

ADOPTING ORGANIZATIONAL RESTRUCTURING STRATEGIES TO IMPROVE THE SPEED OF TOURISM WORK

AN ANALYTICAL STUDY IN THE IRAQI MINISTRY OF CULTURE AND TOURISM

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Abstract

The purpose of the current research is to verify the relationship and impact between the research variables, i.e. between the organizational restructuring strategy and the speed of completion of tourism work in the Ministry of Culture and Tourism , By surveying the opinions of the research community, the importance focused on diagnosing the organizational restructuring strategy used in the researched organization and the role of this strategy in speeding up the completion of tourism work.

The issue was discovered through a series of questions centered on the nature of the correlation. and the impact relationship between the research variables, and the research community consisted of (85) workers' managers, to whom a questionnaire was distributed., and (70) valid questionnaires were obtained, with their data analyzed using a statistical program (SPSS, v20)

The research found an increase in the importance of the organizational restructuring strategy in the field of speedy completion of tourism work and its improvement as a result of the increase in the volume of services provided by the Ministry of Culture and Tourism in light of the social and political developments.

Keywords: organizational, tourism, obtained, questionnaires, research

CHAPTER ONE

RESEARCH METHODOLOGY

- FIRST, THE RESEARCH PROBLEM

The following question summarizes the research problem:

Does the Iraqi Ministry of Culture and Tourism seek to diagnose its organizational restructuring strategies and indicate the impact of these strategies on the speedy completion of tourism work?

- SECOND: RESEARCH QUESTIONS

Based on the above problem, the current research seeks to find an answer to the following inquiries:

1. What are the dimensions of the organizational restructuring strategy in the researched organization?
2. What are the dimensions of the speed of job completion in the researched organization?
3. Will the organizational restructuring strategy in the researched organization affect improving the speed of job completion?



- THIRD: THE SIGNIFICANCE OF RESEARCH

The significance of the research stemmed from the importance of organizational development (by adopting the organizational restructuring strategy in improving the speed of job completion) and the importance of the research is evident in the following:

1. It is important because it addresses the study of one of the most important options offered to organizations (organizational restructuring) in the context of the transformation that the Iraqi environment is currently witnessing.
2. Diagnosing the organizational restructuring strategy used in the researched organization and the role of this strategy in improving the speed of job completion.
3. Providing a theoretical and practical framework to be a guide for organizations to facilitate the implementation of organizational restructuring in them, in a way that contributes to creating awareness and arousing interest among administrative leaders to adopt it because of its positive effects.
4. The Iraqi Ministry of Culture and Tourism lacks research related to the organizational restructuring strategy and its impact on the speed of job completion

- Fourth: Research objectives

The research objectives can be identified in the following points:

1. The research contributes to testing the nature of the relationship and the interaction of the research variables, as well as testing the hypothetical research model and reaching a realistic model.
2. 2. Checking the readiness of the Iraqi Ministry of Culture and Tourism to adopt the dimensions of the organizational restructuring strategy.
3. 3. Diagnose organizational restructuring strategies and indicate the impact of these strategies on the speedy completion of tourism work
4. 4. The research contributes to laying a foundation for future research on the impact of organizational restructuring on the speed of job completion.

- Fifth: research hypotheses

The main hypothesis: There is a statistically significant and positive influence relationship for the organizational restructuring strategy and the speed of completion of tourism work at the macro level, and the sub-hypotheses that follow branch off from it:

1. The first sub-a statistically significant hypothesis : significant and positive influence relationship exists for the macro-level strategy of reducing the size of the organization and increasing the speed with which tourism work is completed.
2. 2. another sub-hypothesis : There is a statistically significant and positive effect relationship of the strategy of hybridization of the organization's structure and the speed of completion of tourism work at the macro level.
3. 3. sub-hypothesis : There is a statistically significant and positive relationship of cause and effect of the strategy of reducing the extent of the organization in the speed of completion of tourism work at the aggregate level.

the introduction :

Organizations operate in a changing, complex and continuous environment. During their life journey, they are exposed to diseases just like individuals. These diseases, if not properly diagnosed and appropriate treatment determined, may cause the collapse of these organizations. Furthermore, because these organizations are built on structures that organize all of their technical information, as well as technological, financial, administrative, and other task, When confronted with major challenges, they rely on human, administrative, financial, environmental, and personnel resources., In order to manage these primary resources more effectively, they must review and re-



plan these structures.. When the environment changes The organization usually devises new strategies and adapts and adapts its organizational structures to pursue those strategies, both internally and externally.

