manage and improve their operations through their policies and strategies, and to fully meet the needs and expectations of the target groups (stakeholders) so that they give value to their customers, and

that is through what was mentioned in EFQM, 2013: 2); (yagla & ylldiz, 2010: 399); (EFQM, 2003:14) and as shown in the following.:

- a. Managing and developing customer relations.
- b. Preparing, presenting , managing products and services .
- c. Promote products and services efficiently.

Methods

Data collection and sample demographics

Strategic direction, it achieved an arithmetic mean (3.714), a good level, and a standard deviation (0.966). In general, the results indicate that the administrative leadership in authority is concerned with allocating , coordinating its resources to achieve its set goals, as promoting creative inspiration based on awareness and knowledge, as well as encouraging working individuals to participate in preparing and renewing alternative strategies, plans, structures and procedures to face the worst possibilities, as the administrative leadership possesses insight and intuition. ability to evaluate current and future situations.

- He achieved dimension of genius leadership in my arithmetic mean (3.705), at a good level, and with a standard deviation of (0.949). In general, results indicate that administrative leaders in authority have ability to express ideas, analyze them and develop appropriate solutions to overcome the difficulties , problems they face, as encouraging subordinates to creativity , innovation to adapt to environmental conditions, is interested in building , strengthening mutual trust with its employees to overcome difficulties and problems.
- After managing future, he achieved an arithmetic mean (3.714), at a good level, and with a standard deviation of (0.999). Overall, the results indicate that administrative leaders in , authority support doing work that serves authority in , future through its ability to foresee the future , work to build a future vision for developing organizational dimensions in order to achieve long-term goals as authority seeks to provide , necessary technologies and technology to meet its current , future needs,

He achieved after knowledge leadership with an arithmetic mean (3.675) and a good level with a standard deviation (0.949). On whole, (IWS) variable achieved an arithmetic mean with a value of (3.702) , a good level with a standard deviation of (0.914), which indicates the lack of dispersion of sample answers , their emphasis on importance of following modern methods to apply planning topics, especially following a group of people , their emphasis on importance of following modern methods To apply planning topics, especially following a set of planned procedures implemented by leaders to integrate prior knowledge with thinking skills achieve predetermined goal and how to use this to achieve overlapping aspects of learning with aspects of thinking , to shed light on most important dimensions depending on answers of researched sample arranged based on coefficient difference , Table (1) shows summary of dimensions of overlapping waves strategy variable as follows:

Table (1) Summary of the dimensions of the overlapping waves strategy variable							
Rank	Dimensions of the overlapping waves strategy variable	agreement ratio	Variation coefficient	standard deviation	Arithmetic mean	Relative importance	Archaeological importance
1	strategic direction	74.3	26.007	0.966	3.714	25.7	Third
2	genius driving	74.1	25.601	0.949	3.705	25.9	first
3	future management	74.3	26.896	0.999	3.714	25.7	the fourth
4	Knowledge leadership	73.5	25.829	0.949	3.675	26.5	Second
Overlapping Wave Strategy Variable		74.0	24.697	0.914	3.702	26.0	

□ Source prepared by the researcher based on: SPSS V.25 outputs

Institutional Excellence Variable

- After leadership, he achieved excellence in arithmetic with an arithmetic mean (3.809), a good level, a standard deviation of (0.949). results generally indicate authority's ability to prepare individuals to be willing , committed voluntarily to achieve or exceed organizational goals, emphasizing importance of adhering to standards of excellence, as authority motivates its employees so that they can provide distinguished services.
- He achieved dimension of (SE) with an arithmetic mean (3.636), a good level, a standard deviation (0.893). The authority seeks to put distinct steps to achieve its vision, as higher managements have a clear vision of what authority will be , seek to achieve its strategic goals through optimal use of its financial and material resources- Achieved after human resources excellence arithmetic mean (3.752), a good level, a standard deviation (1.096). In general, the results indicated that authority sought to ensure its good investment for its employees by placing right person in right place. It also seeks to provide modern tools for employees to help them do their jobs with high quality.
- Achieved after the excellence of operations and services, an arithmetic mean (3.816), a good level, and a standard deviation of (0.939). Overall, the results showed that the authority reviews the activities from time to time and tries to develop them by working on planning service operations with the accuracy and quality required and updating the systems used in developing services in order to achieve the desires of existing and new customers.
- On whole, (OE) achieved an arithmetic mean with a value of (3.753) , a good level with a standard deviation of (0.912), which indicates lack of dispersion

of sample's answers , their affirmation that Commission is striving to invest all capabilities at the level of working individuals as it is interested in conducting training courses Whether inside or outside Iraq, and providing them with modern tools to help them carry out their work with high quality. Updating systems used in developing services in order to achieve the desires of customers. It also takes into account the development of long-term plans that are consistent with the goals it seeks to shed light on, more important dimensions, depending on the answers of researched sample, which were arranged based on the coefficient of variation, table (2) shows a summary of (OE).

Table (2) Summary (OE) variable							
Rank	(OE)	agreement ratio	Variation coefficient	standard deviation	Arithmetic mean	disagreement rate	Dimensional order
1	Leadership Excellence	76.2	24.923	0.949	3.809	23.8	3
2	Strategic Excellence	72.7	24.548	0.893	3.636	27.3	1
3	HR Excellence	75.0	29.209	1.096	3.752	25.0	4
4	Excellence in Operations and Services	76.3	24.594	0.939	3.816	23.7	Second
(OE) variable		75.1	24.287	0.912	3.753	24.9	

Source: Prepared by researcher based on outputs of SPSS V.25

Conclusion

- It was noticed that senior leadership of authority encouraged working individuals , motivated them to participate , invent new, unconventional strategies.
- It turns out that the overlapping waves strategy contributes to encouraging working individuals develop alternative plans, mechanisms and procedures to confront any emergency crisis and find appropriate solutions it before escalates.

- It was found that (IWS) supports advanced ideas , creative inspiration that is based on awareness and knowledge.
- It was noticed that higher departments in authority lacked flexibility in dealing with some of mistakes of managers employees.
- It turns out that Commission provides internal , external scholarship opportunities for its distinguished employees and grants them privileges.

Recommendation

- Increasing interest in study variables by adopting following mechanisms:
 - Educating senior leaders , employees of authority in everything related overlapping waves strategy, (OE).
 - Forecasting crises , problems expected to occur under unstable political , health conditions , developing appropriate solutions to them, taking into consideration lesson from previous crises and working to repeat them , confront them before they occur and work to prevent them from.
 - Preparing future recurring through a set of mechanisms scenarios , stress tests to face any danger that may arise in future, whether it is political, health or any other risks.
 - Cooperating with tourism organizations, authorities on , mechanism of their use of , overlapping waves strategy through .
- Holding a joint workshop or seminars
- Clarifying concept of this strategy , its importance through social networking sites.
- Encouraging authority's employees to energize them in presenting their creative ideas through
- Granting them higher job grades or monetary or moral rewards
- Investing scientific qualifications with rare efficient specializations through:
- Attracting and selecting qualified employees

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