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The Role of Strategic Dexterity in Enhancing the Entrepreneurial Strategy of Tourism Companies in Babylon Governorate, Iraq

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ABSTRACT: Due to the increased competition among tourism businesses for market share and financial success, these companies look to gain a competitive advantage by adopting modern administrative tools, the most important of which is strategic dexterity, which ensures the success of the entrepreneurial strategy in the tourism market. In order to better understand the relationship between strategic dexterity and the entrepreneurial strategy of tourism companies in Babylon Governorate, the research set out to explain the concepts of strategic dexterity and entrepreneurial strategy, identifying their importance, types, and dimensions. To achive the aims of the study, two hypotheses are set; first, There is no statistically significant difference between the opinions of the study sample about the reality of strategic dexterity and entrepreneurial strategy in tourism companies in Babylon Governorate. Second, there is no statistically significant relationship between the dimensions of strategic ambidexterity and the dimensions of entrepreneurial strategy in tourism companies in Babylon Governorate. The descriptive analytical approach was utilized in the study, and a questionnaire was used to gather data from a random sample of (383) employees in tourism companies in the Babylon Governorate. Moreover, there is a statistically significant relationship between the dimensions of strategic dexterity and the dimensions of entrepreneurial strategy in tourism companies in Babylon Governorate. The study suggested that the company's material and human resources be utilized optimally, and that the company's management assume responsibility for the risk of entering emerging markets and offering unconventional products and services, as well as initiating market research and future exploratory studies.

KEYWORD: strategic dexterity, entrepreneurial strategy, tourism companies, Babylon Governerate.

1. Introduction

Nowadays, the tourism industry has witnessed many delightful modifications and changes in the overall system, including modern capabilities, changing customer trends and desires, and the competing struggles over diversity have changed again. These repercussions have manifested themselves in the work of tourism companies, which have been compelled to adopt modern trends in strategic planning in order to evaluate their current and future programs and plans, correct their course, address their weaknesses, confront current challenges, and monitor competitors. The use of the entrepreneurial strategy by tourism companies allows them to move from a modest or declining competitive position in the tourism market to a more efficient and better competitive position by attempting to provide the most distinguished and quality tourism products and services among competitors in light of the expected developments in the near future. When tourism companies use an entrepreneurial strategy, they make smart and inspiring choices that help them take

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advantage of opportunities, find new ones, face problems, and find creative and unique solutions. This process induces changes in the organization's objectives and business domains, enhancing its ability to address external environmental factors effectively.

Consequently, it positions the organization as a leader and innovator, better equipped to adapt to rapid advancements swiftly. Hence, the adoption of an entrepreneurial approach eventually results in the creation of additional value for the learning organization via the cultivation of creative and innovative behaviors. This, in turn, brings about many advantages for the organization in terms of organizational development, marketing effectiveness, and financial profitability. The discussion above highlights the evident correlation and mutual reinforcement between strategic dexterity and strategic entrepreneurial in the attainment of organizational objectives and profitability within the tourism industry. Consequently, the present study aims to investigate the impact of strategic dexterity on the enhancement of entrepreneurial strategies employed by tourism companies situated in Babil Governorate, Iraq.

2. Review of Literature

2.1. The Concept of Strategic Dexterity

Strategic ambidexterity refers to the organizational capacity to effectively adapt and respond to changes in the business environment by leveraging creativity and focusing on short-term objectives (Smith & Tushman, 2005, p. 523). It involves allocating resources to meet immediate needs while also exploring new opportunities for long-term sustainability (Rashid and Abdel Reda, 2014, p. 13). Furthermore, strategic dexterity includes an organization's skill in coming up with new products and services that meet customer needs, as well as its ability to improve service delivery methods, solve problems, and lower costs, all of which give the organization a competitive edge (Acosta, et al., 2018, p. 8). According to Shabbat (2022, p. 5), strategic dexterity is also an organization's ability to meet the wants and needs of its customers and find a balance between its strengths in taking advantage of current opportunities and exploring future ones, taking into account the capabilities it has at its disposal. This is because achieving strategic dexterity requires finding a balance between exploitation ambidexterity and exploration ambidexterity.

