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Article

Strategic Physiognomy and Its Impact on Tourism Crisis Management (An Exploratory Study at the Ministry of Culture, Tourism and Antiquities)

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Abstract: This study aims analyze impact of Strategic Physiognomy (SP) on tourism crisis management (TCM) in the Ministry of Culture, Tourism, Antiquities by examining its dimensions: empowerment, inspirational influence, deep understanding. The study adopted a descriptive–analytical approach, employed a set of statistical methods test relationships among the research variables. The results revealed a significant effect of Strategic Physiognomy in improving tourism crisis management. It was also found that dimensions of inspirational influence, deep understanding were the most influential in enhancing efficiency of crisis management. The study recommends strengthening Strategic Physiognomy practices, developing leadership capabilities to support crisis management in the tourism sector.

Keywords: (SP), (TCM), Inspirational Influence, Deep Understanding, Empowerment, Ministry of Culture, Tourism, and Antiquities.

1. Introduction

Contemporary organizations have witnessed a highly complex, rapidly changing work environment, making crises an almost constant phenomenon across various sectors, particularly tourism sector, which is directly affected by political, economic, health, security events. Under these circumstances, traditional crisis management methods are no longer sufficient meet growing challenges. It has become essential adopt modern management approaches capable of anticipating future, understanding surrounding changes, dealing with them flexibly effectively [1], [2], [3]. Among these approaches, concept of (SP) stands out as a modern leadership tool that enables organizations read early signs of change, analyze internal, external environment in depth, make proactive decisions contribute to mitigating effects of crises and enhancing their ability to manage them efficiently. (SP) is of particular importance in tourism institutions, given nature of tourism sector, which is extremely sensitive to crises, disruptions [4], [5], [6], [7]. Any crisis can lead a decline in tourism activity, affect reputation of tourist destination, sustainability of its cultural, economic resources. Hence need for leaders capable of employing dimensions of (SP), such as empowerment,

inspirational influence, deep understanding, in order to enhance ability of tourism institutions to respond effectively to crises, SP them into opportunities for learning and organizational development.

Research Problem

The research problem stems from attempting to answer the following main question:

To what extent does (SP) contribute to improving tourism crisis management within the Ministry of Culture, Tourism, & Antiquities?

Significance of the Research

From a scientific perspective, this research sheds light on a relatively new concept in the field of strategic management:

It also contributes enriching scientific literature related to (TCM). sector. Furthermore, it links two important variables: (SP), (TCM). From a practical perspective, SO, helps Ministry of Culture, Tourism, Antiquities develop mechanisms for predicting & preparing tourism crises. It contributes providing practical recommendations for enhancing institutional capacity (TCM), supports decision-makers in tourism sector in developing effective strategies it dealing with crises.

Research Objectives

This research aims achieve several objectives, most notably:

1. To identify the concept of (SP) & dimensions in governmental institutions.
2. To explain the nature of (TCM) facing tourism sector.
3. To analyze relationship between (SP) & (TCM).
4. To measure impact of (SP) on improving (TCM)in the Ministry of Culture, Tourism, and Antiquities.
5. To present a set of proposals that contribute developing mechanisms for (TCM)

Research Hypotheses

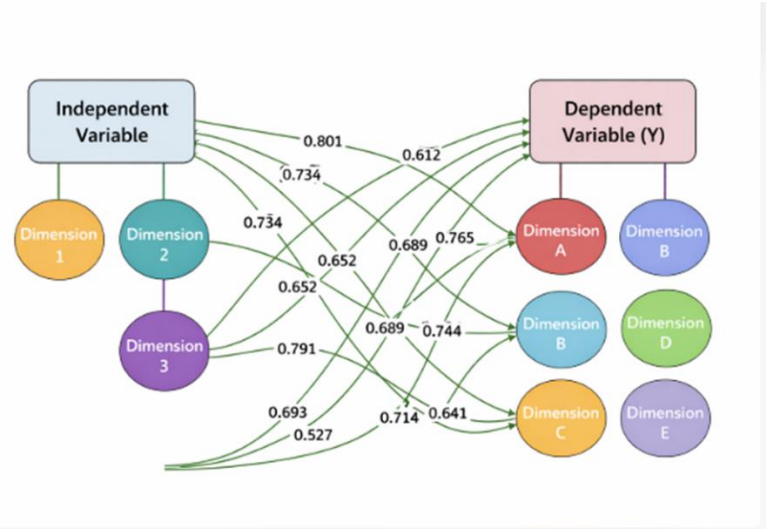
The research is based on a set of hypotheses, most prominent of which is:

H1: There is a statistically significant effect of (SP) in managing tourism crises. This hypothesis branches into following sub-hypotheses:

H1-a: There is a statistically significant effect of empowerment dimension in (TCM).

H2-b: There is a statistically significant effect deep understanding dimension in (TCM).

Hypothetical Plan



2. Materials and Methods

The research is based on descriptive analytical approach, through reviewing literature, previous studies related (SP), (TCM). using questionnaire as main tool for collecting data from employees in Ministry of Culture, Tourism & Antiquities, in addition to analyzing data using appropriate statistical methods to reach results [8], [9].

Research Scope

1. Spatial Scope: The Ministry of Culture, Tourism, and Antiquities in Iraq.
2. Temporal Scope: The period during which research is conducted.
3. Thematic Scope: A study of impact of (SP) on (TCM).

