

Strategic Leadership and Its Impact on the Sustainable Social Dimension of the Tourism Industry: An Exploratory Study of the Views of a Sample of Managers at the Iraqi Tourism Board.

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Abstract:

The study aims to examine the impact of strategic leadership dimensions (strategic orientation, balanced oversight, human capital development, organizational culture, and ethical practices) on the social sustainability dimension at the Iraqi Tourism Board. The research seeks to statistically assess the level of leadership attention to these variables in order to improve sustainable tourism development. The researcher adopted a descriptive-analytical approach, analyzing the opinions of 103 leaders (general managers and department heads) through questionnaires and interviews. The study centered on a key question: "What is the combined impact of strategic leadership dimensions on the sustainable social dimension?" The statistical results, using linear regression, showed that the dimension of "human capital development" is the only one with a significant impact on the sustainable social dimension, while the other dimensions showed no significant impact, necessitating their activation to enhance social sustainability in tourism.

.Keywords: : strategic leadership, sustainable social dimension , Iraqi Tourism Board , Sustainable tourism development

1. INTRODUCTION

Strategic leadership plays a role in the sustainable social dimension of the tourism industry. With the rise of tourism globalization and the ease with which tourists travel from one country to another, some indigenous communities have begun to lose many of their customs and traditions, which has had a negative impact on them, as social and cultural problems have increased and issues such as the loss of social identity have emerged. Therefore, it has become essential for tourism organizations to adopt strategic leadership practices that focus on the sustainability of tourism communities and take a long-term strategic view. By focusing on the social dimension of the tourism industry, the aim is to ensure the prosperity of communities in tourist destinations in both the short and long term. In our current study, we will review the methodological framework of the research in the first section, the theoretical framework of the variables in the second section, the practical application of the research in the third section, and the key conclusions and recommendations in the fourth section.

• 1. Chapter One: Methodological Aspects of the Research

1.1 Research Problem:

The global tourism sector has witnessed somewhat remarkable development in recent years, however, this development has not been without problems. Among these problems are social issues, including cultural alienation, loss of social identity, social fragmentation, and the disappearance of customs and traditions. These problems can be controlled through the proper management of tourist sites, which is only possible with strategic leadership that contributes to limiting and controlling such damages to create sustainable tourism. As a result of the above, we can summarize the main research problem by answering the following question: What is the combined impact of strategic leadership dimensions on the sustainable social dimension of the tourism industry within the Iraqi Tourism Board? Based on this main research question, the following sub-questions emerge:

1. What are the key theoretical foundations underlying the research variables (strategic leadership, the sustainable social dimension of the tourism industry)?
2. To what extent do managers at the Iraqi Tourism Board demonstrate strategic leadership in its various dimensions?
3. To what extent is the research sample at the Iraqi Tourism Board interested in achieving the sustainable social dimension of the tourism industry?

1.2 The importance of the research:

The importance of the current research stems from the significance of the sector in which it was applied—the tourism sector (Iraqi Tourism Board)—and its substantial impact on the social dimension; furthermore, these variables have a significant impact on

the development of the tourism sector. Strategic leadership is considered the cornerstone through which problems arising from tourism activities can be managed; The importance of this research can be summarized as follows:

1. Drawing the attention of leaders at the Tourism Board to the importance of strategic leadership and its role in enhancing the sustainable social dimension of the tourism industry.
2. It examines two critical topics of utmost importance for the development and preservation of the tourism sector: strategic leadership and the sustainable social dimension of the tourism industry.
3. Highlighting the importance of strategic leadership in the sustainable social dimension of the tourism industry

3.1 Research Objectives:

It is a given in scientific research that any study is based solely on the achievement of specific and clear objectives; in this study, we seek to achieve the following objectives:

1. To understand the reality of strategic leadership by measuring the level of research variables and dimensions within the Iraqi Tourism Board based on the responses of the study sample.
2. To determine the level of interest among managers at the Iraqi Tourism Board in achieving the sustainable social dimension of the tourism industry by measuring the levels of research variables and dimensions within the Iraqi Tourism Board based on the responses of the study sample.
3. To test and analyze the combined impact of strategic leadership dimensions on the sustainable social dimension of the tourism industry.