2.1.1.The Importance of Strategic Dexterity

As with Jamal and Abd (2020, p. 116), Al-Baadari and Rasheed (2022, p. 186), and Ahmed and Hamad (2022, p. 165), the importance of strategic dexterity is as follows:

- Assisting the organization in improving its short-term objectives and developing its long-term goals, with the purpose of assuring current and future success, growth, and competition.
- Improving the organization’s performance now and in the future by adapting to internal and external environmental changes.
- Remaining current with regulatory environment changes, examining its components, looking into potential development prospects, and creating suitable strategies to optimize the exploitation of all human and material resources.
- It provides the organization with a variety of alternatives, scenarios, and options for coping with the management of contradictions, changes, and tensions in the business field today and in the future, thereby achieving the organization's superiority and differentiation from competitors.
- Achieving sustainable competitive advantage for the organization.
- Developing human capital capabilities, strengthening relationships between senior management and employees, and monitoring employees' responses to the organization's objectives, plans, and policies.

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2.1.2. Types of Strategic Dexterity

- **Structural Dexterity:** It is intended to develop the organizational structure by defining the functional specializations of each department and increasing the efficiency of job rotation, with the goal of improving the ability to exploit, explore, and innovate, identifying future needs for new jobs, and improving incentive and training systems in accordance with work requirements (Abdel-Wahab and Ahmed, 2019, p. 11).
- **Exploratory Dexterity:** It refers to the procedures and policies that enable an organization to continue providing services in current markets while also exploring new opportunities to reach potential markets, attract customers, and gain a competitive advantage by improving current products and services and developing new products and services that satisfy customer ambitions, keep pace with change in their desires, and are consistent with market requirements (Al-Mahasna, 2017, p.32). It also refers to the organization's capacity to follow new methods, withstand hazards and risks, and adapt to changes in the external environment (Iyer et al., 2020, p.3).
- **Contextual Dexterity:** This includes utilizing experiments and activities that motivate and encourage workers to general creativity, balancing contradictory activities and practices intended by creative and exploratory ingenuity activities, and harmonizing the requirements of exploitation and exploration ingenuity (Zahr, 2017, p. 44).
- **Investment Dexterity:** It is intended to develop the organization's activities and practices with the aim of achieving added value and benefiting from the skills, experiences and capabilities it possesses to obtain competitive advantage. Therefore, the ability to make successful investments is associated with several factors, such as the selection process, operational efficiency, production capabilities, learning capabilities, implementation strategies, experimentation, and ongoing development (Al-Janazara, 2020, p. 20). Additionally, it is also connected to the ability to save time and costs while enhancing overall efficiency. According to Hamad (2021), organizations aim to enhance their strategic position by optimizing operations and services, as well as by continuously improving the quality of their products and services. This is achieved through the utilization of modern technologies, skills, and the application of accumulated experience. The ultimate objective is to align these efforts with the organization's goals (p. 62).

2.1.3. The Dimensions of Strategic Dexterity

- **The Exploration:** It refers to the organization's exploration of available opportunities to develop its business, determine the levels of risks and threats to which it is exposed, and become aware of changes in the nature of markets and changing customer behavior through environmental scanning research of the external environment, exploratory research studies, and the organization's possession of mechanisms for applying exploratory practices in accordance with the requirements of the external environment. Moreover, in the manner, manner, and speed appropriate to the level of change (Al-Bashqali and Jajou, 2015, p. 332).
- **The Exploitation:** This concept refers to the utilization of an organization's internal capacities to generate novel knowledge for the development of products and services. Additionally, it involves leveraging the organization's capabilities to explore unconventional solutions that facilitate the identification of new opportunities. By doing so, the organization aims to foster creativity and excellence in delivering innovative services, aligning with its available resources and capabilities (Min & Kim, 2021, p. 2). Moreover, these capabilities comply with changes in the market and the development of technological technologies in order to achieve a competitive advantage based on the optimal employment of resources with the required efficiency and effectiveness (Al-Bashqali and Jojo, 2015, p. 332).

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- **The Sensoring:** The concept entails the anticipation of advantageous factors that can be capitalized on (opportunities) and the identification of detrimental factors that pose risks (threats). This is achieved through diligent examination and investigation of the external environment and subsequently utilizing these findings to optimize the utilization of the organization's resources, arrange its activities and procedures, and formulate a strategic vision that facilitates the organization's equilibrium, continuity, growth, and development over an extended period (Bodwell & Chermack, 2010, p. 7). Additionally, it involves periodic exploration for new opportunities in the short-term (exploration dexterity), alongside a focus on exploiting existing capabilities (exploitation prowess). This approach ensures that the organization effectively manages and adapts to the rapid changes occurring in the external environment (Salman, 2022, p. 29).
- **The Investment:** It refers to increasing the organization's knowledge and experience resources, as well as acquiring more new experiences and updated skills that add additional value from creativity and innovation, which ultimately results in investment innovation, which is intended to activate technological innovative activities that lead to improving current products and services and increasing satisfaction. Customers, as well as meeting the requirements of the business environment (Lind, 2020, p. 10), as well as investing in the organization's human capital, particularly in the field of education and training, with the goal of increasing human resources' expertise and skills, which maximizes the organization's capabilities and improves its outputs (Al-Anazi and Al-Mulla, 2017, p. 29).