Research Population & Sample

1. Research Population: Employees of the Ministry of Culture, Tourism, & Antiquities.
2. Research Sample: A pilot sample of employees, managers within the Ministry who are involved in decision-making & crisis management.

Theoretical

Strategic Physiognomy

Concept of (SP)

It is an important strategic element for accomplishing tasks in organizations in general , tourism organizations in particular, after researchers , writers realized importance of having (SP) in organizations & resorting to it because of prominent role , real effective impact on leaders in particular & managers in general, as it has become a vital , contemporary resource in field of strategic management at a time when the organization seeks achieve goals of internal , external environment. Physiognomy is defined as "an art & science used understand an individual's personality by observing face, or what is referred to as face reading" [10], [11]. Al-Sulaiman (2017: 3) views physiognomy as "a science explores people's character through the human psyche by examining their personalities." Through review of aforementioned concepts, the researcher realized a certain harmony surrounding strategic physiognomy, as it comprises several mental qualities or characteristics possessed by a leader, such as inspiration, intelligence, insight, vigilance, predictability, & a deep understanding of surrounding environmental variables. These qualities, in turn, help in anticipating upcoming shifts in organization's competitive environment & responding promptly shifts, thereby strengthening competitive advantage [12], [13].

The importance of (SP)

one of most important tools, enabling practitioners anticipate rapid environmental changes, analyze individual personalities, interact with them to improve the organization's performance, create suitable conditions for members to achieve goals. The importance of (SP) lies in ability to help achieve modern, measurable, time-bound goals by leveraging capabilities resources available within organization [14]. SO, success SP departments continuously strive direct all efforts, methods toward implementing planned objectives, determining how achieve them, which ultimately impacts organization's future vision, structure, effectiveness. Faisal (2024:45) pointed use of innovative methods in organization's work, activities, training, equipping of individuals on how to use these methods to achieve a primary goal: placing right person in right place. achieved through leaders' insight and ability to analyze individuals' personalities, thereby increasing organization's work efficiency (Abdul Khalil, 2016:35) strengthening leaders' faith in their employees. Knowing their capabilities and areas for improvement, considering that human resources are among most important success factors for contemporary organizations, main driver of creative achievement, due to the experiences and skills they possess that work to implement the organization’s plans & goals [15], [16].

Objectives of (SP)

Views varied regarding specific objectives that (SP) can achieve, without differing on main goal, outcome of strategy. This difference in description may stem from differing opinions on whether foresight is a management strategy, an organizational philosophy, or an ideology adopted by management. (SP) aims achieve the organization's desired strategic success by identifying sources of its spiritual (as a result), intellectual (as a thought process), energetic strengths to reach highest levels of excellence, creativity. It also involves uncovering components of surrounding environment, determining the organization's strengths, weaknesses, finding balance, as well as understanding individual's capabilities & potential [17], [18], [19].

The following objectives can be achieved through (SP)

1. Maintaining an organization's leading position and striving to become a leader in its field.
2. Further developing the capabilities of human resources within tourism organizations.
3. Increasing organization's sales, profitability, fostering growth, and contributing to achievement of strategic goals.
4. Enhancing the organizational efficiency of tourism organization and enabling it to excel in area of specialization.
5. Capitalizing on organization's profitability growth, increased product offerings, thus ensuring the sustainability of its objectives.
6. Fostering employee satisfaction with their leadership and roles by ensuring equitable task distribution based on individual abilities.
7. Promoting efforts of competent employees, developing their performance through internal, external training programs, which in turn contributes to development and growth of organization's performance.

Dimensions of (SP)

based on a set of dimensions that express nature of work within organizations, especially tourism organizations. So, opinions of researchers, writers have varied regarding dimensions of strategic insight, as each researcher has own perspective in presenting these dimensions. Many researchers' writers have identified three dimensions of (SP), as indicated by [20], [21], [22] were represented in (empowerment, deep understanding, influential inspiration), while other researchers have identified four dimensions of (SP), which are represented in (empowerment, deep understanding, inspiration, speed of environmental response) [23], [24].

Tourism Crisis Management (TCM)

Concept of (TCM)

IT occur when unexpected or unusual events take place, exceeding expectations of organizations in general, tourism organizations in particular. Therefore, when a crisis occurs, organizations must take several steps protect themselves. This section will define crisis, then move on to (MC), and finally to (TCM). The word "crisis" is found in dictionaries, linguistic lexicons. In Sahih, it is defined as hardship, scarcity, distress arising from poverty. It can also mean difficulty in all aspects of life's necessities (Jamal, 2010: 24). Technically, Fink defines it as "a state of tension and instability affecting a tourism organization, characterized by strong and decisive changes that impact operations. It is a turning point in life of tourism organization, for better or worse." In general, comprehensive sense, a crisis refers sudden events, whether expected or unexpected, that pose a serious threat to assets. Whether it pertains to individuals or tourism organizations, it makes implementing decision during that period difficult. The crisis can be defined according to viewpoints of researchers, as it has been repeated, differed from one researcher to another. Knowing correct term for the concept of crisis supports dealing with the concept of tourism crisis management, which creates difficulty of having a comprehensive definition of the term crisis. A crisis is "an unexpected and sudden event," "a sudden transitional situation that threatens the tourism organization or public interest and is dealt with in difficult circumstances where (MC)is in terms of the scarcity of material and human resources , capabilities, leaving the crisis without dealing with it will escalate and have serious consequences." Some of them saw "the crisis as drought and hardship, indicates an emergency situation, an unusual (exceptional) situation" [25].