4-1 Research Hypotheses:

The research hypotheses are formulated in accordance with the research model and objectives, and in line with the theoretical and intellectual sources pertaining to the research variables: strategic leadership, the sustainable social dimension of the tourism industry. These will be subjected to statistical analysis and processing, at which point we will verify whether these hypotheses are valid or not. We can divide the hypotheses as follows:

H1 Main Hypothesis: The dimensions of strategic leadership have an effect on the sustainable social dimension of the tourism industry. This hypothesis is divided into the following sub-hypotheses:

H0: The null hypothesis is that the dimensions of strategic leadership have no effect on the sustainable social dimension of the tourism industry. This hypothesis is divided into the following sub-hypotheses:

(1-1) H1 First Sub-Hypothesis: There is a statistically significant effect of the strategic orientation dimension on the sustainable social dimension of the tourism industry

(1-1) H0 First Sub-Hypothesis: There is no statistically significant effect of the strategic orientation dimension on the sustainable social dimension of the tourism industry

(1-2) H1 Sub-hypothesis 2: There is a statistically significant effect of the regulatory control dimension on the sustainable social dimension of the tourism industry

(1-2) H0 Second Sub-Hypothesis: There is no statistically significant effect of the regulatory control dimension on the sustainable social dimension of the tourism industry.

(1-3) H1 Third Sub-Hypothesis: There is a statistically significant effect of the human capital development dimension on the sustainable social dimension of the tourism industry.

(1-3) H0 Third Sub-Hypothesis: There is no statistically significant effect of the human capital development dimension on the sustainable social dimension of the tourism industry

(1-4) H1 Fourth Sub-Hypothesis: There is a statistically significant effect of the organizational culture dimension on the sustainable social dimension of the tourism industry

(1-4) H0 Fourth Sub-Hypothesis: There is no statistically significant effect of the organizational culture dimension on the sustainable social dimension of the tourism industry.

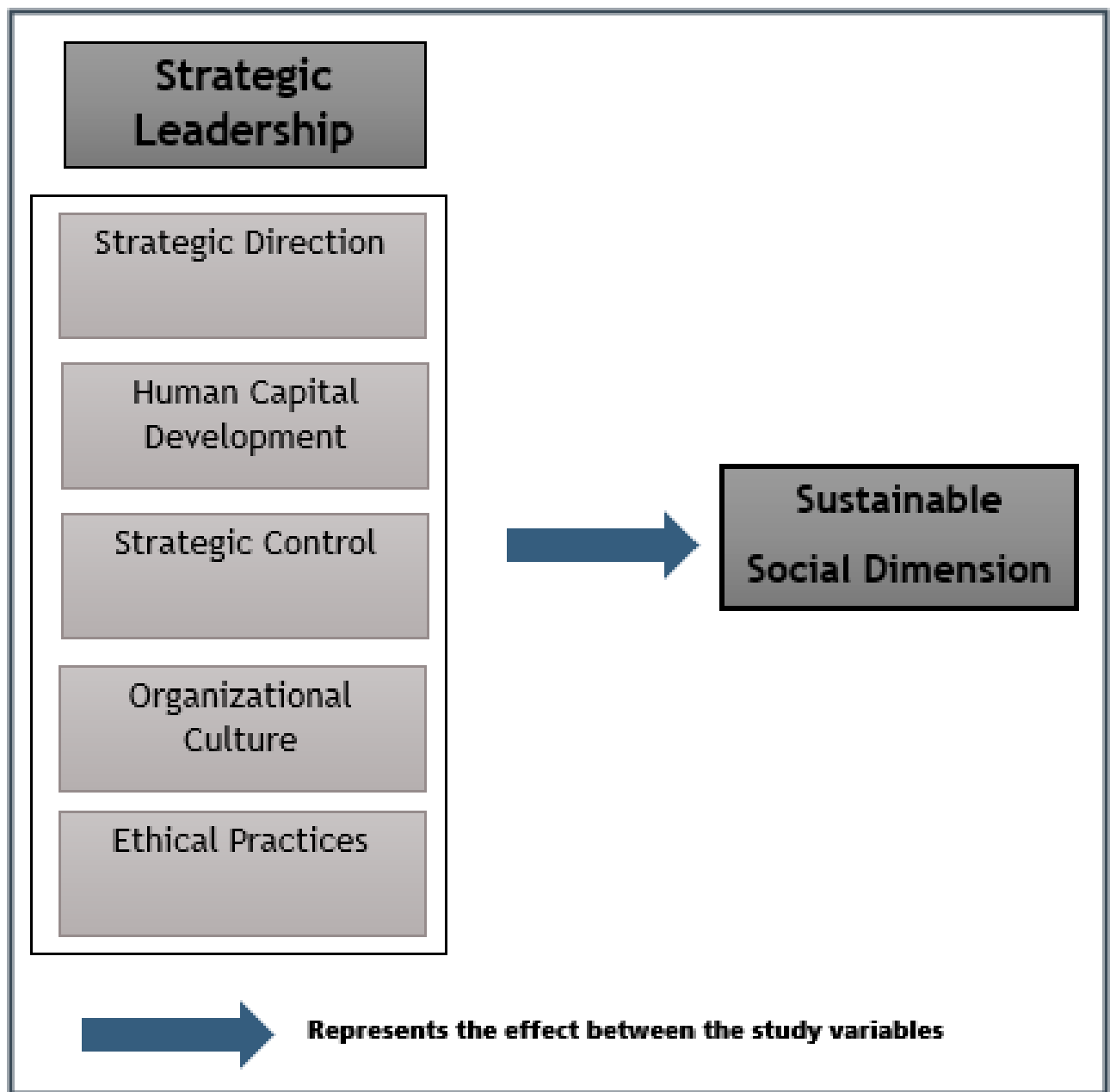
(1-5) H1 Fifth Sub-Hypothesis: There is a statistically significant effect of the ethical practices dimension on the sustainable social dimension of the tourism industry

