

American Journal of Economics and Business Management

Vol. 8 Issue 12 | **pp.** 6164-6177 | **ISSN:** 2576-5973

Available online @ https://www.globalresearchnetwork.us/index.php/ajebm

Article

The Impact of Strategic Lens in Building a Smart Tourism Organization (An Exploratory Study of a sample of Iraqi International Airports)

Safaa Atallah Al-Lahibi[1], Akram Abdulrahman Abdulkareem[2]

[1] Al-Mustansiria University, College of Tourism Sciences, Baghdad, Iraq

[2] Assistant Professor, Hotel Management Department, Al-Mustansiria University, College of Tourism Sciences, Baghdad, Iraq

***Correspondence:: Safaa.a980@uomustansiriyah.edu.iq, akramabdulkareem@uomustansiriyah.edu.iq**

Abstract: The researcher aims that study aims to investigate impact of (SL) technology, as an independent variable, on the development of STO(STO), as a dependent variable, across a sample of Iraqi international airports. goal is to develop a set of recommendations to facilitate the adoption and implementation of these variables. Given novelty, urgent importance of these variables to airport, owners, as well as community, align them with the study's objectives, a descriptive exploratory approach was adopted. (215) questionnaires were distributed to senior management at Baghdad and Najaf International Airports, of which (197) To represent study sample, study problem revolved around the following main question: (Does the (SL) have an impact on building (STO)? The statistical analysis showed a number of conclusions, the most important of which are study showed that Baghdad and Najaf International Airports pay great attention stakeholder participation, reflecting an administrative awareness of importance of participatory relationships in improving performance , achieving strategic goals. Despite remarkable progress, there is a need to strengthen proactive planning, especially in addressing community issues, to ensure an effective balance between the present and future.

Keywords: (SL), (STO)

Citation: Al-Lahibi, S. A & Abdulkareem, A. A. The Impact of Strategic Lens in Building a Smart Tourism Organization (An Exploratory Study of a sample of Iraqi International Airports). American Journal of Economics and Business Management 2025, 8(12), 6164-6177.

Received: 03th Sep 2025
Revised: 11th Oct 2025
Accepted: 19th Nov 2025
Published: 12th Dec 2025

Copyright: © 2025 by the authors. Submitted for open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (https://creativecommons.org/licenses/by/4.0/)

1. Introduction

The world is no longer what was yesterday. As a result of rapid economic, environmental changes brought about by globalization, as well as emergence of the technological age, organizations, especially tourism organizations, are looking for something that distinguishes them from other organizations and ensures their survival despite the fluctuations that occur in their environment. Scientific development, advancement of intellectual and cognitive research has contributed to highlighting many new and important strategic concepts for organizations, including the concept of (SL), as it is one of contemporary approaches to studying strategic management, which strategists use to deal with the problems and challenges they face. Moreover, it is one of the important issues that help strategic leaders build smart organizations through its dimensions, which are represented in participation of stakeholders, mobilization of interests, knowledge development, and culture management, as it is the best way to see and look from different perspectives and understand how organizations work enhance

their ability to invest available energies. Based on above, study aimed to build smart organizations based on (SL), according to strengthening the relationship between senior leadership in airport and its employees, based on developing the needs between them to ensure the smooth running of work in airport.

2. Materials and Methods

2.1 Methodology of Study

2.2 Study problem

The study problem involves examining extent which organizations under study (Baghdad International Airport and Najaf International Airport), study sample, need to apply the dimensions of (SL) in field. This is due to significant role in understanding internal , external environment surrounding the organization how to keep pace with the tremendous changes represented by technological development and other changes that require organizations to respond quickly to these changes transform organization's work from traditional administrative pattern to contemporary pattern in providing new services that contribute to meeting the needs and desires of customers, solving their problems, achieving their satisfaction, and developing new strategic plans capable of facing the challenges and risks that the organizations under study may face in order to build smart organizations. Therefore, current study assumes a deficiency in senior administrative leadership due to the organizations' lack of the (SL) concept capable of formulating clear strategies that adopt the building of smart organizations. The (SL) provides the organizations under study (Baghdad International Airport and Najaf International Airport) with a better awareness of the local environment, identifying its needs, responding to its suggestions, and solving its problems. Based on the above, the study problem can be identified through the following question: Does (SL) have an impact on building (STO)? The problem addressed in this study can be summarized through the following questions.

a. What is the level of understanding and awareness of the study variables (SL) , smart organization) and the extent of their compatibility with the responsibilities and requirements of the leadership in Baghdad International Airport and Najaf International Airport (the study sample)?
b. What is the nature of the correlational relationship between the study variables, namely (SL), organizer)? tourist attractions Smart) at Baghdad International Airport and Najaf International Airport?