Importance of (TCM)

It is organizations, especially those in tourism sector, is a cornerstone upon which the organization focuses and directs all resources to overcome crises. Crises are among tasks that organizations must handle with great acumen and expertise in a professional manner [26]. The importance of (MC)is evident through building awareness, commitment from organization's management to modern planning, which enables it to confront crises through flexible, organized responses to changing crisis conditions, to create a balance between the principles of centralization, decentralization [2]. (MC)is one of essential, important, vital functions of management that

contributes to stability of tourism organizations [18]. In addition to dealing with crises, working to prevent their occurrence, a scientific approach is used to monitor situations that organization can avoid and to prepare for crises can be predicted using systematic methods similar to emergency situations at time of their occurrence, in order to control results or reduce accompanying destructive risks [14]. Based on the above, we see that importance of crisis management lies in processes of prediction, monitoring before crisis occurs, and in event that it does occur, working to dismantle it , manage it in a sound manner that ultimately leads to superiority of tourism organization, overcoming crisis & reaching a better state than it was before tourism crisis occurred.

Objectives of (MC)in Tourism

Tourism organizations strive achieve a set of objectives through (MC). The overall goal of human resources management adapts and respond quickly to crises, especially those faced by tourism organizations, with aim of mitigating or reducing their impact through proactive preparation, providing necessary support to restore the organization's equilibrium to normal state. Therefore, the most important objectives achieved through (MC)have been identified, representing essential preventative measures to try to avert crises, establish early warning emergency plans. The optimal utilization of these objectives, as indicated by a group of researchers, including Al-Tenakee (2010), includes following,

1. Avoiding surprise when crises occur in tourism organization through continuous and meticulous monitoring of potential crises, early detection, timely communication to decision-makers.
2. Allocating available resources (material and human) to ensure rapid response to the crisis.
3. Directing all efforts related to (CM) address its desired impacts.
4. To assist the tourism organization in confronting and managing crises more effectively when they occur, by strengthening the efforts of senior crisis management personnel and executives.
5. To develop the essential administrative capabilities to deal flexibly with staff and prepare for crises, both to prevent their occurrence and to respond proactively during the academic phases—in other words, to work proactively in crisis management.
6. To implement appropriate decisions based on sound principles under changing unstable circumstances.SO, Based on the above, we note that objectives of crisis management appear in three stages, which are centered around before, during, after occurrence of the crisis. first stage (before the occurrence of crisis) aims to ensure the existence of a methodology for achieving objectives of tourism organization existence of methods for predicting crises, detecting early warning signs. second stage (during occurrence of the crisis) is to control, make decisive, correct decisions confront crisis, unify administrative efforts among all members of organization overcome it, emerge from it with the least losses. The last stage is stage (after occurrence of crisis), where crisis management determines the losses that resulted from crisis, extent of control that was by individuals in tourism organization, and finally, learn, take lessons from crisis to benefit from them in future.

Stages of (CM)

1. Warning Signs Detection Stage: It stage involves monitoring and analyzing signs indicating an impending crisis. These signs don't appear all at once, but their presence warrants attention.
2. Preparedness & Prevention: This stage, along with the first, contributes to environmental surveys, research, data processing for early warning and monitoring. Preparedness for a tourism crisis can be defined as the state of readiness of tourism organizations to anticipate and effectively address critical internal or external conditions, recognizing the possibility and inevitability of a tourism crisis.
3. Damage Containment: This stage involves implementing the response plan developed in the previous stage to mitigate the damage resulting from the tourism crisis. The purpose

of this stage is to end the chain of effects resulting from the crisis by containing and addressing them. This is a primary task of tourism crisis management, involving preparedness and readiness to respond to the tourism crisis. It is essential to isolate the crisis to prevent its spread to other parts of the tourism organization. Managers should dedicate themselves to dealing with the tourism crisis and delegate routine matters and decision-making to those they appoint.

4. Recovery: This stage involves preparing, implementing ready-made, proven programs that have already been tested. It includes restoring activity and attempting to recover from decline in morale. The work team usually experiences a surge of enthusiasm, solidarity, and cohesion in confronting specific threat.
5. Learning Stage: The learning stage is the final stage, includes lessons learned by the tourism organization and the development of its expertise from crises it has faced. Some tourism organizations review past lessons learned from tourism crises that occurred, they evaluate what was implemented during the crisis so that it can be improved in future. This process provides data evaluation from the perspective of preventing the recurrence of such a tourism crisis in future. Tourism organizations that seek to survive are those do not let their bitter experiences fade into oblivion.

3. Results and Discussion

Practical axis

Confirmatory Factor Analysis of Study Scales

Confirmatory Factor Analysis of the Independent Variable: (SP)

Adopted (SP) as independent variable, consisting of three dimensions: empowerment, deep understanding, inspirational influence, distributed across (18) items. The results of analysis showed that all dimensions achieved high levels of reliability and construct validity according to statistical fit quality indicators. Cronbach's alpha coefficient values ranged between (0.831–0.890), which is higher than minimum acceptable value (0.70), indicating good internal consistency of the items. The composite reliability values also recorded (0.860–0.959), reflecting high reliability of scale. Likewise, values of the extracted mean variance (0.511–0.583) exceeded acceptable limit, confirming convergent validity, the suitability of variable for statistical analysis and testing of the study's hypotheses.