(1-5) H0 Fifth Sub-Hypothesis: There is no statistically significant effect of the ethical practices dimension on the sustainable social dimension of the tourism industry

5-1 Research Hypothesis Framework:

The research hypothesis framework reflects the reciprocal relationship between the research variables and their directions, as it is based on the relationships specified in the research hypotheses. Accordingly, the independent variable (strategic leadership), which includes five main dimensions (strategic orientation, balanced organizational control, human capital development, organizational culture, and ethical practices), was identified based on the original dimensions previously presented by Hitt, Michael, and Ireland (1999), and the dependent variable (the sustainable social dimension of the tourism industry), as illustrated in the following figure: Duane, 1999), and the dependent variable (the sustainable social dimension of the tourism industry), as illustrated in the following figure:

. Figure (1) Hypothetical outline of the study



Source: Prepared by the researcher

6-1 Scope of the Study:

The scope of the study can be defined as follows:

1- Geographical scope: The geographical scope of the study was limited to the Iraqi Tourism Authority.

2- Demographic scope: The demographic scope of the study included general managers, department heads, and section chiefs.

7-1 Research Population and Sample:

Description of the research population:

The research population represents all elements of the problem to be studied. The appropriate selection of the research population contributes significantly to the testing of hypotheses and the validity of the results. The researcher selected the Iraqi Tourism Authority for the practical application of the research. After reviewing the Authority's records, which included lists of the population, as well as its organizational structures, the research population was defined, and the Authority's other records regarding achievements and details were examined. Consequently, the researcher distributed 103 questionnaires to Authority personnel (the first target group for the survey), consisting of (General Manager, Department Manager, and Division Head). The researcher received 98 questionnaires, as 5 were not returned and 9 were excluded because they were unsuitable for statistical analysis; thus, the research sample consisted of 89 questionnaires, as shown in the following table:

Table (1) Number of forms distributed, returned, not returned, valid, and invalid:

Number of statistically analyzed questionnaires	Number of questionnaires is not analyzable	Number of questionnaires received	Number of unretrieved questionnaires	Number of questionnaires distributed
89	9	98	5	103

Source: Prepared and compiled by the researcher

Table (2) Distribution of statistically analyzed questionnaires by position at the Iraqi Tourism Board

POSITION	REPETITION	PERCENTAGE
General Manager	3	%3.4
Department Head	18	%20.1
Division Head	68	%76.5
Total	89	%100

2. Section Two: The Conceptual Framework of the Study:

2.1 The Concept of Strategic Leadership:

Al-Baqour (2022: 102) defined strategic leadership as “the exceptional ability to unify and coordinate the supervision of others with the aim of achieving the organization’s overall goal by influencing and exerting authority over subordinates so that they follow their leader willingly and with conviction,” while Jaloudi et al. (2021: 314) noted that it is “the ability to influence employees and implement organizational change, as strategic leaders establish the organizational structure, allocate resources, and articulate the strategic vision.” Jahid (2022:150) that strategic leadership is “the ability to influence and the process that facilitates and generates the performance of the senior management team to achieve the organization’s goals and objectives.” Jaber et al. (2023: 602) noted that it is “the leadership that makes far-reaching decisions in a multicultural environment and is capable of putting the organization’s vision into practice.” . Among them, (Abdulnaim, 2023: 148) defined it as “the leader’s ability to develop a future vision for the organization and communicate it to employees to achieve strategic change, and to mobilize all available resources to realize that vision and gain a sustainable competitive advantage.”