2.3 Importance of study

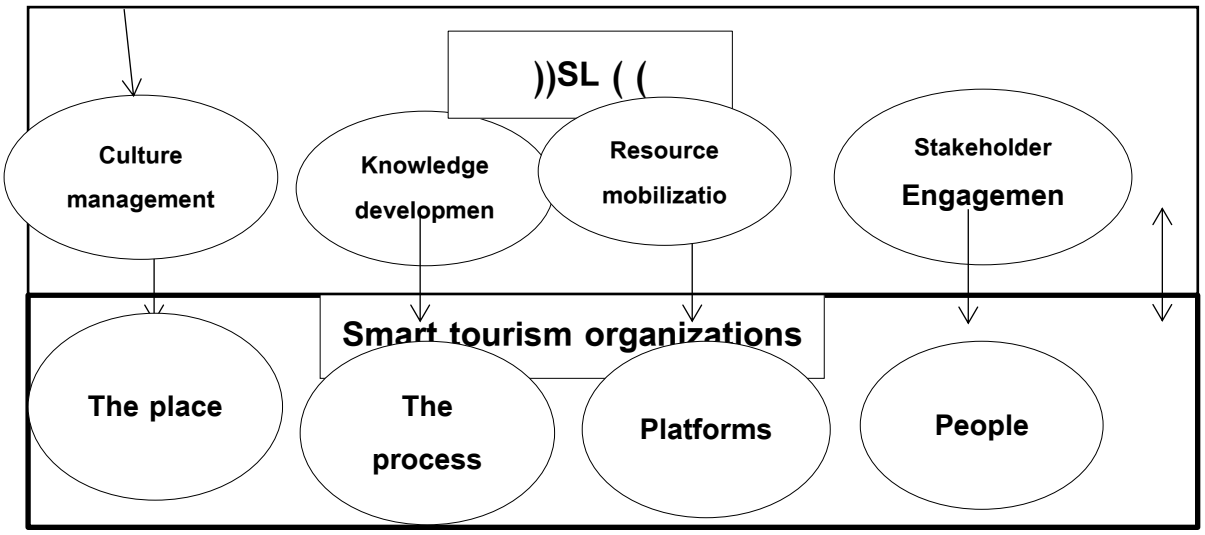
a. The study addressed intellectual and philosophical debates related to the study variables (SL), (STO), which are among the topics of contemporary management thought.
b. The study combined the field of strategic management and organizational theory to provide us with an important synthesis of these important topics.
c. This study, in the field of intellectual tourism work specifically, is a new addition to the Iraqi library in the field of ((SL) & (STO) , and about the most prominent contributors of researchers and writers in these fields.
d. To enlighten management of the organizations under study (Baghdad International Airport and Najaf International Airport) those interested in strategic topics, and to encourage them to invest their skills and abilities and employ (SL) in thinking and decision-making, especially in successful organizations, in order to build smart organizations and reach a high level of efficiency.

2.4 Study objectives:

a. Identifying the level and nature of (SL) and STOin Baghdad International Airport and Najaf International Airport, study community.

b. A statement of the philosophical and intellectual foundations of the study variables (SL), (STO) an explanation of the most important points mentioned in the literature regarding the study variables.
c. An attempt to direct the attention of the organization under study towards examining the strategic and organizational dimensions of the (SL) and (STO) , to make them more suitable for the required performance in a turbulent organizational environment.

The hypothetical plan ofresearch



Study hypotheses

1:AMain hypothesis: There is no statistically significant effect of the (SL) variable in (STO). The following sub-hypotheses branch out from this hypothesis:

(1-1) There is no statistically significant effect of the stakeholder Engagmen dimension in (STO) .

(1-2) There is no statistically significant effect of resource mobilization dimension in (STO) .

(1-3) There is no statistically significant effect of knowledge development dimension in (STO) .

(1-4) There is no statistically significant effect of culture management dimension in (STO) .

Theoretical Framework of Research

The concept of (SL)

The numerous challenges facing organizations today as a result of rapid and continuous changes have rendered traditional management methods incapable of addressing them. This has necessitated that organizations of all sizes and scopes adopt modern management techniques, moving away from traditional approaches. Among these techniques, " (SL) " stands out. It is a significant relatively new concept in management literature in general, and in strategic management literature in particular, due to considerable importance and direct impact on leaders specifically managers in general. It enables them to accurately identify future challenges, pinpoint problems obstacles that were not readily apparent in their thinking, and develop highly effective proactive strategies overcome these challenges. [1] The (SL) is a characteristic of our time, and dealing with it is no longer a sign of sophistication but rather an imperative in an era of strategic complexity and information explosion. Living in a rapidly changing world, its progress never halting, we must be affected by and respond to these changes. This necessitates that organizations, especially those in the tourism sector, plan to anticipate the future, prepare to face variables, work on developing sources of competitive advantage by relying on

measuring actual performance, taking corrective measures adopted by (SL) in order to position themselves at the strategic peak [2]. It has been defined as "the capabilities of strategic leaders in an organization to deal with all problems and challenges inside and outside the organization and the ability address them" [3], [4], defined it as "modern methods in field of strategic intellectual and administrative management to look at strategic problems differently in order generate additional and different insights that help critique prevailing methods and raise new issues." In the same context, it has been defined as "modern strategic methods and mechanisms through which possible achieve a comprehensive understanding of how strategic visions and perspectives differ and diversify in order to enhance the change process" [5]

Dimensions of (SL)

Stakeholder participation Stakeholder Engagement

The stakeholder engagement dimension forms a structure of interconnected relationships and interactions between the organization's internal and external environments. Stakeholders are defined by researchers. Ansoff and Stewart define stakeholders as "groups without which organization would cease to function and which have a vital strategic role in the continuity, survival of organization" [5]. requirements of stakeholders vary according to different groups are often conflicting. For example, concern for social responsibility has [6] always been on part of general public, while the general public of shareholders in organizations is concerned with profits. The organization cannot meet all their demands with same degree of focus, but a relative interest in meeting those demands can be achieved [7]. Stakeholder theory provides a basic framework for understanding dynamics of stakeholder participation in the organization. This theory assumes that the success of any organization depends on the effective management of relationships with all stakeholders, not just shareholders [8]. Stakeholders can also help during the organizational development process by providing the necessary resources, including money, technology, and training [9].