Strategic Dimension	Variable	Standardized Factor Loading	Non-Standardized Factor Loading	Composite Reliability (CR)	Average Variance Extracted (AVE)
Strategic Foresight	DU – Environmental Understanding	0.890	0.888	0.893	0.583
Strategic Foresight	EM – Empowerment	0.834	0.831	0.959	0.555
Strategic Foresight	SE – Strategic Effect	0.863	0.863	0.860	0.511
	Criterion	0.70 ≤	0.70 ≤	0.70 ≤	0.50 ≤

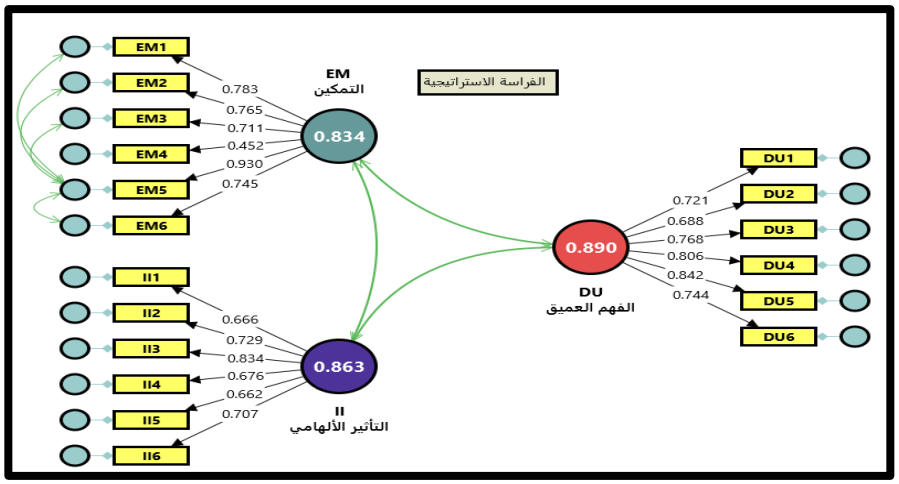


Figure 1. Confirmatory factor analysis of independent variable: Strategic Intuition. Source: Outputs of SmartPLS4 program. Note: values within circles represent standard Cronbach's alpha coefficient values for dimensions, while values on arrows represent standard rating values for each item

Table (2) shows that confirmatory factor analysis (CFA) for (SP) variable indicates that standardized estimates for dimension items ranged from 0.452 to 0.930, which is within statistically acceptable range, demonstrating a strong correlation between the items and their dimensions. t-values also ranged from 4.896 to 8.215, which is higher than tabulated value (2) at a significance level of 0.05. These results indicate a high degree of statistical significance for items, confirm construct validity for dimensions. Therefore (SP) measurement model has good statistical suitability and is suitable for use in subsequent analyses of the study.

Table 1. Confirmatory Factor Analysis Indicators for an Independent Variable: Strategic Physiognomy

Level of significance	Value T	Standardized estimates	Paragraphs of dimensions of (SI) variable
n/a	n/a	0.721	DU1 <- DU_ Deep understanding
0.000	6.986	0.688	DU2 <- DU_ Deep understanding
0.000	7.444	0.768	DU3 <- DU_ Deep understanding
0.000	7.822	0.806	DU4 <- DU_ Deep understanding
0.000	8.184	0.842	DU5 <- DU_ Deep understanding
0.000	7.402	0.744	DU6 <- DU_ Deep understanding
		0.783	EM1 <- EM_ Empowerment
0.000	8.215	0.765	EM2 <- EM_ Empowerment
0.000	7.165	0.711	EM3 <- EM_ Empowerment
0.000	4.896	0.452	EM4 <- EM_ Empowerment
0.000	6.643	0.930	EM5 <- EM_ Empowerment
0.000	7.578	0.745	EM6 <- EM_ Empowerment
		0.666	II1 <- II_ inspirational influence
0.000	6.707	0.729	II2 <- II_ inspirational influence
0.000	7.458	0.834	II3 <- II_ inspirational influence
0.000	6.363	0.676	II4 <- II_ inspirational influence
0.000	6.174	0.662	II5 <- II_ inspirational influence
0.000	6.498	0.707	II6 <- II_ inspirational influence

Source: Outputs of (Smart Pls 4) program

Confirmatory Factor Analysis of Dependent Variable: (TCM)

The study adopted (TCM) as the dependent variable, comprised of five dimensions: early warning detection, preparedness, prevention, damage containment, recovery, learning, distributed across 30 items. The results demonstrated high levels of reliability, statistical validity. Cronbach's alpha coefficients ranged from 0.879 to 0.928, exceeding acceptable threshold of 0.70, indicating good internal consistency. Compound reliability values ranged from 0.885 to 0.928, while the mean extracted variance ranged from 0.554 to 0.685, also exceeding acceptable threshold of 0.50. These results indicate the soundness of standard construct of variable suitability for statistical analysis and testing of study's hypotheses**.**

Table 2. Quality Assessment of Dependent Variable: (TCM)

Average variance (AVE)	**Compound stability (Rho)**	**Non-standard Cronbach's alpha**	**Cronbach's standard alpha**	**Dimensions of dependent variable: Tourism crisis management**
0.616	0.906	0.904	0.905	**AR_ Restoring activity**
0.560	0.885	0.883	0.883	**DC_ Damage containment**
0.554	0.885	0.880	0.879	**EWSD_ Detecting warning signals**
0.685	0.928	0.927	0.928	**OL_**
0.589	0.896	0.895	0.896	**PAP_ Preparedness and prevention**
0.50≤	0.70≤	0.70≤	0.70≤	**Standard**
Decision & Interpretation: All dimensions of (TCM) variable were within required parameters for conformity quality indicators of dependent variable, (TCM).				