2.2 Characteristics of Strategic Leadership:

Strategic leadership is characterized by several distinctive features, including:

1. Development of strategic capabilities: This refers to the ability to improve and develop the skills and capabilities necessary for strategic leadership by providing resources and ongoing training to build the necessary capabilities for strategic leadership. (Al-Zahrani, 2018: 208)
2. Development and implementation of control systems: This refers to the establishment and improvement of systems and procedures that assist in managing resources and capital and identifying gaps that may arise during strategy implementation, with the aim of achieving the organization’s defined goals and objectives. (Saleh et al., 2021: 150)
3. Transforming the strategic plan into actionable initiatives: Employees are involved in planning and implementation to ensure the realization of the defined vision and objectives. (Youssef, 2023: 152)
4. Continuously promoting the organizational learning process: Strategic leadership is characterized by prioritizing continuous learning and development within the organization, with the aim of continuous improvement and adaptation to changes in the environment. It fosters a culture of learning and innovation and provides opportunities for employees to acquire new skills and knowledge. (Saleh et al., 2023: 479)

3-2. The Social Dimension:

The social dimension is one of the most important aspects of tourism development,

as the social role in the development process cannot be overlooked. The social impact of tourism can be assessed through its goal of improving the standard of living for the local population; the services and facilities developed for tourists benefit the local community, These benefits include the development of water distribution infrastructure, the enhancement of transportation or health services, and sports or recreational activities, as well as other public spaces. (Chavez-Corte & Maya, 2010: 3093) It also focuses on the significant revitalization resulting from the interaction of tourism activities with local communities and the extent of that activity's impact on the social environment (Turkiya, 2018: 7) This dimension aims primarily to preserve cultural heritage and local culture, such as customs and traditions in the tourist region. Additionally, the social dimension includes the goal of meeting the diverse needs of tourists. Maftuhah & Wirjodirdjo (2018: 2) noted that the World Tourism Organization and the United Nations Environment Programme have emphasized that sustainable tourism development requires informed participation from all relevant stakeholders and communities to ensure broad participation and build consensus. This implies that there is an additional fundamental pillar in the development of sustainable tourism: community participation.

In a study conducted by the researchers (Shuraiki, Al Bahloul, 2019:198), it was concluded that the establishments under study must adhere to the social dimension by focusing on preserving and promoting cultural identity, respecting the ethical and cultural principles of both guest and host, and minimizing the negative impacts of tourism on cultural and social heritage. Saadawi (2021:240) argues that cultural wealth is a key factor in the success of sustainable tourism development. The social dimension of sustainability also encompasses several factors, including safety, health, and certain social activities. Social development seeks to bring about a series of changes for the growth of society and to harness its potential to achieve social progress (Alwakid et al., 2021:34).

Consequently, the researcher argues that the importance of sustainable tourism development is realized through the preservation of social and cultural capital by developing balanced tourism programs and plans that promote the advancement, growth, and improvement of local communities.

Badr al-Din (2021, p. 103) noted that the social dimension involves integrating various segments of society into the preservation of the cultural heritage of the tourist region by involving them in all processes and plans.

Sara et al. (2018:14), Turkiya (2018:7), Mustafa et al. (2019:71), Sahi et al. (2019:24), and Amer et al. (2019:377) (Zahra et al., 2021: 95) consider that the social indicators of sustainable tourism development are based on the impact of tourism activity on the social environment. This dimension focuses on measuring a set of tourism impacts on the social aspect, namely: - Social Impact Index: Measures the impact of tourism on the living conditions of the local population in terms of employment, education, etc. - Local

Population Satisfaction Index: This determines the level of satisfaction among the local population with tourism projects and their response to them. - Security Index: This is measured by the extent of crime among the population of the tourist destination. - Public Health Index: This measures the impact of tourism development on the health of the local population, such as the ratio of doctors and nurses to the total population.

Samir et al. (2021:427) noted that the social dimension encompasses the achievement of several goals, such as eradicating hunger and poverty, providing society with quality education, well-being, and good health, reducing inequalities among individuals, and upholding the principles of security and peace.

As for Amal (2021:46), she noted that this dimension encompasses many elements, including humanity and individual, collective, and institutional relationships, as social elements are represented by raising awareness among individuals and groups of the necessity of solidarity and contributing to the building of a unified society by harnessing their energies and efforts to create a prosperous future, and community integration and partnership through the unification of society in its goals and responsibilities within the scope of rights and freedoms that promote justice and equality, as well as activating the role of women in society, establishing security standards, respecting human rights, and striving to improve welfare through access to health and educational services while taking into account population distribution. In addition, this involves strengthening the relationship between the natural and humans by raising awareness of the importance of preserving it. Qutb et al. (2021: 717) state The social dimension is the natural human right to live in a clean and healthy environment in which all activities are carried out, while ensuring the right to a fair share of natural resources and environmental and social services, which are utilized to meet basic needs without depleting resources.