Resource mobilization: At the strategic level, no organization can survive and continue without a solid base of resources in all their forms. Resources of all kinds are among most important factors for success of organizations, increasing their revenues, achieving a competitive advantage, and increasing their market share. Organizing and managing them has become one of the basic needs of organizations because of their main function in achieving excellence, solving problems, making successful strategic decisions, and increasing their ability to mobilize the organization's various resources. [3], and resources differ, whether tangible or intangible. The former are represented by physical assets (land, buildings, equipment). human assets, which are represented by competent individuals capable of providing services in organizations [10]. Intangible resources include patents, designs, drawings, and reputational resources such as trademarks and monetary ideas, are often an integral part of procedures , practices that have developed and accumulated over time [11]. The process of resource mobilization is defined as " process of acquiring resources by service providers and using various mechanisms to achieve the organization's goals, carry out its work, and make optimal use of the acquired resources to ensure optimal use" [12].

Knowledge development: It is defined as a combination of processes, systems, methodologies, procedures, techniques, and information that ensures acquisition of knowledge from strategic analysis data, provides information about organization's strengths, weaknesses, opportunities, & threats. [13], and [14] believe that knowledge development refers to the processes through which information is disseminated and transformed into tools to support organizational goals. The various patterns of knowledge development help in understanding how different structures, quality improvement, and processes are affected. Knowledge development is a vision-driven business strategy that works to transform knowledge, knowledge-based knowledge into business products and processes. It represents the main factor in the performance of business organizations, their

achievement of a competitive advantage. Through knowledge development, organizations can leverage the expertise and experience available among employees, share knowledge among employees within the organization, and create workforces that contribute to strengthening the knowledge development process [15].

Department of Culture: The term culture management refers to the organization of a set of standards, values, beliefs, attitudes. Habits among members of an organization are passed on to new members as a desired way of thinking, behaving within the organization. These habits are characterized by being unwritten but deeply ingrained in the minds of the organization's employees [16]. Culture management is considered a lens through which to view and analyze organization, encompassing social and cultural activities and sophisticated sensory perception [17] Culture management has been described as a fundamental requirement for organizations and must be continuous (SL) y maintained for the organization to develop. [18] Culture management is an important issue for understanding the intangible characteristics affect the effectiveness of various business data, as culture management affects organizational activities, administrative processes, and business outputs. [19]

Concept Of (STO)

Today, a unique idea prevails regarding form, structure of organizations operating in the business environment. It can be said that title that frames this idea is (smart organization), which is considered latest image that embodies the science of management working to achieve best situation, most prominent goal, based primarily on highest levels of accomplished performance. [20],[6], intelligent organization operates within knowledge environment it has created, or what is called information domain, which transcends technical activities. It is not merely a collection of technological devices, software, but also comprises human capital, relationships, data, and information that people can directly access use efficiently within their work environment [21]. concept represents a qualitative leap in organizational management, taking into account learning, education, knowledge, training, development, innovation, leveraging information communication technologies and artificial intelligence applications. Its intelligence increases through distinguished management, collective leadership, encouraging participation, consultation, curiosity, and risk-taking [22]. It has been defined as "high-performing organizations that conduct their business intelligently, whose culture is characterized by agility, collaboration through organized behaviors, and which utilize advanced organizational knowledge and explore new knowledge not present within the organization" [23]. [24] as “knowledge-intensive organizations with intelligent managers, advanced information technology that use knowledge as an integrated resource combining the expertise provided by human resources and the support provided by technology-based platforms.”

Dimensions of (STO)

People: Intense competition in today's organizational world, innovation, spread of new technologies have led to profound transformations in current economy, resulting in creation of more flexible organizational structures and a different organizational culture. This is based primarily on the human element, which is considered the main decisive factor for success within any organization. This human element, in form of advanced work, must possess distinctive characteristics such as creativity, intuition, flexibility, and cognitive abilities, as represents the intellectual capital of the organization and represents the real resource capable of generating value and innovation in a fundamental way.[25] & [26] stated that individuals are the cornerstone of organizations , their strategic importance is increasing in today's knowledge-based industries, as the success of an organization depends largely on the skills of its employees, especially when they contribute to establishing the core competencies that distinguish the organization from competitors. When the talents of employees are valuable, rare, and organized, the organization can be a smart organization [27]. Maimon believes that it is necessary to

adopt a new culture that highlights innovation processes by adopting a people-centered system. priorities of that system are, first and foremost, the idea of giving employees greater flexibility and independence in organizing and managing their work, as they are able to freely choose spaces, times, methods. This means, from organization's perspective, introducing processes of delegation and empowerment of people with regard individual, collective performance. The transition from a traditional organization to a smart organization does not only mean changing structures and processes, but also culture and skills [28].