Source: Outputs of (Smart Pls 4) program

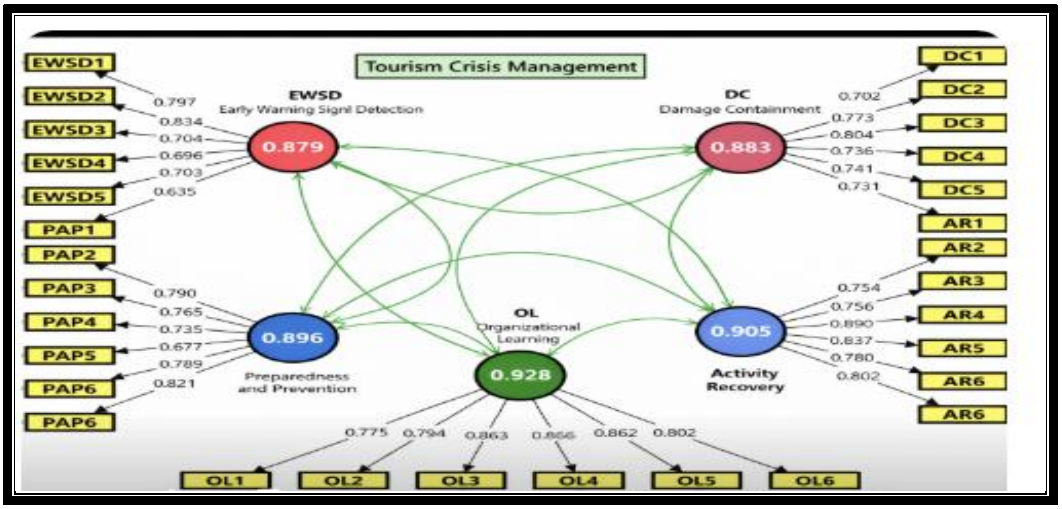


Figure 2. Confirmatory Factor Analysis of Dependent Variable in (TCM)

Source: SmartPLS4 output. Note: The values within circles represent the standard Cronbach's alpha coefficient values for the dimensions, while values on arrows represent standard rating values for each item.

Results of confirmatory factor analysis (CFA) for (TCM) variable showed that standardized estimates for items ranged from 0.635 to 0.866, which is within acceptable limits. The t-values also ranged from 6.882 to 9.898, all of which are higher than the critical value (2). These results indicate

construct validity, suitability of the measurement model for subsequent statistical analyses.

Table 3. Indicators of Confirmatory Factor Analysis Dependent Variable (TCM)

Level of significance	T	Standardized estimates	Paragraphs on dimensions of (TCM)
		0.754	AR1 <- AR_ Restoring activity
0.000	8.156	0.756	AR2 <- AR_ Restoring activity
0.000	9.100	0.838	AR3 <- AR_ Restoring activity
0.000	8.868	0.837	AR4 <- AR_ Restoring activity
0.000	8.384	0.785	AR5 <- AR_ Restoring activity
0.000	7.625	0.732	AR6 <- AR_ Restoring activity
		0.702	DC1 <- DC_ Damage containment
0.000	7.719	0.773	DC2 <- DC_ Damage containment
0.000	7.846	0.804	DC3 <- DC_ Damage containment
0.000	7.292	0.736	DC4 <- DC_ Damage containment
0.000	7.320	0.741	DC5 <- DC_ Damage containment
0.000	7.184	0.731	DC6 <- DC_ Damage containment
		0.797	EWSD1 <- EWSD_ Detecting warning signals
0.000	9.670	0.834	EWSD2 <- EWSD_ Detecting warning signals
0.000	8.826	0.783	EWSD3 <- EWSD_ Detecting warning signals
0.000	7.655	0.696	EWSD4 <- EWSD_ Detecting warning signals
0.000	7.802	0.703	EWSD5 <- EWSD_ Detecting warning signals
0.000	6.882	0.635	EWSD6 <- EWSD_ Detecting warning signals
		0.775	OL1 <- OL_ Learning
0.000	8.830	0.794	OL2 <- OL_ Learning
0.000	9.774	0.863	OL3 <- OL_ Learning
0.000	9.898	0.866	OL4 <- OL_ Learning
0.000	9.820	0.862	OL5 <- OL_ Learning
0.000	8.996	0.800	OL6 <- OL_ Learning
		0.695	PAP1 <- PAP_ Preparedness & prevention
0.000	7.680	0.790	PAP2 <- PAP_ Preparedness & prevention
0.000	7.305	0.765	PAP3 <- PAP_ Preparedness & prevention
0.000	7.184	0.738	PAP4 <- PAP_ Preparedness & prevention
0.000	7.626	0.789	PAP5 <- PAP_ Preparedness & prevention
0.000	7.926	0.821	PAP6 <- PAP_ Preparedness & prevention

Source: Outputs of the Smart program

Descriptive Analysis:

Independent Variable: (SP)

The results of descriptive analysis showed that level of (SP) in Ministry of Culture, Tourism, and Antiquities was good, with a mean score of 3.751. The empowerment dimension ranked first with a mean score of 3.809, followed by inspirational influence with a mean score of 3.761, and then deep

understanding with a mean score of 3.683. The results indicate the Ministry's focus on empowering and motivating its employees, along with an appropriate level of strategic analysis, as shown in Table 4 and Figure 3