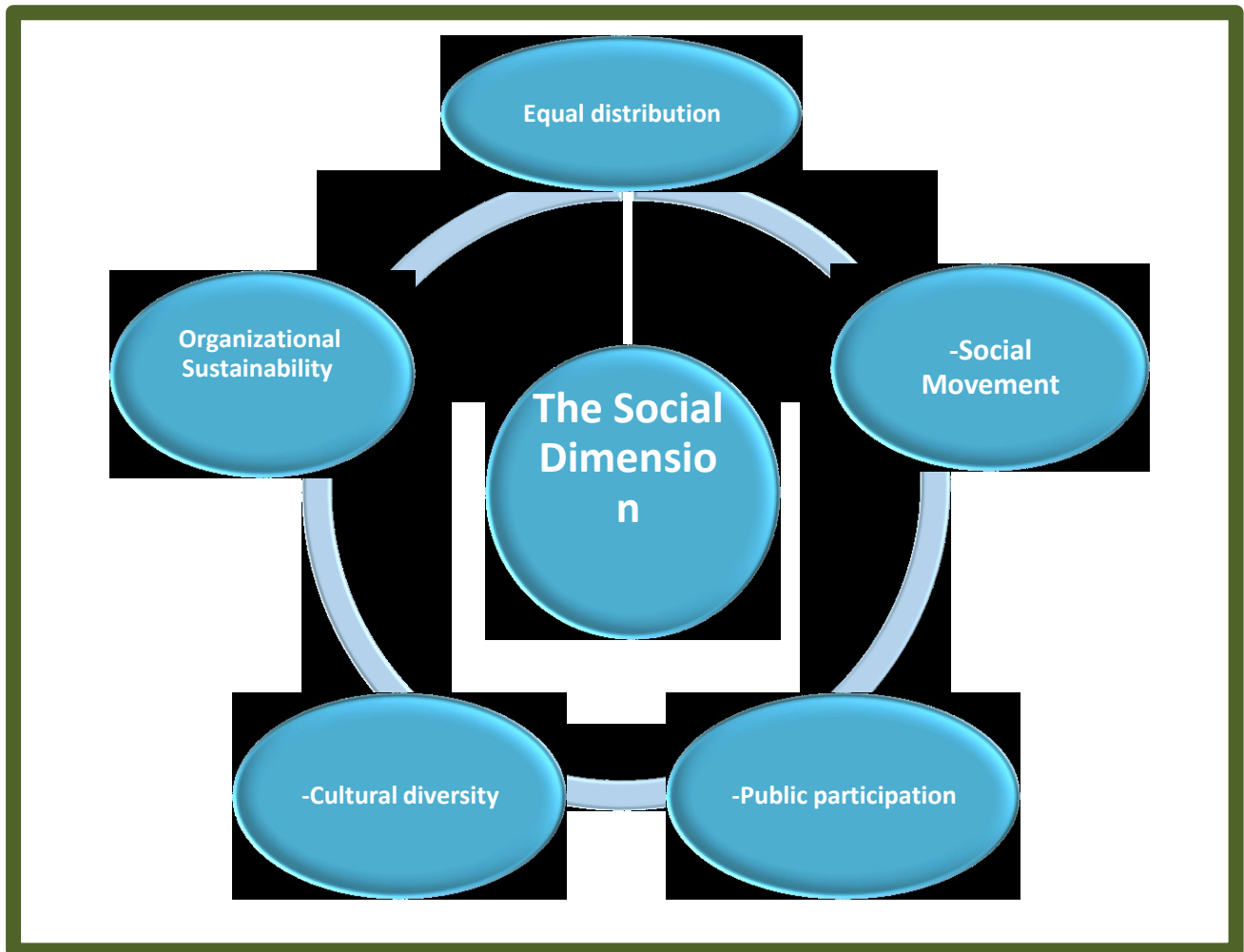
As explained by Qawasime (2021, p. 44), the social dimension is an important factor in achieving sustainable tourism development through conditions related to the host community. Through tourism, mutual understanding and respect can be increased, values and customs can converge, and a spirit of unity can be fostered among communities. It also contributes to the preservation of archaeological sites, which, if not preserved, are at risk of destruction and eventual loss. To achieve sustainable tourism development, it is necessary to revive customs and traditions, preserve cultural heritage, and revitalize the heritage inspired by the host country's culture.

According to Saadi et al. (2016: 83) and Al-Jundi (2022: 410), the social dimension is characterized by the following:

- Equitable distribution
- Social mobility
- Public participation
- Cultural diversity

-Institutional sustainability

Figure (2) Objectives Sought to be Achieved by the Social Dimension



Source: The researcher's work based on the previous sources.

From the above, we conclude that the social dimension of sustainable tourism development encompasses a number of concerns, such as the impact of tourism on society, the satisfaction of local residents, and public safety and health. The social dimension of sustainable tourism development aims to achieve several goals, including ending hunger and poverty, providing access to education and healthcare, and reducing inequality. It also contributes to empowering women in society and preserving the environment. Achieving these objectives is a key factor in attaining sustainable tourism development by fostering mutual understanding among communities and preserving heritage and culture. Based on this, we can define the social dimension as “the dimension that seeks to control and limit the negative impacts of tourism on society, preserve the heritage and culture of that society, and involve it in the planning and implementation of sustainable tourism development processes.”