Platforms: As a result of massive, continuous digital transformation, many technologies have emerged in various business fields, most notably what are called digital platforms. This has compelled organizations to resort to these platforms and invest in them to ensure continuous communication with guests and maintain their relationships with them. A platform is a place where a group of stakeholders meet according to specific rules in order exchange ideas, services, and anything that can be exchanged between one person and another and between computers [29] Digital platforms are also considered one of the digital tools for modern business that contribute to digital transformation of social and economic systems. It is also one of the most important tools in the digitization process [6] and consists of technological, productive and communicative elements. The overall success of digital platforms depends on smart management [30]. The adoption of digital platforms creates operational contexts for work that connect everyone anytime, anywhere, simultaneous (SL), fostering new ways of creating value, Digital platforms not only connect people with different capabilities within the organization but also connect all groups to generate an effective context. [31].

The process: The development of fourth-generation technology makes it possible to create a flexible and intelligent production system capable of adapting simultaneous (SL) y changing contextual conditions. Therefore, it has become necessary simplify and redesign organizational processes in order generate added value more efficiently, effectively. Redesigning the process means moving from old hierarchical system to a stakeholder-oriented system. [32] It is defined as "a set of activities that take some kind of input and create outputs of value to guest from outside and inside the organization" [30]. process includes design, pricing and promotion of services in order to achieve organization's goals, as it is one of most influential elements in organization. To achieve organization's goals, participatory planning is required, which is implemented through the joint design of goals, joint creation of value. Design not only stimulates creativity but also encourages everyone to work and plan in order to achieve a common goal [27].

Location: It Many leaders believe workplace can influence the behavior of employees by considering physical space not only as a function for performing work but also as a true enabler of it. workplace can not only influence behavior of employees but can also be considered a tool for improving performance. [31], adoption of flexible tools such as smart work has allowed us rethink the concept of workspace in a more personal and modern way. If we can work from home or from anywhere else, we must rethink how we plan redesign spaces. Collaboration is what connects two coexisting worlds: virtual space and physical space [32]. The physical environment of the organization is defined as the physical spaces that foster creative skills, support employee productivity, and take into account the elements of the social work environment. [31].

3. Results and Discussion

Practical Aspect of Research

- **Descriptive Analysis**
  - **Analysis (SL)**

The results in the table show (1The two studies, which present a comprehensive summary of the dimensions of the " (SL) " variable, indicate that this variable achieved a mean score of (3.479), which reflects a good level from the respondents' perspective, with

a standard deviation of (0.809) , a coefficient of variation of (23.25%). This reflects a relative homogeneity in respondents' opinions regarding this variable. These indicators are evidence of the effectiveness of the analytical frameworks, strategies adopted by airport management under study in understanding and evaluating the organization's reality from a comprehensive and long-term strategic perspective. This management seeks to develop business strategies based on market, competitive environment analysis, guiding decision-makers towards achieving objectives in an effective and sustainable manner.

This indicates that (SL) is a vital tool in supporting strategic thinking, as it enables the organization to take into account all internal and external factors affecting performance, contributes to enhancing the airport's ability to continuous (SL) y adapt to environmental changes, whether at local or global level. This strengthens its competitive position and ensures its continued operation in a complex and rapidly changing environment. analysis reveals that the "Resource Mobilization" dimension ranked first within the (SL) , indicating that the studied airport management places paramount importance on providing and efficiently utilizing resources, whether human, technological, or knowledge-based. This focus reflects a deep understanding of the importance of resource mobilization as a fundamental pillar for supporting organizational performance and enhancing responsiveness to environmental changes. The "Culture Management" dimension came in second, indicating management's commitment to building a strong organizational culture based on initiative, creativity, adherence to quality standards, and teamwork, thereby fostering a positive internal work environment and increasing the organization's adaptability and growth potential. The "Knowledge Development" dimension ranked third, demonstrating commendable efforts in this area, particularly regarding openness successful experiences and the formation of innovation teams. However, these efforts may require further strengthening to ensure continuity of innovation and the accumulation of institutional knowledge. While the "stakeholder engagement" dimension came in fourth and last place, indicating a good level of partnership with stakeholders, albeit to a lesser degree compared to the other dimensions. This may be attributed to the need to strengthen communication and interaction mechanisms with stakeholders to ensure a better balance between their aspirations and the organization's goals. This ranking reflects management's current priorities; however, a balance between these dimensions is essential for achieving a comprehensive strategic vision that enhances organization's ability to compete and evolve in a changing business environment.