In light of the increasing interest in developing job performance and striving towards excellence, it necessitated a reconsideration of many programs and strategies and fundamental changes in the core of the administrative process.

Furthermore, because most organizations in Iraq lack studies and research on organizational restructuring strategies and their role in improving job performance, This study arose as an attempt to serve as a scientific reference for governmental and private organizations, service and non-service, profit and non-profit, to gain as much benefit as possible from it. The concept of the organizational restructuring strategy was adopted in the Iraqi Ministry of Culture and Tourism, in order to bring about a quantum leap in the performance of this ministry and push it to provide its best services and improve its job performance in the most efficient and effective way.

THE FIRST TOPIC: THE CONCEPT OF ORGANIZATIONAL RESTRUCTURING STRATEGY

There comes a time when the organization sees the need to make a fundamental shift in administrative and financial practices, and the reason is that the organization is facing new and harsh conditions that it cannot, with the systems given to it, face. Restructuring can be made a powerful tool in organizational development that focuses on the higher management and financial structures of the organization.

The organizational restructuring strategy is the processes and changes that take place in the structure, the existence of which is the basis for any restructuring process, that is, it can be considered the floor or the place in which the applications for reshaping or creating the structure take place (Maghari, 2014). The restructuring approach has recently appeared and has been widely used recently in most industrial and service organizations, whether in the public or private sector, as it was used as a tool of strategic change to confront the environmental changes surrounding the organization, as well as its use as a developmental approach to the organization. There were many definitions that dealt with the concept of restructuring. Organizational structure, and we will discuss several definitions and concepts according to the opinions of researchers and as shown in the table

Source	the definition
Obado, 2015:22	Changing staffing levels, so that there is an appropriate level of resources in the organization's structure capable of responding quickly to change, requires work flows that should be appropriately structured and coordinated.
Harwood et al. , 2016:43	It is a procedure for reorganizing the ownership, legal, operational and other structures of the organization, with the aim of making it more profitable and better organized for its current requirements.
Al-Enezi, 2016: 376	It is an organizational reform (giving a new form to the organization and changing it in acceptable ways).
Malacic, 2016:11	It is the process of shifting from a certain existing structure to a new structure that allows for better effectiveness and efficiency of the organization.

The driving reasons for the organizational restructuring strategy

(Asfour, 2009 AD: 218-220) believes that the reasons for the need for organizational restructuring in organizations appear in the following cases:

1. When it appears that the original arrangement is ineffective due to an error in the structural design itself.
2. When external or internal changes occur, such as a change in the amount of work in the organization by increase or decrease, whether voluntary or involuntary, or the use of machines instead of manpower.



3. When there is a continuous decrease in the production efficiency of the organization, which indicates a defect in its administrative organization, such as lack of speed in decision-making, lack of effective methods of communication, weak oversight, or strong centralization of authorities.

4. When a long period of time has passed for the organization (more than ten years), without any changes occurring to its organizational structure, and the occurrence of some changes in the internal conditions and conditions of the organization, such as the creation of new administrative positions, or the issuance of new legislation, regulations and instructions.

5. When changes occur in the administrative leadership of the organization, such as appointing a new leadership for the organization, which differs in its philosophy and ambitions from the previous leadership, then the new leadership works to introduce changes in the organization to keep pace with its ambitions.

Sometimes restructuring the organization or redesigning its structure becomes a necessary response to the various organizational issues, and its importance appears when there are real problems about the alignment between the formal organizational arrangements and other components in the organization, and the reasons justifying the restructuring (Wyman, 1999: 7-8):

1. Strategic shifts: The major change in the strategy requires significant and important changes to reach the structure that fits the new strategy and not just a cosmetic restructuring [23].