1- Section Three: The Practical Aspect of the Study

1.3 Analysis of the Dimensions of Strategic Leadership:

As for the analysis of the strategic leadership dimensions as a whole, the strategic leadership variable achieved an arithmetic mean of 3.756, which is a good score, with a standard deviation of 0.669 and a coefficient of variation of (17.8). The agreement rate on this dimension was (75.1%), while the disagreement rate was (24.9%). The results indicate that the Tourism Authority has the ability to determine the strategic direction through the optimal use of available resources and by guiding employees toward achieving the specified objectives. It also has the ability to make strategic decisions, adapt, think critically, and communicate effectively with both internal and external environments to achieve sustainable strategic success, thereby establishing a future vision that enables it to achieve these objectives by developing a vision characterized by flexibility and adaptability. The statistical analysis of the summary of the dimensions of the strategic leadership variable reveals the following:

The results showed that the highest overall arithmetic mean was for the “organizational culture” dimension, reaching 3.890, with a good level of standard deviation of 0.729 and a coefficient of variation of 18.7. The agreement rate for this dimension was 77.8%. The disagreement rate was 22.2%, placing this dimension in second place in terms of the relative importance of the dimensions of the strategic leadership variable. The result indicates that the Authority operates based on an integrated set of ideas, habits, and beliefs adopted by the Authority and its employees to achieve its goals and realize its strategic vision through teamwork by forming work teams and motivating employees to understand the tasks assigned to them and complete them independently

The results indicated that the lowest overall mean score was for the “Ethical Practices” dimension, at 3.598, which is a good level, with a standard deviation of 0.863 and a coefficient of variation of 24.0; the agreement rate for this dimension was 72.0%

Disagreement, however, stood at 28.0%, with this dimension ranking fifth in terms of relative importance among the dimensions of the strategic leadership variable. The results indicate that the Authority is working to improve processes aimed at assessing and evaluating its ethical behaviors in dealing with the internal and external environment, in line with established ethical standards designed to achieve sustainable strategic success through the development of a rewards system that reinforces commitment to professional and ethical conduct and recognizes employees who adhere to ethical behavior.

It appears that the “strategic direction” dimension ranked first overall, as it was the most significant dimension (in terms of consensus and the least disagreement) compared to the other dimensions.

Table (3) Summary of the Dimensions of the Strategic Leadership Variable

Dimensional Order	Disagreement	Percentage of agreement	Divergence coefficient	Standard deviation	Arithmetic mean	Dimensions of the Strategic Leadership Variable	
1	25.1	74.9	17.3	0.647	3.746	Strategic Direction	1
3	22.8	77.2	18.9	0.731	3.858	Balanced regulatory oversight	2
4	26.2	73.8	23.9	0.883	3.690	Human Capital Development	3
2	22.2	77.8	18.7	0.729	3.890	Organizational Culture	4
5	28.0	72.0	24.0	0.863	3.598	Ethical Practices	5
	24.9	75.1	17.8	0.669	3.756	Strategic Leadership	

Source: Prepared by the researcher based on SPSS V.25 software

2-3 Analysis of the Social Sustainability Dimension:

The results presented in the table and figure below reflect the findings of the descriptive analysis of the social dimension. This dimension yielded an overall mean of (3.679) and a standard deviation of (0.860). The coefficient of variation for this dimension was recorded as (23.4). The agreement rate was (73.6%), while the disagreement rate was (26.4%).

Overall, the sample's responses indicate a tendency toward agreement at a good level on all questions related to this dimension. The directors at the Tourism Authority work to encourage tourism entrepreneurs to incorporate citizens' opinions into the planning and implementation of their projects, while emphasizing the preservation of the authentic cultural heritage, customs, and traditions of local communities to sustain tourism activity. The Authority affirmed in its report (Achievements of the Tourism Authority: 2023) that it aims to create direct and indirect job opportunities, whereby the local community benefits from tourism, the economy is revitalized, and cultural exchange flourishes.

,providing opportunities for local professionals and employing them, and working to develop the infrastructure of these areas so that both tourists and local residents can benefit from it, The results indicated that the highest score was recorded for the question regarding "preserving the original cultural heritage, customs, and traditions in local communities to sustain tourism activity," with a mean of 4.011, a good level, and a standard deviation of 0.885. The coefficient of variation for this question was (22.1), with an agreement rate of (80.2%) and a disagreement rate of (19.8%); this question ranked

second in terms of relative importance. The lowest score was for the question regarding “attention to people with special needs and efforts to involve them in sustainable tourism development,” with a mean of 3.292, a moderate level, and a standard deviation of 1.333. The coefficient of variation for this question was (40.5), with an agreement rate of (65.8%) and a disagreement rate of

Agreement (34.2%), and this question ranked fifth in terms of relative importance. We can conclude that the social dimension of sustainable tourism development focuses on the impact of tourism on society, the preservation of community culture, and public health. The social dimension of sustainable tourism development also aims to achieve several goals, including ending hunger and poverty, caring for community members, providing education and healthcare, involving the community and respecting its views, and reducing inequality. These are important factors that play a key role in achieving sustainable tourism development by fostering mutual understanding among communities and preserving heritage and culture.