Table 1. Summary of the dimensions of the ((SL)) variable

T	Dimensions of the ((SL)) variable	arithmetic mean	standard deviation	Coefficient of variation	Dimensional arrangement	Direction of the answer
1	**Stakeholder participation**	**3.477**	**0.880**	**25.31**	**4**	**good**
2	**Resource mobilization**	**3.540**	**0.883**	**24.94**	**1**	**good**
3	**Knowledge development**	**3.468**	**0.878**	**25.31**	**3**	**good**
4	**Department of Culture**	**3.431**	**0.861**	**25.09**	**2**	**good**
((SL)) variable		**3.479**	**0.809**	**23.25**		

Source: Programs PSS V.28

STO changing

The table results show (2In summary, the dimensions of "(STO) " variable showed that it achieved a mean score of (3.358) at an average level, a standard deviation of (0.805), and a coefficient of variation of (23.97), indicating a moderate divergence in respondents' opinions regarding the extent which characteristics of STO are realized in the two airports studied. This result indicates that airport management is making efforts to transform into a smart organization by adopting digital mechanisms, implementing knowledge-based management methods, and utilizing teams with necessary knowledge and technological skills to efficiently handle the demands of modern tourism. management also demonstrates an interest in developing a work environment where digital systems are integrated with human capabilities across all operational aspects. However, the results suggest that these efforts are still below the required level of ambition and have not yet reached the full maturity that characterizes leading (STO). This necessitates increased investment in digital infrastructure, building an organizational culture that supports innovation, and continuous (SL) y developing technical and knowledge skills of employees to achieve integration between technology, knowledge, and human resources. The analysis results show that the distance **"**The Platform "The first dimension ranked among the dimensions of STO was "process," indicating that the management of the two studied airports places clear importance on activating digital systems, communication mechanisms, and electronic feedback. This is a positive indicator of adopting digital transformation trends. The second dimension was "process," reflecting management's relative interest in improving the efficiency of operational processes and simplifying procedures through flexible adaptable mechanisms, despite need for continuous development. The third dimension was "place," indicating that the work environment and physical design of two airports still need enhancement to become more supportive of innovation and modern environmental, cultural, knowledge standards. fourth & final dimension was "people," indicating a relative deficiency in developing human capabilities and activating policies related incentives, training, consideration of individual differences. This underscores need for strategies that are more focused on human element as one of pillars of smart organizations. This ranking suggests that technological infrastructure is ahead of human and spatial dimensions, which necessitates rebalancing digital, human, and material resources to achieve a comprehensive smart transformation. The tourism work environment.

Table 2. Summary of dimensions of the STO

T	Dimensions of the STOVariable	arithmetic mean	standard deviation	Coefficient of variation	Dimensional arrangement	trend
1	**People**	**3.343**	**0.906**	**27.10**	**4**	**middle**
2	**The process**	**3.416**	**0.897**	**26.26**	**2**	**good**
3	**platform**	**3.429**	**0.869**	**25.34**	**1**	**good**
4	**The place**	**3.242**	**0.853**	**26.31**	**3**	**middle**
STOare changing		**3.358**	**0.805**	**23.97**		

Source: Program SPSS V.28

On an overall level, the results in Table (3), which summarizes the study variables, show that the variable " **(SL)** "It ranked first in the overall ranking of variables, reflecting

a clear interest from airport administrations in adopting strategic visions based on a comprehensive understanding of the internal and external environment. This supports decision-making process and contributes to the development of long-term strategic policies and programs, albeit to a relatively lesser degree than knowledge sharing. Meanwhile, the "(STO) " variable came in second place. Intent ion This indicates that shift towards a smart model is still in relatively early stages and requires further efforts to develop the digital infrastructure and enhance human and institutional capabilities to meet the demands of smart tourism in a constantly changing and increasingly competitive work environment. This arrangement indicates that behavior of individuals in the field of knowledge exchange represents the main strength in work environment, while digital infrastructure, technical integration still require additional support to reach a level of empowerment that fully reflects the characteristics of a smart tourism organization.

Table 3. Summary of Study Variables

T	Study variables	arithmetic mean	standard deviation	Coefficient of variation	Order of variables	trend
1	(SL)	3.479	0.809	23.25	1	good
2	(STO)	3.358	0.805	23.97	2	middle

Source: Programs PSS V.28

Second: Testing research hypotheses

Table 4. shows the following

Main hypothesis
There is no statistically significant effect of ((SL)) modifiers in (STO) .
(STO) = 0.457+0.834 (SL)

The value of (The extracted value of F is (456.981), which is greater than tabulated value of F (3.94) at a significance level of (0.05). Therefore, we reject the null hypothesis, accept the alternative hypothesis, which states that there is a statistically significant effect between (SL) in (STO). The results indicate that the (SL), with its dimensions of stakeholder engagement, resource mobilization, knowledge development, culture management, has a significant impact on enhancing the practices of STO at Baghdad and Najaf airports. This impact is evident in the ability of senior, middle management guide work towards adopting smart operating methods, providing tourism services through investment in technology, knowledge resources, which positively impacts efficiency, quality. This also demonstrates that strategic management is not merely a theoretical framework, but rather a key driver for bringing about real change in work structure by supporting digital initiatives, motivating human resources, providing a flexible organizational environment that contributes to achieving excellence in performance. This effect also reflects maturity of strategic thinking within airports and their ability to respond environmental changes and seize tourism opportunities in a way that ensures the sustainability of institutional excellence. extracted t-value (β) for (SL) variable was (21.377), which is greater than tabulated t-value (1.984) at a significance level of (0.05). This indicates the statistical significance of (β) for (SL) variable. The value of (β) shows that increasing (SL) by one unit will lead to an 83% increase in (STO). The Adu (^{2}R) value of (0.436) shows that the (SL) explains 69% of variables affecting (STO) .