2.2. The Concept of Entrepreneurial Strategy

Entrepreneurial strategy is defined as developing scenarios that are useful in mobilizing organizational capabilities and motivating employees who are distinguished by their commitment to the strategic vision to discover opportunities and generate strategic value for the organization (Huang, et al., 2014, p. 253). Entrepreneurial strategy also refers to the effective model of leadership that uses... In solving problems that describe an uncertain business environment, it also supports creativity, innovation, and opportunity exploitation skills (Bagheri, 2017, p. 3). Entrepreneurial strategy refers to an organization's capacity to forecast future challenges, create an exciting entrepreneurial vision for the workgroup, and instill trust in workers' leadership skills and capabilities that stimulate and promote work improvement (Al-Hawajra, 2018, p. 417). Furthermore, it signifies the organization's ability to adjust to both internal and external environmental factors promptly. The attainment of development and growth is accomplished by the dedicated allocation of effort, time, and material and human resources towards the fulfillment of an organization's objectives (Al-Arifi, 2023, p. 194).

2.2.1.The Importance of Entrepreneurial Strategy

According to Al-Shammari (2015, p.180), Al-Rumaidi and Muhammad (2020, p. 5), Al-Ghamdi (2021, p. 151), Alsharif, et al. (2021, p. 3), and Nguyen, et al. (2021, p. 2), the importance of the entrepreneurial strategy is explained as follows:

- The success of the organization is contingent upon the implementation of strategic leadership by management, which entails the cultivation of knowledge, skills, and expertise in creativity, innovation, and creative problem-solving.
- Contributing to the improvement of organizational performance and the management of an unpredictable business environment.
- Encouraging employees to be convinced of the organization’s risk-based values, innovating new services and products, and supporting operating systems in order to gain competitive advantage.

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- Supporting an organization's development, continuity, and excellence goals, as well as increasing organizational performance to achieve higher profitability.
- Strategic management of crises and addressing challenges, especially in a work environment characterized by constant change and ambiguity.
- Promoting constructive communication between senior management and employees, as well as encouraging employee engagement in work teams, in order to fulfill the organization's objectives.

2.2.2.The Dimentions of Entrepreneurial Strategy

- **The Strategic View:** The strategic vision of an organization serves as a primary motivator for employees in their pursuit of generating additional value. This is accomplished through the active engagement of employees in the pursuit of organizational excellence and leadership. The precise articulation of the strategic vision plays a crucial role in differentiating the organization's operations and attaining market excellence. Furthermore, the strategic vision of an organization is closely linked to its ability to adapt and respond effectively to both internal and external challenges and threats (Jamal and Taher, 2017, p. 363).

Creativity and Innovation: Creativity, on the one hand, is defined as the administrative process that seeks to generate new ideas and translate them into distinct products and services that achieve leadership for the organization and contribute to building its competitive advantage (Castro & Harmon, 2016, p. 14). Innovation, on the other hand, means providing new, unknown products and services that Achieve high value, such as solving problems in unconventional ways, developing current services, and introducing modern technologies that distinguish the organization from other competitors (Maghawry, 2016, p. 546). Thus, the complementarity between creativity and innovation is readily apparent. Creativity emphasizes the theoretical aspects of idea generation, while innovation emphasizes the applied aspects that transform unconventional ideas into innovative initiatives and practices (Al-Ghamdi, 2021, p. 154).

- **The Proactivity:** It means taking the initiative through monitoring the continuous changes that occur in the commercial environment and in the trends and desires of customers, as well as keeping pace with modern technological technologies in the field of business (Alderman, 2011, p. 559).
- **The Investing Opportunities:** According to Al-Subaie (2019, p. 18), strategic innovation refers to the process by which senior management identifies and explores potential opportunities for organizational development. These opportunities are carefully evaluated and utilized to create novel products and services that offer strategic value. This enables the organization to adapt to rapid changes in its environment. Additionally, it involves identifying the necessary resources, needs, and capabilities to address present and future crises effectively. This helps to develop organizational behavior based on creativity and innovation, which is reflected in the development of new products and services (Shirokova, et al., 2019, p. 73).
- **The Risk:** It entails administrative leadership taking risks without knowing the potential outcomes, such as entering uncharted markets, making unsecured investments in the field of modern technology, or taking financial risks.