Table (4) Descriptive statistics of the social dimension

Answer Direction	Order of Questions	Disagreement	Percentage of agreement	Divergence coefficient	Standard deviation	Arithmetic mean	Paragraphs In order to achieve the social dimension of sustainable tourism development, the directors of the Tourism Authority are working to:	
I agree	3	26.1	73.9	28.7	1.060	3.697	Encouraging tourism project owners to invest citizens' opinions in planning and implementing their projects	1
I agree	2	19.8	80.2	22.1	0.885	4.011	Preserving the original cultural heritage, customs and traditions in local communities to sustain tourism activity	2
I agree	1	25.2	74.8	23.7	0.886	3.742	Introducing local holidays, encouraging and celebrating them	3
I agree	4	27.0	73.0	33.6	1.226	3.652	Encouraging tourism operators to wear uniforms while working, inspired by the traditional dress of the local community.	4
Neutral	5	34.2	65.8	40.5	1.333	3.292	Paying attention to people with special needs and working to involve them in sustainable tourism	5

							development	
		26.4	73.6	23.4	0.860	3.679	General Medium	

Source: Prepared by the researcher based on the outputs of the SPSS V.28 program

Overall, the sustainable tourism development variable achieved an arithmetic mean of 3.760, which is a good score, with a standard deviation of 0.732 and a coefficient of variation of 19.5; the agreement rate for this dimension was 75.2%. Disagreement, on the other hand, stood at 24.8%, indicating a low level of dispersion in the sample's responses and their affirmation of the importance of the sustainable tourism development variable. This is because the process of regional development begins with a comprehensive scientific study of the current situation in the target area, including economic, social, and environmental aspects. A development strategy is then formulated based on this study, with a focus on achieving a balance between meeting tourists' needs and conserving natural resources. This strategy is implemented through a series of plans and projects, with an emphasis on strengthening tourism infrastructure and improving the services available in the region. Progress is monitored and results are evaluated regularly to ensure the continuity of development and the achievement of sustainable benefits for the local community. This process is reinforced through continuous communication and interaction with members of the local community and relevant stakeholders, where their needs and feedback are heard and incorporated into the decision-making process. Cooperation with local and international partners is also pursued to exchange expertise and resources and achieve development goals more effectively. These joint efforts aim to achieve sustainable growth and sustainable economic and social development, and to enhance the well-being and quality of life of local residents in the target area.

The results indicated that the overall arithmetic mean for the "social dimension" was 3.679, which is a good level, with a standard deviation of 0.860 and a coefficient of variation of 23.4; the agreement rate for this dimension was 73.6%. Disagreement, meanwhile, stood at 26.4%, with this dimension ranking third in terms of relative importance among the dimensions of the sustainable tourism development variable. The results indicate that the Authority seeks to control and limit the negative impacts of tourism on society, preserve the heritage and culture of that society, involve it in the planning and implementation of sustainable tourism development processes, and encourage tourism project owners to incorporate citizens' opinions into the planning and implementation of their projects, in addition to preserving the original cultural heritage, customs, and traditions of local communities to sustain tourism activity

3.3 Testing the Research Hypothesis

-Main Research Hypothesis:

There is a statistically significant effect of the dimensions of strategic leadership on the social dimension

The table and figure below show the results of the analysis of the dimensions of strategic leadership in the social dimension

-The calculated F-value for the model was 22.292. This is greater than the critical F-value of 2.32; therefore, we accept the hypothesis that there is a statistically significant effect of the strategic leadership dimensions combined on the social dimension.

-The adjusted R-squared (Adj R²) value indicates that the dimensions of strategic leadership explain 54% of the variation in the social dimension.

-The t-value for the "Human Capital Development" dimension is 3.549, which is greater than the critical value of 1.990. -This indicates the significance of this dimension; that is, an increase of one unit in this dimension will lead to an increase in the (social dimension) by 47%. As for the remaining dimensions—Strategic Orientation, Balanced Regulatory Oversight, Organizational Culture, and Ethical Practices—the results showed that they have no significant effect on the Social Dimension.

- The table below shows that the null hypotheses for all of the following dimensions are accepted: (strategic orientation, balanced regulatory control, organizational culture, and ethical practices), as their insignificance has been established

- The alternative hypothesis for the "human capital" dimension is accepted, as it was found to be significant; consequently, the alternative hypothesis is accepted and the null hypothesis is rejected.