The first sub-hypothesis
There is no statistically significant effect of the stakeholder involvement dimension in (STO) .
(STO) = 1.010 + 0.675 (stakeholder participation)

Table (4) shows the following:

The value of (The extracted value of F is (232.561), which is greater than the tabulated value of F (3.94) at a significance level of (0.05). Therefore, we reject the null hypothesis and accept the alternative hypothesis, which states that there is a statistically significant effect of stakeholder participation in (STO) . results indicate that stakeholder participation has a statistically significant effect on supporting the practices of STO at Baghdad and Najaf airports. Activating communication mechanisms with official and unofficial entities and coordinating various interests within the work environment contributes to building balanced strategies that enhance the efficiency of smart tourism operations. This effect demonstrates that involving stakeholders in decision-making and strategic direction enables the airport to respond flexibly to market demands and develop innovative services that keep pace with changes in the competitive environment. This approach also enhances the airport's ability to achieve alignment between stakeholders, creating a more harmonious work environment and supporting the implementation of digital initiatives that keep pace with the standards of globally recognized (STO) . The extracted value of (β) for stakeholder participation dimension was recorded as (15.250), which is greater than the tabulated value of (1.984) at a significance level of (0.05). This indicates the proven significance of (β) for stakeholder participation dimension. It is also evident from the value of (β) that increasing the stakeholder participation dimension by one unit will lead to an increase in STOby (67%). From the value of Adju (^{2}R), it is evident that the stakeholder participation dimension explains (54%) of the variables that occur in (STO) .

The second sub-hypothesis
There is no statistically significant effect of the resource mobilization dimension in (STO) .
(STO) = 0.843 + 0.710 (Resource Filling)

Table (4) shows the following:

value achieved (The extracted value of F is (300.927), which is greater than the tabulated value of F (3.94) at a significance level of (0.05). Therefore, we reject the null hypothesis and accept alternative hypothesis, which states that (the resource mobilization dimension has a statistically significant effect in (STO)). The results indicate that resource mobilization dimension has a statistically significant effect on enhancing STO at Baghdad and Najaf airports. effective utilization of human, technological, financial resources contributes to building a flexible organizational base capable of adapting to requirements of smart operations. This effect is manifested through the airport management's ability to attract specialized talent, adopt advanced technologies, provide supportive infrastructure that enables development of tourism services in line with travelers' expectations and international standards. Furthermore, the integration and utilization of resources within a clear strategic vision enhances innovation in service delivery, supports the continuity of digital transformation, and provides a regulatory environment capable of keeping pace with modern tourism and technological challenges. This reflects the role of resource mobilization as a key driver for achieving the smart airport model. The extracted t-value (β) for the resource mobilization dimension was (17.347), which is greater than the tabulated t-value (1.984) at a significance level of (0.05). This indicates the statistical significance of (β) for the resource mobilization dimension. The value of (β) shows that increasing the resource mobilization dimension by one unit will lead to a 71% increase in

(STO) . The Adju (²R) value indicates that the resource mobilization dimension explains approximately (60%) of the variables affecting (STO) .

Program outputsSMART PLS 4

The (third sub-hypothesis)
There is no statistically significant effect of the knowledge development dimension in (STO) .
(STO) = 0.935 + 0.699 (Knowledge Development)

Table (4) shows the following:

The value achieved (The extracted value of F is (268.762), which is greater than the tabulated value of F (3.94) at a significance level of (0.05). Therefore, we reject the null hypothesis and accept alternative hypothesis, which states that (there is a statistically significant effect of (KD) dimension (KD) in (STO). The results indicate that the (KD) dimension has a statistically significant effect on enhancing the practices of STO at Baghdad, Najaf airports. Investment in building cognitive capacities and improving employee skills is reflected in the overall performance of the airport. Openness to leading experiences, adoption of modern knowledge-based approaches, and the formation of innovative work teams contribute to creating a work environment based on continuous learning, which enhances the airport's ability adopt smart technologies and provide value-added tourism services. This effect highlights the importance of knowledge as an enabling element in dealing with environmental changes, investing in opportunities, and achieving institutional transformation towards smart tourism models, through creating an internal system characterized by flexibility, readiness for modernization, and engagement in innovation. The extracted value of (β) for the (KD) dimension was recorded as (16.394), which is greater than the tabulated value of (1.984) at a significance level of (0.05). This indicates the proven significance of (β) for (KD) dimension. It is also evident from the value of (β) that increasing the (KD) dimension by one unit will lead to an increase in STOby (69%). And from the valued (²R) shows that after knowledge development, it explains (57%) of the variables that occur in (STO) . .

The fourth sub-hypothesis
There is no statistically significant effect of the culture management dimension in (STO) .
(STO) = 0.738 + 0.764 (Culture Management)

Table (4) shows the following:

The value of (F) The extracted value is (390.560). Since it is greater than the tabulated value of (F) of (3.94) at a significance level of (0.05), we reject the null hypothesis and accept alternative hypothesis, which states that (there is a statistically significant effect of culture management dimension in (STO). The results indicate that the culture management dimension has a statistically significant effect in supporting the practices of STOin Baghdad and Najaf airports, as directing organizational values and behaviors towards a work environment based on innovation and continuous improvement directly contributes to preparing the airport to adopt smart models. This effect is manifested through the establishment of an administrative culture that embraces quality and excellence, encourages individual initiatives, and motivates collective learning, which enhances institutional harmony and increases the airport's ability to adapt to technological and tourism changes. This role also highlights that organizational culture is not merely a conceptual framework, but a crucial element in creating a renewed corporate identity that supports the sustainability of smart performance and delivers a distinctive travel experience aligned with global standards for modern tourism organizations. The extracted t-value (β) for the culture management dimension was recorded at (19.763), which is greater

than the tabulated t-value (1.984) at a significance level of (0.05). This indicates the statistical significance of (β) for the culture management dimension. Furthermore, the value of (β) shows that increasing the culture management dimension by one unit will lead to a 76% increase in (STO) . And from the value The Adu (^{2}R) value of (0.386) indicates that the cultural management dimension explains (66%) of the variables that occur in (STO) .