3. Methodology

The descriptive-analytic method and the applied method via statistical analysis of the questionnaire are used in the current investigation. The research is concerned with tourism companies in Babil Governorate, Iraq. The questionnaire form was distributed via Google Forms on the Internet during the period from 9/15/2023 to 10/3/2023. Moreover, it consists of a random sample of 383 employees of tourism companies in the Governorate of Babil.

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3.1.The Samples of the Study

The simples of the study were chosen randomly from (35) tourism companies in Babylon Governorate, Iraq, according to the equation for determining the size of the study sample, which states:

$$n = \left(\frac{Z_a \cdot p}{ME_p}\right)^2$$

(Minh, 2021, p.77)

Where n refers to the sample size to be measured, Za represents the confidence limit or significance degree (1.96), p is the standard error for the study population (0.5), and ME points out to confidence limit or significance degree for the arithmetic mean of the study population (0.05). Thus,

$$n = \left[\frac{(1.96).(0.5)}{0.05}\right]^2 = 384$$

As a result, 384 questionnaires were issued through the Internet (electronic questionnaire) to a simple random sample of employees in tourist enterprises in Babylon Governorate, and 383 questions were statistically analyzed after one incomplete questionnaire was excluded.

3.2. The Instrument of the Study

The research used the questionnaire form as the main tool for collecting field data. The questionnaire was designed in the form of personal and objective questions related to the role of strategic dexterity in enhancing the entrepreneurial strategy of tourism companies in Babil Governorate, Iraq. The respondent answers the questions by choosing one of the restricted answers. The questionnaire consisted of (27) A question was divided into two axes. The first axis dealt with strategic prowess and consisted of (12) questions. The second axis dealt with entrepreneurial strategy and consisted of (15) questions. The answers were formulated on a five-point Likert scale, where five options were given: (completely disagree, disagree, partially agree, agree, completely agree), and the scale scores were classified as follows: See Table (1):

Table (1): Questionnaire answer scale

Scale	completely disagree	disagree	partially agree	agree	completely agree
Score	1	2	3	4	5
Duration	1.00-1.80	1.80-2.60	2.60-3.40	3.40-4.20	5.00-4.20

3.3. The Validity of the Questionnaire

The content validity of a questionnaire reveals its appropriateness to assess what it was designed to test. The Pearson correlation coefficient between each questionnaire statement and the average replies to all axis statements was used to establish the questionnaire's content validity. **0.798

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Table (2) Content validity using (Pearson correlation) for the first axis (strategic dexterity)

No.	The Statement	Correlation coefficient	Statistical significance
First: The Exploration			
1.	**The company is interested in monitoring market possibilities to increase market share.**	**0.78****	**0.000**
2.	**The company identifies and resolves vulnerabilities and threats.**	**0.650****	**0.000**
3.	**The company is eager to identify and swiftly resolve consumer problems.**	**0.866****	**0.000**
Second: The Exploitation			
4.	**The company uses its financial resources efficiently to achieve its goals**	**0.711****	**0.000**
5.	**The company applies a policy of job recycling to benefit from employees' experiences**	**0.775****	**0.000**
6.	**The company uses its material and human capabilities to respond to customer requests.**	**0.710****	**0.000**
Third: The Sensoring			
7.	**The company studies the services offered by competitors and tries to excel in them**	**0.798****	**0.000**
8.	**The company looks for changes and shifts in customer needs and desires and strives to achieve them**	**0.825****	**0.000**
9.	**The company has plans to enhance its services in response to external environment changes.**	**0.630****	**0.000**
Fourth: The Investment			
10.	**The company is keen to develop the capabilities of its employees and considers their human capital.**	**0.810****	**0.000**
11.	**The company tries to reduce production costs without affecting the quality of services provided.**	**0.877****	**0.000**
12.	**The company is interested in providing added value to customers, which improves its competitive position in the tourism market.**	**0.690****	**0.000**

Table (2) demonstrates that all Pearson correlation coefficients between each of the first axis statements and the average answers for the axis to which it belongs were statistically significant at the 0.01 level, indicating that the strategic dexterity axis statements have a high degree of content validity.