Table (5) Impact Analysis between the Dimensions of Strategic Leadership in the Social Dimension

.Sig.	Value (F)	Adj R ² (	(.R ²)	.)R(	Sig.	t(	)β(	.)α(	Dimensions of the Strategic Leadership Variable
0.000	22.292	0.547	0.573	0.757	0.580	0.555-	0.082-	0.618	Strategic Direction
					0.185	1.335	0.217		Balanced regulatory oversight
					0.001	3.549	0.471		Human Capital Development
					0.796	0.259	0.046		Organizational Culture
					0.182	1.346	0.171		Ethical Practices

2.32	F. Tabularity
1.990	t. Tabularity
(Human Capital Development)	Moral dimensions
(Strategic Direction, Balanced Organizational Control, Organizational Culture, Ethical Practices)	Insignificant dimensions

Source: Prepared by the researcher based on the outputs of the SPSS V.28 program

Chapter 4: The Practical Framework of the Research:

1-4: Conclusions

In this chapter, we will address the most important conclusions we have reached following our study of the theoretical aspect, in terms of the intellectual and philosophical premises of researchers and authors, and the clarification of the study's variables (strategic leadership and the sustainable social dimension of the tourism industry), and the practical aspect of the research in terms of our collection of quantitative data through the questionnaire and qualitative data through personal interviews. Among the most important conclusions we have reached are:

- 1- It became clear that there is a good level of strategic leadership in all its dimensions within the Iraqi Tourism Board, as evidenced by its ability to define its strategic direction, its focus on its human capital, and its commitment to adopting an organizational culture that encourages ethical practices and values, which are periodically assessed through a balanced monitoring process.
- 2- The research revealed an overall impact of strategic leadership dimensions on achieving the sustainable social dimension of the tourism industry, as the adjusted R-squared (Adj (R²) value indicated that strategic leadership dimensions can explain 54% of the variations in the social dimension.
- 3- The study showed that the greatest impact of strategic leadership dimensions on the sustainable social dimension of the tourism industry was in the dimension of human capital development, which confirmed the significance of that dimension.
- 4- The study showed that the strategic leadership dimensions (strategic orientation, balanced regulatory control, organizational culture, and ethical practices) had no

significant impact on the sustainable social dimension of the tourism industry, which indicates acceptance of the null hypothesis for these dimensions.

1. 2-4: Recommendations

2. The researcher has arrived at a set of recommendations and proposals that would enhance the Authority's effectiveness in achieving the study's variables in the best possible manner. The researcher has also outlined mechanisms and means to implement these recommendations. Among the recommendations derived from the research findings—which indicated no significant impact of the dimensions of strategic leadership (strategic orientation, balanced regulatory oversight, organizational culture, and ethical practices) on the sustainable social dimension of the tourism industry, the researcher recommends that the Tourism Authority take the following measures:

3. 1. Review the Authority's strategic plan: There may be a need to review the strategic plan currently in place at the Authority, as it may require review, evaluation, and a focus on measures that promote attention to this social aspect to preserve the community's identity and culture.

4. 2. Pay attention to national events and significant holidays in communities to help revive them and preserve them from extinction.

5. 3. Work to encourage researchers specializing in tourism and social studies to intensify their research activities on the topic of tourism's impact on society and how to mitigate it.

6.

7. 7. Recommend the enforcement of laws and regulations that ensure respect for the community and its culture, in order to achieve sustainable social development without negatively impacting the community

8. 8. Organize awareness and educational campaigns for the community on the importance of sustainable tourism and their role in preserving cultural and social heritage

9. 9. We recommend that the Authority follow up with authentic and historic tourist areas to gather their views on tourism development in those regions and attempt to identify any social issues that may exist, such as conducting opinion polls and surveys to measure the local community's satisfaction with ongoing tourism operations.

10. 10. Develop regulatory oversight methods and mechanisms, including both strategic and financial oversight, such as developing specific annual plans to address the social dimension for stakeholders and establishing mechanisms for their implementation, evaluation, and assessment—for example, by requiring tourism companies to increase employment opportunities for workers residing in the tourism area (the residents of that area).

11. 11. Increase attention to ethical practices to promote them among employees and

strategic leaders, and address them in a manner appropriate to the internal and external environment to enhance the sustainable social dimension of the tourism industry.

12. 12. Strengthen the focus on adopting the strategic direction of the Iraqi Tourism Board and involving employees in achieving the objectives and realizing the desired vision to achieve sustainable social development

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Note: I used the website <https://www.deepl.com/ar/translator> for translation purposes only. Please note that the translation was reviewed by a human and its accuracy was verified.