Table (4) Statistical indicators for analyzing the impact of ((SL)) dimensions in (STO)

Dependent variable	Dimensions of the ((SL)) variable			(t)	(R)	(R2)	Adju (R2)	(F)	Sig	decision
(STO)	Stakeholder participation	(α)	1.010	6.362	0.738	0.544	0.542	232.561	0.000	Proof of the alternative hypothesis
		(β)	0.675	15,250						
	Resource mobilization	(α)	0.843	5.640	0.779	0.607	0.605	300.927	0.000	Proof of the alternative hypothesis
		(β)	0.710	17,347						
	Knowledge development	(α)	0.935	6.134	0.761	0.580	0.577	268.762	0.000	Proof of the alternative hypothesis
		(β)	0.699	16.394						
	Department of Culture	(α)	0.738	5.401	0.817	0.667	0.665	390,560	0.000	Proof of the alternative hypothesis
		(β)	0.764	19,763						
	(SL)	(α)	0.457	3.282	0.837	0.701	0.699	456.981	0.000	Proof of the alternative hypothesis
		(β)	0.834	21.377						
(N) = 197) /////((F) Tabular =3.94) ((t) Tabular = 1.984										

Source: Program outputsSPSS V.28

4. Conclusion

a. The study showed that Baghdad and Najaf International Airports pay great attention to stakeholder participation, reflecting an administrative awareness of the importance of participatory relationships in improving performance achieving strategic goals. Despite the remarkable progress, there is a need to strengthen proactive planning, especially in addressing community issues, to ensure an effective balance between the present and the future.

b. It has become clear that the management of Baghdad and Najaf International Airports is showing good interest in mobilizing resources by employing modern technology, attracting talent, promoting a stimulating knowledge environment, which contributes to raising operational efficiency and achieving institutional excellence. This trend is an indication of strategic awareness of the importance of resource management as a tool to enhance competitiveness in a changing work environment.

c. It showed The results show that management of two airports studied pays considerable attention to the dimension of "knowledge development," which was positively assessed by the respondents. SO, administration seeks to build a knowledge-based organizational environment by being open to the successful experiences of airports in neighboring countries that have achieved advanced performance indicators, and by using them to improve its internal practices. .

d. The results indicate that the management of the two airports studied demonstrates a strong commitment to "organizational culture management," as

perceived by the respondents. The management strives to cultivate a robust deep-rooted corporate culture by promoting shared administrative values and principles, and by moving away from the excessive dominance of security, which often overshadows the nature of work in airport environments.

Recommendations

a. Continuing to adopt modern technologies and expanding their application in various aspects of airport operations, with a focus on artificial intelligence to enhance operational efficiency and decision-making accuracy.
b. Establishing a specialized knowledge management unit that will collect, document, and transfer internal and external knowledge and link it to ongoing training programs, with a focus on utilizing global best practices in airport management.
c. Working to establish a positive organizational culture by reviewing and reformulating institutional values in a way that enhances institutional belonging and professionalism, while taking into account the balance between security and organizational dimensions to prevent the security aspect from dominating the smooth flow of daily operations.

REFERENCES

[1] G. Birollo and S. Teerikangas, "Acquired middle managers' strategy roles & value creation in cross-border acquisitions," *Eur. Manage. J.*, vol. 40, no. 5, pp. 601–612, Oct. 2022.

[2] S. Dajah, "Effective change implementation through (sl)es," *Int. J. Acad. Res. Bus. Social Sci.*, vol. 14, no. 1, 2024.

[3] I. R. Ibrahim, "The effect of the (SL) in enhancing organizational immunity: An analytical study of the opinions of a sample of administrative leaders in some private banks in Baghdad," *Sci. Quart. Int. Open Access Peer-Rev. J.*, vol. 43, no. 142, 2024.

[4] S. Hazim, "The interactive role of strategic transparency in the relationship between (SL) and strategic renewal / a case study in a sample of Iraqi private universities and colleges," *Nasaq J.*, vol. 43, no. 1, 2024.

[5] H. Al-Shaibani and M. Katea, "Adopting artificial intelligence & role employee voice in workplace: The mediating role of organizational listening- an analytical study of telecom companies in Iraq," *Amer. J. Educ. Eval. Studies*, vol. 2, no. 8, Aug. 2025.

[6] F. R. David and F. David, *Strategic Management: A Competitive Advantage Approach, Concepts and Cases*, 16th ed. Upper Saddle River, NJ: Pearson Education, 2017.

[7] S. D. Dmytriyev, R. E. Freeman, and J. Horsch, "The relationship between stakeholder theory and corporate social responsibility: Differences, similarities, and implications for social issues in management," *J. Manage. Studies*, vol. 58, no. 6, 2021.