Table 4. Indicators of descriptive analysis of dimensions of independent variable: (SP)

Direction of the answer	Dimensional arrangement	Coefficient of variation %	standard deviation	arithmetic mean	Dimensions of the independent variable: Strategic Physiognomy	number
good	1	18.96	0.722	3.809	Empowerment	1
good	2	22.10	0.831	3.761	inspirational influence	2
good	3	23.86	0.879	3.683	Deep understanding	3
good	2	19.36	0.726	3.751	overall average for (SI) variable	

Source: SPSS V.28 output

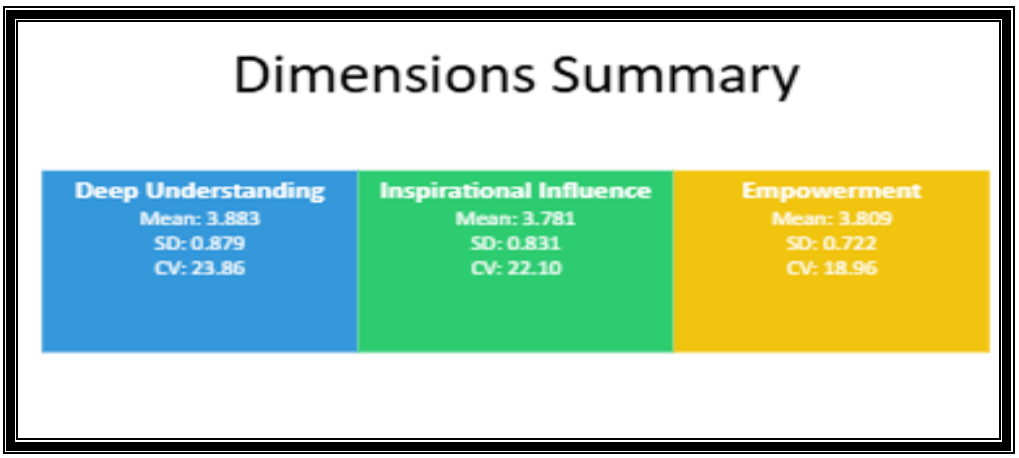


Figure 3. Indicators of descriptive analysis of dimensions of independent variable, (SP)

Dependent variable: (TCM)

The descriptive analysis revealed that the Ministry's level of tourism crisis management was good, with a mean score of 3.664. The learning dimension ranked first (3.943), followed by early warning detection (3.708), damage containment (3.596), recovery (3.554), preparedness and prevention (3.519). The results indicate Ministry's commitment learning from past experiences and monitoring early indicators, while also highlighting need to strengthen preventative planning and support post-crisis recovery, as shown in Table 6 and Figure 4.

Table 5. Indicators of descriptive analysis of dimensions of dependent variable: (TCM)

Direction of the answer	Dimensional arrangement	% Coefficient	SD	arithmetic mean	Dimensions of the independent variable: (SP)	ت
good	1	20.88	0.774	3.708	Detecting warning signals	1
good	4	23.88	0.840	3.519	Preparedness and prevention	2
good	3	22.75	0.818	3.596	Damage containment	3
good	5	24.99	0.888	3.554	Restoring activity	4
good	2	22.22	0.876	3.943	Learning	
good		18.51	0.678	3.664	The overall average for (TCM) variable	

Source: SPSS V.28 output.

Rank	Coefficient of Variation	Standard Deviation	Mean	Dimension
4	22.22	0.876	3.943	Learning
8	24.99	0.888	3.534	Activity Recovery
5	22.75	0.818	3.596	Damage Containment
7	23.88	0.840	3.519	Preparedness & Prevention
1	20.88	0.774	3.708	Early Warning Detection

Figure 4. Indicators of descriptive analysis of the dimensions of dependent variable: (TCM)

The results also showed (SP) variable had a mean score of (3.751) & the (TCM) variable (3.664), both at a good level with a suitable degree of homogeneity in responses. (CM) variable ranked first in terms of importance, followed by (SP), reflecting ministry's focus on crisis management with the support of (SP) enhance these practices, as shown in Table (7) & Fig. (5)

Table 6. Indicators of descriptive analysis of study variables

Direction of answer	Order of variables	% Coefficient of variation	Sd	X-	Study variables	NO
good	2	19.36	0.726	3.751	SP	1
good	1	18.51	0.678	3.664	TCM	2

Source: SPSS V.28 output

Table: Variables Summary

Rank	Coefficient of Variation	Standard Deviation	Mean	Variable
2	19.36	0.726	3.751	Strategic Foresight
1	18.51	0.678	3.664	Tourism Crisis Management

Figure 7. Indicators of descriptive analysis of study variables

Hypothesis Testing

Testing the first main hypothesis using simple linear regression

"There is a significant impact following empowerment in (TCM) at level of the Ministry of Culture, Tourism & Antiquities."

The results showed that analytical model was valid & appropriate, with an F-value of 72.148 higher than critical value of 3.94 at a significance level of 0.05. The corrected coefficient of determination (R^2 Adj = 0.399) indicated that 39.9% of variance in crisis management was attributable to empowerment dimension. Furthermore, parameter (β = 0.598) showed that a one-unit increase in empowerment raised (CM) by 59.8%, with strong statistical significance (t = 8.494), thus supporting the first sub-hypothesis.