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Table (3) Content validity using (Pearson correlation) for the second axis (Entrepreneurial Strategy)

No.	The Statement	Correlation coefficient	Statistical significance
First: The Strategic View			
1.	The company's vision is clear through its strategy in the short and long period.	0.815**	0.000
2.	The company is keen to ensure that employees realize its vision through organizational culture.	0.770**	0.000
3.	There is compatibility between the company's view and the employees' goals and capabilities.	0.890**	0.000
Second: The Creativity and Innovation			
4.	The company seeks to create products and services that distinguish it from competitors.	0.880**	0.000
5.	The company encourages employees to present their unconventional ideas freely without restrictions.	0.710**	0.000
6.	The company provides inventive employees with material and moral incentives.	0.650**	0.000
Third: The Proactivity			
7.	The company studies changes in customer trends to provide services that suit them	0.701**	0.000
8.	The company offers new products and services that differ from what competitors offer.	0.650**	0.000
9.	The company is expanding the market and opening new unknown markets.	0.635**	0.000
Fourth: Investing Opportunities			
10.	The company identifies and solves the weaknesses and enhances strengths to improve performance and quality of services.	0.860**	0.000
11.	The company effectively uses all its financial and human resources to achieve its goals.	0.825**	0.000
12.	The company provides training to employees to raise their skills and improve their efficiency.	0.710**	0.000
Fifth: The Risk			
13.	The company is able to take risks in entering.new markets.	0.790**	0.000
14.	The company bears financial risks if prices are reduced during the tourist recession.	0777**	0.000
15.	The company's management bears responsibility for its decisions and admits mistakes, which increases confidence in it.	0.615**	0.000

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Table (3) reveals that all Pearson correlation coefficients between each statement of the second axis and the average answers for the axis to which it belongs were statistically significant at the level of 0.01; this indicates that the statements of the entrepreneurial strategy axis have a high degree of content validity.

3.4. The Reliability of the Questionnaire

The reliability of the scale for the questionnaire was determined using the Cronbach Alpha coefficient, which is useful in verifying the degree of stability of the scale used using the program (SPSS, V.24).

Table (4): Cronbach's alpha reliability coefficient for the questionnaire axes

Axis	Title	The Number of Statements	Cronbach's alpha coefficient
First	strategic dexterity	12	0.780
Second	entrepreneurial strategy	15	0.820
Total		27	0.850

The Cronbach's alpha coefficient for the questionnaire, which comprised of 27 statements, was 0.850, indicating a high degree of reliability of the questionnaire scale, as shown in Table (4).

4. Data Analysis

Using the statistical program SPSS, V.24, the following statistical tools were used to analyze the questionnaire: (frequency - percentage - arithmetic mean - standard deviation - Cronbach's alpha coefficient - Pearson correlations - two-variance test). The statistical analysis of the study sample about strategic dexterity is shown in the following:

Table (5): Statistical analysis of the study sample concerning the strategic dexterity

The Statement	completely disagree	disagree	partially agree	agree	completely agree	SMA	standard deviation
First: The Exploration							
The company is interested in monitoring market possibilities to increase market share.	Rep. 35	8	42	78	220	4.14	1.25
	% 9.1	2.1	11.0	20.4	57.4		
The company identifies and resolves vulnerabilities and threats.	Rep. 15	0	60	79	229	4.32	1.00
	% 3.9	0	15.7	20.6	59.8		
The company is eager to identify and swiftly resolve consumer problems.	Rep. 6	0	34	111	232	4.47	0.78
	% 1.6	0	8.9	29.0	60.6		
Second: The Exploitation							
The company applies a	Rep. 14	0	65	151	153		

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policy of job recycling to benefit from employees' experiences	**%**	**3.7**	**0**	**17.0**	**39.4**	**39.9**		
The company uses its material and human capabilities to respond to customer requests		**6**	**6**	**74**	**10**	**287**	**4.46**	**1.00**
		1.6	**1.6**	**19.2**	**2.6**	**74.9**		
Third: The Sensoring								
The company studies the services offered by competitors and tries to excel in them	**Rep.**	**3**	**3**	**84**	**118**	**175**	**4.20**	**0.88**
	%	**0.8**	**0.8**	**21.9**	**30.8**	**45.7**		
The company looks for changes and shifts in customer needs and desires and strives to achieve them	**Rep.**	**6**	**6**	**75**	**10**	**286**	**4.45**	**1.00**
	%	**1.6**	**1.6**	**19.5**	**2.6**	**74.7**		
The company has future plans to enhance its services in response to external environment changes.	**Rep.**	**15**	**0**	**76**	**109**	**183**	**4.16**	**1.00**
	%	**3.9**	**0**	**19.8**	**28.5**	**47.8**		
Fourth: The Investment								
The company is keen to develop the capabilities of its employees and considers them human capital.	**Rep.**	**6**	**29**	**60**	**75**	**213**	**4.20**	**1.05**
	%	**1.6**	**7.6**	**15.7**	**19.6**	**55.6**		
The company tries to reduce production costs without affecting the quality of services provided.	**Rep.**	**29**	**29**	**154**	**95**	**76**	**3.35**	**1.20**
	%	**7.6**	**7.6**	**40.2**	**24.8**	**19.8**		
The company is interested in providing added value to customers, which improves its competitive position in the tourism market.	**Rep.**	**58**	**0**	**154**	**95**	**76**	**3.34**	**1.23**
	%	**15.1**	**0**	**40.2**	**24.2**	**19.8**		