2. Redefining the work: As an inevitable result of changing the strategy, new technology or changes will appear in costs, quality, and the possibility of availability of the required resources. Therefore, restructuring is necessary to meet the changes occurring in the essence of the technical work [24].

3. Growth: As an institution continues to grow, this means the continuity of changes in its internal components and external relations, which necessarily necessitates the continuity of restructuring to match those changes and for each stage of organizational growth [25].

4. Changes of owners: In the case of assuming a new position and a new group of managers who take charge of the organization, the survival of the old structure may not last for a long time due to the change of leadership [26].

- **Elements of the organizational restructuring strategy**

The organizational restructuring strategy requires a number of basic requirements to ensure its success, and among these requirements are the following (Al-Ma'ani, 2012: 129):

1. Strategic planning: The process of organizational restructuring must be strategically linked to the vision and long-term goals of the organization, and what needs to be done to achieve the desired goals.

2. The commitment and conviction of senior management: The success of the organizational restructuring strategy depends on the extent of knowledge and conviction of senior management in the organization of the benefits it achieves for the organization, and the importance of applying it in their organizations, in order to develop and improve administrative and functional performance and obtain a competitive advantage.

3. Employees' participation and empowerment: One of the benefits of the organizational restructuring strategy is to give employees wide powers, which develop their capabilities and enable them to make decisions related to their work. It enhances their active participation and encourages them to innovate, innovate, create, and work in a team spirit [27].

4. Accepting change: One of the main challenges that organizations face when implementing organizational restructuring is related to the process of preparing for change. It includes the desire not to remain in the status quo, and to introduce changes in methods and organizational structure, which requires a change in the culture of the organization (the set of principles, values, concepts, and beliefs prevailing among the workers in the organization that distinguishes it from other organizations) in line with the requirements of the restructuring process, which plays an active role To accept change and adapt to it..



5. Effective communication: One of the things that facilitates the process of implementing restructuring is the ability of departments to adopt channels of continuous and effective communication with stakeholders inside and outside the organization, and helps workers accept the changes resulting from the implementation process.

- **OBSTACLES TO THE ORGANIZATIONAL RESTRUCTURING STRATEGY AND THE REASONS FOR ITS FAILURE :**

1- Obstacles:

- Organizations face several obstacles when adopting an organizational restructuring strategy, including: anxiety and lack of morale among workers, which eventually affects (performance, financial restrictions, legal challenges, challenges of physical separation of each office and the redundancy associated with this procedure) (Obado, 2015:20). And that many organizations face many challenges in organizational restructuring, including worker immersion and high costs of restructuring, which negatively affects the timing of the decision (Fedor et al, 2006:22). One of the most important obstacles to restructuring is that managers are fond of emphasizing the approach of process reengineering from time to time, which has risen to a distinguished position in the early nineties until now, and they take it as a basis for restructuring even if it does not lead to the desired goal.

- Restructuring cannot happen in a vacuum, but it should be rooted in the realities and life of the organization, and be directly linked with its strategic objectives. (Ali, 2011: 81). When the organization faces business problems, managers are faced with important questions, which are:

- **What are the restructuring strategies?**

- **What is the appropriate strategy to save the organization?**

- **Will it lead, after a certain period of time, to a successful restructuring, turnaround, and successful change in the organization's operations?**

The choice of strategy and the timing of its application are considered important factors for the success of restructuring strategies (Scherrer, 2003: 66). There are many restructuring strategies, and they are mainly divided into financial restructuring and administrative restructuring. Each of them is divided into other sub-dimensions.

• **First: financial restructuring**

The fundamental financial changes in the organization, whether in the capital structure or in the organization's investment portfolio, are the core of the financial restructuring.