[8] J. A. Habich and I. N. Boga, "Influence of stakeholders participation on performance of hunger safety net project in Isiolo county," *Int. J. Current Aspects*, vol. 8, no. 1, 2024.

[9] F. T. Rothaermel, *Strategic Management*, 2nd ed. New York: McGraw-Hill Education, 2017.

[10] G. G. Dess, G. T. Lumpkin, A. B. Eisner, and G. McNamara, *Strategic Management: Text and Cases*, 7th ed. New York: McGraw-Hill Education, 2014.

[11] A. Gol Hasani and H. Irad, "The role of resource mobilization theory in social movement," *Int. J. Multicultural Multireligious Understand.*, vol. 3, no. 6, pp. 11–17, 2016.

[12] M. Martynenko and O. Menshykov, "Development of organizational knowledge system in the structure of vocational education," *Econ. Ann.-XXI*, vol. 165, no. 5-6, pp. 16–19, 2017.

[13] A. Karlton, J. Sanne, and J. Anderson, "Knowledge management infrastructure to support quality improvement in four European hospitals," *Health Policy*, vol. 124, no. 11, pp. 1214–1220, Nov. 2020.

[14] A. N. Hussain and A. G. Atiyah, "(SL) practices and their role in achieving strategic transparency- analytical study of the views of a sample of the managers of the / Kufa & Muthanna cement plant," *J. Adv. Res. Dyn. Control Syst.*, vol. 11, no. 10, pp. 1761–1772, 2019.

[15] R. L. Daft, J. Murphy, and H. Willmott, *Organization Theory & Design: An International Perspective*, 4th ed. Andover, UK: Cengage Learning EMEA, 2020.

[16] V. J. Teräväinen, "Organizational culture of a construction company and its importance to construction efficiency," Ph.D. dissertation, Faculty of Built Environment, Tampere Univ., Tampere, Finland, 2021.
[17] Y. M. Al-seqeal, "The impact of authentic leadership on smart organization in Jordan telecom group (Orange)," *J. Mgmt. Sustainability*, vol. 12, no. 2, pp. 36, 2022.
[18] Y. M. Al-Shyyab, "The impact of authentic leadership on smart organization in Jordan telecom group (Orange)," *J. Mgmt. Sustainability*, vol. 12, no. 2, pp. 36, 2022.
[19] A. Adamik and A. Walecka, "The maturity of using the organization's relational intelligence in the processes of building relational capital: A smart organization example," *Int. J. Contemp. Manage.*, vol. 60, no. 1, pp. 7–27, 2024.
[20] F. Maimone, *Change Management: Gestire il Cambiano Organization con un Approccio Human Centered*. Milan, Italy: FrancoAngeli, 2018.
[21] C. Bratianu and R. Beinart, "From smart to wise organizations," in *Proc. 19th Int. Forum Knowl. Assets Dynamics (IFKAD) – Translating Knowledge into Innovation*, Madrid, Spain, 2024, pp. 112–120.
[22] Pescatoers, "From smart to wise organizations," in *Proc. 19th Int. Forum Knowl. Assets Dynamics (IFKAD) – Translating Knowledge into Innovation*, Madrid, Spain, 2022, pp. 112–120.
[23] L. Narayanamma and P. Janakiram, "Strategic human resource management & digitization of HR for sustainable development," *J. Mech. Continua Math. Sci.*, vol. 14, no. 5, pp. 83–94, 2019.
[24] F. Dalou, "Smart organization strategies and its impact on achieving competitive advantage, evidence from Jordanian company," *Tuijin Jishu/J. Propuls. Technol.*, vol. 45, no. 3, pp. 104–112, 2024.
[25] E. Y. Zheleznyak and I. V. Zmiivska, "Digital platforms for business," *Academic Journals Index*, 2025.
[26] G. H. Godlewska, T. Pilewicz, and P. Zarebski, "Smart organization in the public sector," in *Sustainable Local Development in the European Union*, Routledge, 2024, pp. 45–60.
[27] A. H. Langer, H. A. Ahmed, and S. M. Aljubory, "The (SL) and its impact on the entrepreneurial orientation of business organizations," *AL-Qadisiyah J. Admin. Econ. Sci.*, vol. 24, spec. iss. 1, pp. 110–123, 2022.
[28] J. Heizer, B. Render, and C. Munson, *Operations Management: Sustainability and Supply Chain Management*, 12th ed. Harlow, UK: Pearson Education, 2017.
[29] X. Wang, "The effect of service marketing mix (7Ps) on purchase intention in the script killing industry," *Acad. J. Manage. Social Sci.*, vol. 4, no. 2, pp. 179–191, 2023.
[30] A. Donadio, *Smarting Up! The Smart Organization: Una Nuova Relation Persona e Organization*. Milan, Italy: Franco Angeli, 2017.
[31] I. Pescatore, "Smart organizations: A new relationship between organizations and individuals in the digital age," *Int. J. Contemp. Manage.*, vol. 7, no. 2, pp. 1–12, 2022.
[32] J. H. Lee and S. Lee, "Relationships between physical environments and creativity: A scanning review," *Creativity Res. J.*, vol. 48, pp. 101–111, 2023.