Table (5) displays the analysis of the study sample regarding strategic dexterity. Furthermore, it reveals the following findings:

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The mean values for the items of the first dimension (exploration) varied between (4.14), (4.32), and (4.47), with an overall average of (4.31). All standard deviation values indicate the existence of dispersion in the opinions of the study sample, which indicates that the responses fell within the range of completely agree, which ranges from (4.20 to 5.00).

The mean values for the items of the second dimension (exploitation) ranged from (4.44), (4.12), and (4.46), with a mean of (4.34). All standard deviation values indicate dispersion in the opinions of the sample population. This indicates that the responses fall within the absolutely agree range of (4.20-5.00).

The arithmetic mean values for the items of the third dimension (sensing) ranged between (4.20) for the first statement, (4.45) for the second statement, and (4.16) for the third statement, with an overall average of (4.27). All standard deviation values indicate the presence of dispersion in the opinions of the study sample. This indicates that the answers fell in the completely agree range, which ranges between (4.20-5.00).

The arithmetic mean values for the items of the third dimension (sensing) ranged between (4.20) for the first statement, (4.45) for the second statement, and (4.16) for the third statement, with an overall average of (4.27). All standard deviation values indicate the presence of dispersion in the opinions of the study sample. This indicates that the answers fell in the completely agree range, which ranges between (4.20-5.00).

The arithmetic mean values for the items of the fourth dimension (investment) ranged between (4.20) for the first statement, (3.35) for the second statement, and (3.34) for the third statement, with an overall average of (3.63). All standard deviation values indicate the presence of dispersion in the opinions of the study sample. This indicates that the answers fell in the "agree" range, which ranges between (3.40 - 4.20).

Additionally, the statistical analysis of the study sample about entrepreneurial strategy is explained as follows:

Table (6): Statistical analysis of the study samples concerning the entrepreneurial strategy

The Statement	completely disagree	disagree	partially agree	agree	completely agree	SMA	standard deviation
First: The Strategiv View							
The company's vision is clear through its strategy in the short and long period.	Rep. 33	33	88	139	90	4.22	1.32
	% 8.6	8.6	23.0	36.3	23.5		
The company identifies and resolves vulnerabilities and threats.	Rep. 6	0	73	150	154	4.16	1.84
	% 1.6	0	19.1	39.2	40.2		
The company is eager to identify and swiftly resolve consumer problems.	Rep. 35	8	42	78	220	4.14	1.25
	% 9.1	2.1	11.0	20.4	57.4		
Second: The Creativity and Innovation							
The company seeks to create products and services that distinguish it from competitors	Rep. 29	0	123	147	84	3.67	1.05
	% 7.6	0	32.1	38.4	21.9		
The company	Rep. 22	22	94	157	88	3.63	

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encourages employees to present their unconventional ideas freely without restrictions.	%	5.8	5.8	24.4	3.42	23.0		1.17
The company provides inventive employees with material and moral incentives.	Rep.	58	0	129	114	82	3.42	1.25
	%	15.1	0	33.7	29.8	21.4		
Third: The Proactivity								
The company studies changes in customer trends to provide services that suit them.	Rep.	6	0	90	109	178	4.18	0.89
	%	1.6	0	23.5	28.5	46.5		
The company offers new products and services that differ from what competitors offer.	Rep.	6	37	33	147	160	4.09	1.01
	%	1.6	9.0	8.6	38.4	41.8		
The company is expanding the market and opening new unknown markets.	Rep.	14	15	124	146	84	3.66	1.05
	%	3.7	3.9	32.4	38.1	21.9		
Fourth:Investing Apportunities								
The company identifies and solves the weaknesses and enhances strengths to improve performance and quality of services.	Rep.	0	1	30	123	229	4.45	1.30
	%	0	0.3	7.8	32.1	59.8		
The company effectively uses all its financial and human resources to achieve its goals.	Rep.	3	3	73	150	154	4.21	0.84
	%	0.8	0.8	19.1	39.2	40.2		
The company provides training to employees to raise their skills and improve their efficiency.	Rep.	33	33	88	139	90	3.48	1.32
	%	8.7	8.7	23.0	36.3	23.5		
Fifth: The Risk								
The company is able to take risks in	Rep.	6	26	47	67	237	4.31	
	%	6.1	6.8	12.3	17.5	61.9		1.02