1. Restructuring the capital

They are changes that occur in the capital structure and its components for better financial and profit performance. An example of this is the following:

- Revaluation of assets to raise borrowing capacity.
- Exchanging the assets of the organization for the assets of another institution.
- Changing the structure of investors (founding investors and holders of preferred shares), small property owners, foreigners, managers, employees, and others).
- More borrowing.

2. Restructuring the investment portfolio:

It is a change in the investments of fixed and current assets to employ the organization's funds in a better way. An example is the following:

- Merger.
- Divide the organization into other subordinate units.



- **Second: Administrative Restructuring:**

They represent the fundamental changes in the administrative and organizational systems, in order to improve the administrative and organizational performance, the use of powers, the intertwining of specializations, the activation of cooperation between units, the determination of the optimal size of employees, and the use of better practices for human resources.

1. Organizational restructuring:

It is a review of the organizational structure of the organization in order to achieve better practices for the performance of functions and the use of powers and the activation of cooperation between units, examples of which are the following [21].

It is a review of the organizational structure of the organization in order to achieve better practices for the performance of functions and the use of powers and the activation of cooperation between units, examples of which are the following [22].

- Creation or cancellation of organizational units.
- Merging units or dismantling units into more units.
- Re-division of the organization's units according to a new concept of specialization.
- Reconsidering the size and type of authorities (ie, the organizational powers of the units).
- Reconsider the relations between units and disengagement.
- Reconsider the number of organizational levels.

2. Restructuring of human resources:

It is a redesign of the organization's personnel structure, and a review of the organization's human resources practices and systems. Examples of these practices include job design, manpower planning, training, salaries and wages, incentives, employee benefits and services, career path, and employee performance evaluation.

- Dismissal of a full functional level.
- Dispensing process in entire sections.
- Dismissal of a specific percentage of workers in each department.
- Dismissal of a certain quality of workers (such as those with low performance).
- Temporary layoff.
- Early retirement.
- Termination of non-permanent employment.
- Reduction of overtime work.
- Re-training of workers and redistributing them to departments and jobs.
- Non-renewal for those with temporary contracts. (Maher, 2014 AD: 560-562)

The second topic is the speed with which tourism work is completed.

Quality is defined as a high-performance design that focuses on the quality of the service provided in order to include high performance, economy of use, convenience, kindness, and ease of use characteristics and attributes. Entering service sites (Al-Najjar and Mohsen, 2009 CE: 59), which means doing things correctly, and quality being an end result, as it refers to the quality of the commodity or service as perceived by the customer.

The departments seek to provide services characterized by quality that conforms to specifications in order to achieve customer satisfaction, as the customer is the most important part of the production plan, and the goal of quality must be the present and future needs of the customer, but the traditional concept of conformity to specifications is not consistent with contemporary concepts that require detailed identification. on the needs and desires of consumers, as well as other beneficiaries (Ali, 2005: 115), The specialists touched on many definitions of quality, and we present a sample of them (Al-Najjar and Mohsen, 2009: 479):

□ is "suitable for the intended use required by the customer".



- It is "conformity to requirements that meet or exceed the customer's expectations."
- It is the conformity with the specifications on which the good or service is designed and the speed of completion of the work

It means the time spent in each department of the organization in order to complete the tasks of each department, and this dimension affects both productivity and flexibility. 403).

And competition for time or service provision includes three aspects or precedence (Al-Najjar and Mohsen, 2009: 59):

- The specified period of time between the date the customer's request is received and the date it is fulfilled—also known as the waiting time—is used to gauge the speed of a service.
- When it comes to meeting the agreed-upon service delivery time, it is measured as a percentage of orders that are completed and delivered to customers on time (in industrial organizations)
 - The time needed to create, design, and produce a new product is used to gauge development speed.

The shorter the time elapsed From the moment an idea is generated until the final design and production, the more the organization has a competitive advantage. From the foregoing, we conclude that the organizational restructuring strategy aims to improve the capabilities and knowledge of employees and give them sufficient authority to address problems, and this requires empowering employees and allowing them to exercise their roles to develop and ensure the continuity of sound performance. The ultimate goal of the organizational restructuring strategy is to improve the mechanisms for solving complex organizational problems that organizations suffer from, with the aim of creating a suitable environment for innovation and creativity among employees, and increasing the effectiveness of organizations to enable them to achieve their goals and those of their employees, and to improve the quality of work life.