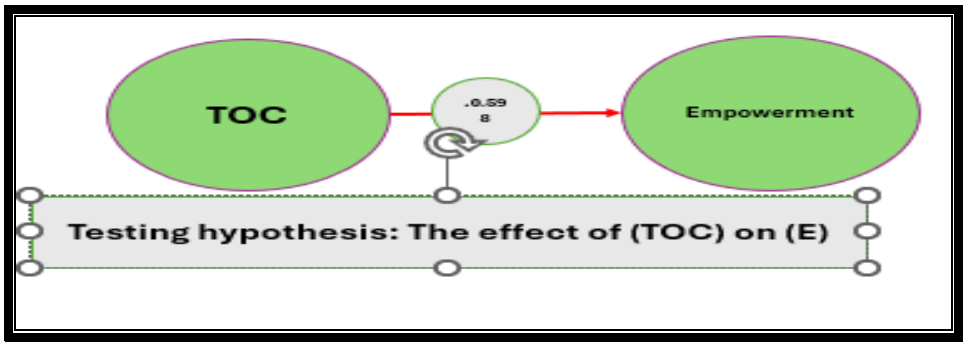


Figure 6. Analysis of impact of empowerment dimension in (TCM)

Testing second sub-hypothesis stemming from the first main hypothesis:
"There is a statistically significant effect of inspirational influence dimension in (TCM) at level of the Ministry of Culture, Tourism & Antiquities."
The results demonstrated validity of statistical model, with the F-value (F = 176.31) being higher than tabulated value (3.94). The corrected coefficient of determination (R^2 Adj = 0.621) showed that 62.1% of variance in (CM) is explained by inspirational influence dimension. Furthermore, parameter (β = 0.645) indicated that a one-unit increase in inspirational influence raises crisis management by 64.5%, with strong statistical significance (t = 13.278), thus supporting second sub-hypothesis. See fig. below:

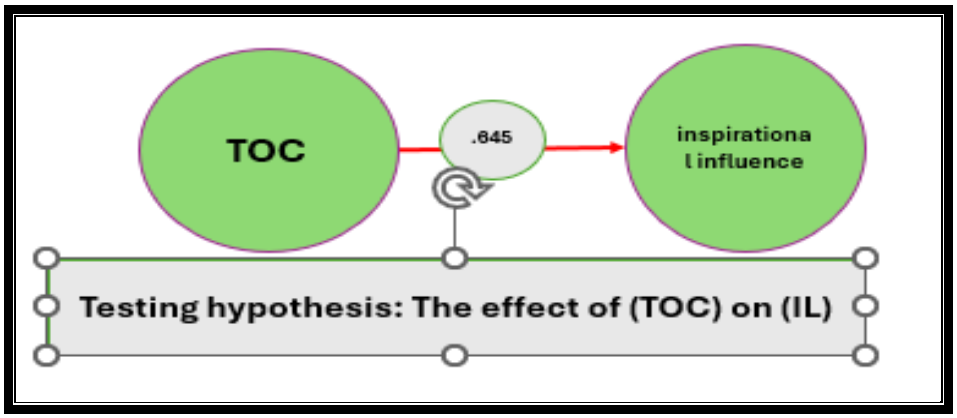


Figure 7. Analysis of The impact of the inspirational influence dimension in managing tourism crises. Source: Outputs of the (Amos V.26) program

Testing third sub-hypothesis derived from first main hypothesis

There is a statistically significant effect of deep understanding dimension on tourism crisis management at the level of the Ministry of Culture, Tourism, and Antiquities". Tourism Crisis Management = 1.46 + 0.598 (Deep Understanding dimension)

The results showed & significant, with an F-value (F = 159.702) higher than critical value (3.94). The adjusted coefficient of determination (R^2 Adj = 0.597) indicated that 59.7% of variance in (CM) could be explained by deep understanding. Furthermore, parameter (β = 0.598) showed that a one-unit increase in deep understanding improved (CM) by 59.8%, with strong statistical significance (t = 12.637).

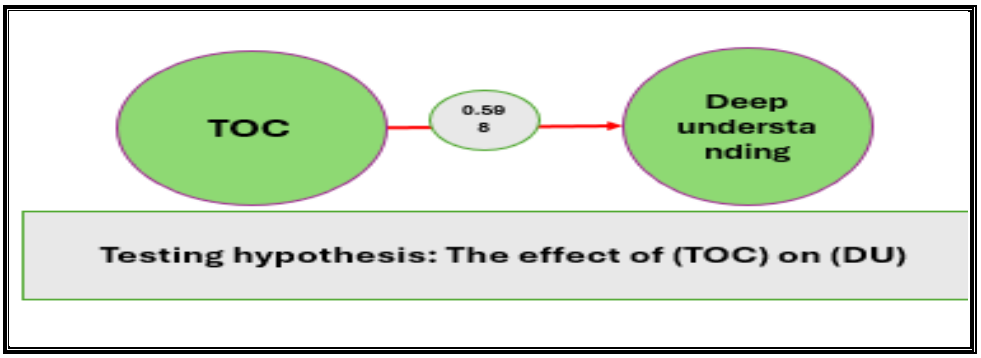


Figure 8. Analysis of impact of deep understanding dimension in (TCM). Source: Outputs of (Amos V.26) program.