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entering.new markets.								
The company bears financial risks if prices are reduced during the tourist recession.	**Rep.**	**6**	**0**	**160**	**173**	**44**	**3.65**	**0.74**
	%	**6.1**	**0**	**41.8**	**45.2**	**11.5**		
The company's management bears responsibility for its decisions and admits mistakes, which increases confidence in it.	**Rep.**	**22**	**22**	**94**	**157**	**88**	**3.63**	**1.17**
	%	**5.8**	**5.8**	**24.5**	**23.0**	**1.17**		

Table (6) shows the analysis of the study sample for the entrepreneurial strategy. Accordingly, the findings are explained as follows:

The mean values for the paragraphs of the first dimension (strategic view) ranged between (4.22) for the first statement, (4.16) for the second statement, and (4.14) for the third statement, with an overall average of (4.17). All standard deviation values indicate the presence of dispersion in the opinions of the study sample. This indicates that the answers fell in the "agree" range, which ranges between (3.40 - 4.20).

The mean values for the items of the second dimension (creativity and innovation) ranged between (3.67) for the first statement, (3.63) for the second statement, and (3.42) for the third statement, with an overall average of (3.57). All standard deviation values indicate the presence of dispersion in the opinions of the study sample. This indicates that the answers fell in the “agree” range, which ranges between (3.40 - 4.20).

The mean values for the items of the third dimension (the proactivity) ranged between (4.18) for the first statement, (4.09) for the second statement, and (3.66) for the third statement, with an overall average of (3.98). All standard deviation values indicate the presence of dispersion in the opinions of the study sample. This indicates that the answers fell in the "agree" range, which ranges between (3.40 - 4.20).

The mean values for the paragraphs of the fourth dimension (investing opportunities) ranged between (4.45) for the first statement, (4.21) for the second statement, and (3.48) for the third statement, with an overall average of (4.05). All standard deviation values indicate the presence of dispersion in the opinions of the study sample. This indicates that the answers fell in the “agree” range, which ranges between (3.40 - 4.20).

The mean values for the items of the fifth dimension (the risk) ranged between (4.31) for the first statement, (3.65) for the second statement, and (3.63) for the third statement, with an overall average of (3.86). All standard deviation values indicate the presence of dispersion in the opinions of the study sample. This indicates that the answers fell in the "agree" range, which ranges between (3.40 - 4.20).

4. Discussion

The validity of the first hypothesis was tested using a t-test at a significance level of (0.05) using the SPSS program as follows:

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Table (7) Testing the validity of the first hypothesis

Variable	Mean	standard deviation	Standard error of the mean	t-test	%95confidence interval for the difference between the means		Probability of significance p
					minimum	maximum	
Strategic dexterity	4.05	1.11	0.019	54.5	3.42	4.64	0.000
Entrepreneurial strategy	3.90	1.20	0.20	45.5	3.20	4.50	0.000

It is clear from Table (7) that the probability of significance p is smaller than the level of significance (0.05), and therefore, the null hypothesis is rejected. The alternative hypothesis is accepted that there are statistically significant differences between the opinions of the study sample about the reality of strategic ambidexterity and entrepreneurial strategy in tourism companies in Babylon Governorate.

Furthermore, The validity of the second hypothesis was tested using the Pearson Correlation using (SPSS, V.24) software, which is useful in revealing the presence of a significant correlation for the study elements at a significance level (0.01).

Table (8): Results of the correlation coefficient between the dimensions of strategic ambidexterity and the dimensions of entrepreneurial strategy

Dimentions	Exploration	exploitation	Sensing	investment	view	creativity	proactivity	opportunity	Risk
Exploration	1	0.688	0.744	0.755	0.624	0.744	0.770	0.760	0.620
exploitation		1	0.631	0.711	0.647	0.633	0.565	0.610	0.660
Sensing			1	0.629	0.610	0.511	0.710	0.711	0.545
investment				1	0.734	0.530	0.620	0.625	0.511
view					1	0.519	0.580	0.540	0.510
creativity						1	0.550	0.550	0.640
proactivity							1	0.580	0.660
opportunity								1	0.580
Risk									1

Table (8) indicates that there are strong positive correlations between the dimensions of strategic dexterity and the dimensions of entrepreneurial strategy, where the strongest relationships were between exploration and proactiveness with a value of (0.770), followed by the relationship between exploration and opportunities with a value of (0.760), then the relationship between sensing and exploration with a value of (0.744), and the lowest relationships between risk and strategic vision with a value of (0.510). It becomes clear that all correlations were statistically significant at the significance level (0.01), which indicates the rejection of the null hypothesis and the acceptance of the alternative hypothesis that there is a statistically significant relationship between the dimensions of strategic ambidexterity and the dimensions of the entrepreneurial strategy in tourism companies in Babylon Governorate.