THE THIRD CHAPTER: THE USEFUL ELEMENTS

RESULTS OF THE IMPACT RELATIONSHIP TEST FOR THE PRIMARY HYPOTHESIS.

Table (1) displays the results of testing the impact relationship between the organizational restructuring strategy and improving the speed of completing tourism work based based on the results of the simple regression, assuming a significant relationship between the real value of organizational restructuring (X) and improving the speed of completing tourism work ((Y), which can be expressed by the equation:

$$Y = (a + BX)$$

Where y = improvement in the speed of completion of tourism work.

X = organizational restructuring.

B = the equation's slope (the amount of change in y that occurs as a result of an x unit change).

a=represents a constant in statistics.

This equation demonstrates that increasing the speed with which tourism work is completed is a The true value of organizational restructuring is a function of its true value. The characteristics of this equation and its statistical indicators estimates have been computed at the research sample level. (70). What follows:

Improving the speed of completing tourism work = (1.095) + (0.68) organizational restructuring

In this case, an ANOVA was used to compare the Table shows the results of two variables. (1):



Table (1) Analysis of variance (ANOVA) for the connection between the organizational restructuring strategy and improving the speed of completion of tourism work

source of contrast	degrees of freedom	sum of squares	mean of squares	R^2	The calculated F value	Moral level
Regression	1	14.681	14.681	0.46	57.052	0.000
The error	68	17.495	.257			
the total	69	32.176				

Source: Results of the electronic calculator.

The transactions table displayed the values shown., as follows:

Table (2) table of transactions (the results of testing the relationship between the organizational impact restructuring strategy in improving the speed of completion of tourism work)

Sample	non-standard transactions		standard transactions	T	Moral level
	beta coefficient	standard error	Beta		
Constant	1.095	.298	.68	3.678	.000
Organizational restructuring	.681	.090		7.554	.000

Source: From the output of the electronic calculator

The relationship between organizational restructuring and table (2) the variance analysis and table (2) the table of transactions is clear from table (2). (X) and improving the speed of completion of tourism work (Y), and at the level of the research sample of (70) people, The regression curve accurately depicts the relationship between (X, Y) and with a level of confidence because the value of (t) is large when compared to its value Tabular (1.658), with a statistical level (0.05), and with two degrees of freedom (1.68). (0.95). A The t-test and statistical value (X) result show that this is true (t = 7.554).

According to the regression equation, the constant indicates (a = 1.095), indicating that an estimated existence exists. 1.095)) when the value of organizational restructuring is zero.

The marginal slope value was (= 0.68), and the (X) indicates that there has been a change of (1) in the organizational restructuring (X) will result in a change of (0.68) in the speed of completion of tourism work.

The modified coefficient of determination (R2) indicated a coefficient of (0.46), indicating that organizational restructuring (X) explains a percentage of (0.46) of the variation in improving tourism work completion speed.And (0.54) of the Unexplained variance is caused by variables that



were not included in the regression model., , which is a good indicator for comparing the calculated value of (f) to its tabular value of (3.91) within the confidence intervals (0.05).

In the light of these results, the main hypothesis is accepted, which states that there is a significant and positive influence relationship of the organizational restructuring strategy for the speed of completion of tourism work at the macro level.

Second: Testing the sub-hypotheses: Once the main impact hypothesis has been tested, the extent of the impact must be tested. The impact of removing the organizational restructuring strategy on the speed with which tourism work is completed.

The multiple regression equation for the organizational restructuring variables (X1, X2, X3), according to this hypothesis, improves the speed of completing tourism work (y) in terms of the following multiple regression equation:

$$y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

The relationship between organizational restructuring and the multiple regression equation (X) and improving the speed of completing tourism work was: improving the speed of completing tourism work = (1.333) + (0.11) downsizing the organization + (0.32) hybridization of the organization's structure + (0.52) downsizing the scope of the organization.