Testing the first main hypothesis in general:
"There is a statistically significant effect of the Strategic Physiognomy variable in managing tourism crises at the level of the Ministry of Culture, Tourism and Antiquities."

results showed that (SP) significantly impacts (TCM), with a coefficient (F = 226.043) & an R^2 Adj = 0.678, along with a β = 0.771 and strong statistical significance (t = 15.035). indicates that a one-unit increase in (SP) improves (CM) by 77.1%. These findings highlight importance of adopting (SP) to enhance organizational resilience & transport crises into development opportunities.

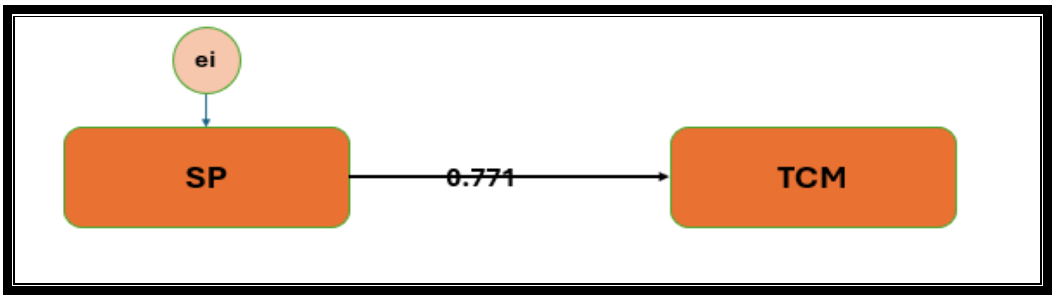


Figure 9. Analysis of the impact of (SP) variable on (TCM): Source: Outputs of the Amos V.26 program

Table 8. Impact of dimensions of (SP) on (TCM)

Decision & interpretation	Sig	(F)	(R^2) Adj	(R^2)	(t)	Dimensions of the independent variable: Strategic Physiognomy			Y
The validity of the hypotheses is established, i.e., the existence of a significant positive impact of the dimensions of Strategic Physiognomy in managing tourism crises.	0.000	72.148	0.399	0.405	5.081	1.386	(α)	Empowerment	(TCM)
					8.494	0.598	(β)		
	0.000	176.31	0.621	0.625	6.618	1.238	(α)	inspirational influence	
					13.278	0.645	(β)		
	0.000	159.702	0.597	0.601	8.143	1.46	(α)	Deep understanding	
					12.637	0.598	(β)		
	0.000	226.043	0.678	0.681	3.947	0.773	(α)	Strategic intuition	
					15.035	0.771	(β)		
) Tabulated F-value = (3.94) // Tabulated t-value = (1.984) // Sample size = (108 Source: SPSS V.28 output.									

Testing second main hypothesis

" There is a statistically significant effect of the dimensions of (SP) combined on tourism crisis management at level of the Ministry of Culture, Tourism, and Antiquities." 0.947 = Y + 0.026X1 + 0.382X2 + 0.321X3

The results also showed that the combined dimensions of Strategic Physiognomy explained 71% variance in (TCM) ($R^2 = 0.710$), with model validity (F = 84.724). The dimensions of inspirational influence ($\beta = 0.382$, t = 5.482) and deep understanding ($\beta = 0.321$, t = 5.106) had a significant positive effect, while the empowerment dimension did not show a significant effect.

Table 10. shows combined effect of dimensions of SP) on overall (TCM)

Sig.	(F)	(R^2) Adj	(R^2)	(R)	القرار	Sig.	(t)	(β)	(α)	Dimensions of Strategic Physiognomy
0.000	84.724	0.701	0.710	0.842	Ineffective	0.731	0.345	0.026	.947	Empowerment
					influential	0.000	5.482	0.382		inspirational influence
					influential	0.000	5.106	0.321		Deep understanding
2.31						(F) The schedule				
1.984						t) ا The schedule				
The number of acceptable (effective) dimensions is 2, namely (deep understanding, inspirational influence). number of unacceptable (ineffective) dimensions is 1, namely (empowerment).										
number of acceptable (effective) dimensions is 2, namely (deep understanding, inspirational influence). The number of unacceptable (ineffective) dimensions is 1, namely (empowerment).										

Source: SPSS V.28 output

4. Conclusion

Conclusions

1. The analyses showed that (SP) as an independent variable, sub-dimensions (empowerment, deep understanding, inspirational influence) possess a high degree of validity, reliability, making them suitable for use in statistical analyses and hypothesis testing.
2. The Ministry's practice of (TCM) was at a good level, with learning & early warning sign detection dimensions standing out. This reflects the Ministry's commitment leveraging past experiences and monitoring early crisis indicators.
3. The results showed that (SP) significantly impacts tourism crisis management. The inspirational influence & deep understanding dimensions were most effective elements, while empowerment dimension did not demonstrate a significant impact when dimensions were combined.
4. The results confirm that adopting (SP) contributes enhancing organizational resilience, tranSPorming crises into development opportunities, and ensuring an improved level of the Ministry's response to emerging challenges in the tourism sector.

Recommendations

1. The Ministry should focus on developing inspirational influence, deep understanding dimensions among leaders & employees to support effective crisis management.
2. Work to strengthen empowerment role within ministry ensure broader employee participation, achieve greater impact when integrated with other dimensions of (SP).
3. Enhance institutional learning practices & monitor early crisis indicators to mitigate their negative impacts & improve response speed.

4. Adopt a strategic approach based on in-depth analysis & continuous monitoring of surrounding environmental variables to ensure sustainability of tourism activities, protect cultural resources, and enhance public confidence.

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