5. Conclusion

In the light of the data analysis, the investigation ends with the following points:

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1. The findings show that the first dimension of strategic dexterity (exploration) was high, as the mean reached (4.31), indicating that the answers fell in the completely agree range, and this is due to the fact that tourism companies are attempting to identify and adapt to the desires of tourists.
2. The second dimension, which is (exploitation) comes next with the mean value of (4.34), indicating that the answers fell in the completely agree range, and this is due to tourism companies' eagerness to employ their material and human resources in achieving strategic success and continuity in the tourist market.
3. Then, the third dimension, which is (sensing) receives the mean value of (4.27). It indicates that the answers fell in the completely agree range, and this is due to the interest of tourism companies in learning about competing products and services and trying to be unique and distinguished from them to achieve a competitive advantage.
4. The fourth dimension of strategic dexterity, which is investment, with the mean value of (3.63), which indicates that the answers fell in the OK range, and this is due to the tourism companies' efforts to benefit from their resources, capabilities, and expertise and to maximize physical, human, and intellectual capital.
5. According to the study sample's analysis, the first dimension of the entrepreneurial strategy, which is the strategic view, as the mean reached (4.17), indicates that the answers fell in the "agree" range. This is due to the tourism companies' keenness to have a clear strategic plan that includes its vision and mission in the tourism industry.
6. The second dimension of the entrepreneurial strategy, which is creativity and innovation, as the arithmetic mean reached (3.57) indicates that the answers fell in the OK range. This is due to the awareness of tourism companies that creativity and innovation are essential factors in the strategic success of the organization and that they are the way. The most important thing is to stand out from competitors and achieve tourist satisfaction.
7. The third dimension of entrepreneurial strategy, which is proactiveness, as mean reached (3.98), indicates that the answers fell in the "agree" range. This is due to the tourism companies' tendency to be leaders in the market by providing unique products and services that competing companies do not provide.
8. The fourth dimension of the entrepreneurial strategy, which is investing in opportunities with a mean value of (4.05) indicates that the answers fell in the "ok" range. This is due to the awareness of tourism companies that entering into new markets and innovating modern methods of presenting products achieves It has a better competitive position that guarantees its strategic superiority.
9. The fifth dimension of the entrepreneurial strategy, which is a risk, as the mean reached (3.86), indicates that the answers fell in the "ok" range. This is due to the tourism companies' expectation that there will be an aspect of risk and uncertainty in their attempt to expand market share. Be a leader in the tourism market.
10. The results of testing the validity of the first hypothesis of the research indicated acceptance of the alternative hypothesis that there are statistically significant differences between the opinions of the study sample about the reality of strategic dexterity and entrepreneurial strategy in tourism companies in Babylon Governorate.
11. The results of testing the validity of the second hypothesis of the research indicated acceptance of the alternative hypothesis that there is a statistically significant relationship between the dimensions of strategic ambidexterity and the dimensions of entrepreneurial strategy in tourism companies in Babylon Governorate.

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6. Recommendations

According to the results of the study, the following recommendations are set:

1. Tourism companies' strategic plans include a long-term strategic vision that is translated into an organizational culture that employees understand and are persuaded of so that it meets their requirements.
2. In order to align with contemporary advancements in the tourism and travel sector, as well as the evolving business landscape within tourist enterprises, it is essential to modernize management methods, use cutting-edge technology, and adjust the company's business environment accordingly.
3. Achieving administrative proficiency in business management by incorporating people in strategic planning and stimulating the organizational environment to stimulate creativity and innovation.
4. Developing new tourism programs in light of careful studies of current tourism markets, their trends, and the products and services offered by competitors that satisfy tourists.
5. The optimal use of the company's material resources and the maximum development of human capital capable of accomplishing the company's objectives.
6. In order to satisfy customers, the company's management accepts its obligations to take risks by entering new markets, offering novel goods and services, and enhancing service delivery techniques.
7. Determining the company’s competitive position through competitive areas with other tourism companies and what distinguishes these companies in terms of the quality of products or services, methods of providing service, or prices.
8. Paying attention to market research and future exploratory studies in order to detect contemporary trends in tourist markets and what might differentiate the firm from rivals in the future.

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