Within the framework of this formulation, the analysis of variance table produced Table 3 shows the results of an analysis of the variance between these relationships..

Table (3) Table 1 shows the results from which the variance between these relationships was analyzed. strategy and improving the speed of completing tourism work

source of contrast	degrees of freedom	sum of squares	mean of squares	R ²	The calculated F value	Moral level
Regression	3	15.406	5.135	0.48	20.212	0.000
The error	66	16.769	.254			
the total	69	32.176				

Source: Electronic calculator results.

According to Table (4), the values are as follows: (4) Transactions Table Table (The results of testing the influence relationships between the organizational restructuring strategy and increasing the speed with which tourism work is completed) (Results of testing the influence relationships between the organizational restructuring strategy and improving the speed of completion of tourism work)

Sample	non-standard transactions		standard transactions	T	Moral level
	beta coefficient	standard error	beta		
	1.133	.302		3.755	.000

Constant	.105	.127	.11	.828	.411
Downsizing the organization	.300	.148	.32	2.029	.027
Hybridization of the structure of the organization	.474	.153	.52	3.088	.003

Source: Electronic calculator results.

The relationship between organizational restructuring (X1, X2, X3) and improving the speed of completion of tourism work at the level of the research sample of (70) managers is clear from table (3) the analysis of variance and table (4) the table of transactions. When compared to its tabular value (3.91) and a significant level (0.05) with two degrees of freedom (66.3), the value of (F) is large, indicating that the regression curve is adequate to describe the relationship between (X, Y) and a confidence level (0.95). This is supported by the statistical value (X), which is computed using the (t) The dimensions test resulted in (tx1 = 0.828, tx2 = 2.029, tx3 = 3.088) when compared to their tabular values (1.645).

It turns out that the calculated (t) values are greater than their tabular values for the organization structure hybridization strategy and the strategy of reducing the extent of the organization (and this indicates that the second and third sub-hypotheses have been fulfilled), except that the calculated value of (t) for the strategy of reducing the size of the organization was small compared to the tabular value.

According to the regression equation, the constant indicates (a = 1.133), which means that when the value of organizational restructuring is equal to zero, the speed of completion of tourism work is 1.133).

As for the value of marginal propensity to reduce the size of the organization, it reached (B1 = 0.11) and the association with (X1), it indicates that a change of (1) in the size of the organization (X1) will lead to a positive change of (0.11) in improving the speed of completion of tourism work.

The marginal propensity for organizational structure hybridization was calculated to be (2 = 0.32), and the accompanying (X2) indicates that a change of (1) in the organization structure (X2) will result in a positive change of (0.32) in improving the speed of completion of tourism work.

As for the value of the marginal tendency to reduce the extent of the organization, it reached (B3 = 0.52), and the association with (X3) indicates that a change of (1) in the extent of the organization (X3) will lead to a positive change of (0.52) in improving the speed of completing the tourism work.

The value of the modified coefficient of determination (R2) indicated a coefficient of (0.48), which means that the organizational restructuring explains itself through its dimensions (0.48) of the variation in improving the speed of completion of tourism work, and that (0.52) of the unexplained variation is due to unexplained variables. The regression model is used, which is an acceptable indicator based on the level of significance for the value of (F), which is (0.000), i.e. less than the hypothesis's level of significance (0.05).

CONCLUSIONS

- Rejection of the first sub-hypothesis, which states that there is a statistically significant and positive influence relationship for the strategy of reducing the size of the organization and the speed of completion of tourism work at the macro level.

- Acceptance of the second sub-hypothesis, which states that there is a significant effect of the strategy of hybridization of the organization's structure on the speed of completion of tourism work at the macro level.
- Acceptance of the third sub-hypothesis, which states that there is a significant effect of the strategy of reducing the extent of the organization and the speed of completion of tourism work at the macro level.
- The results proved the existence of a significant impact relationship of the first main variable (organizational restructuring) on the second main variable (speed of completion of tourism work) in general in the researched organization.

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