

Marketing flexibility of tourism human resources and its impact on enhancing tourist behaviour

(A systematic analysis of the opinions of a sample of workers in first-class hotels in the Holy Governorate of Karbala)

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Abstract

The research shows the impact of human resource marketing flexibility in enhancing workers' tourism behaviour in first-class hotels in the holy governorate of Karbala. The research began with a realistic problem, according to which several questions were identified, including clarifying the nature of the correlational and influential relationship between the research variables in the field. The research adopted the scale of (Camisom et al., 2010) (Beraha et al., 2018) in measuring marketing flexibility, which was measured in three dimensions: (flexibility of participation (**part**), flexibility of interaction (**inte**), flexibility of implementation (**impl**)), as for the tourist behaviour measure. The researcher adopted a scale of (Kotler et al., 2012) and (Durmaz et al., 2014), which was measured by four dimensions (**Pirs, Lear, Perc, Moti**). As for the central administration in collecting research data, the researcher relied on the questionnaire, and the sample was chosen from workers in first-class hotels in the Holy Governorate of Karbala, which numbered (141) workers and were distributed among (10) hotels registered in the Karbala Tourism Directorate, where (103) factors determined the sample size according to the Stephen Thompson equation. For processing and analysing the data statistically, structural equation modelling represented by (confirmatory factor analysis) was used, in addition to a set of descriptive statistical measures such as the Pearson correlation coefficient for ranks, and simple linear regression analysis using several statistical programs, including (Amos, V.24), (Spss, V.26). The results of the analysis proved the existence of a significant correlation and influence of the marketing flexibility of human resources in enhancing tourism behaviour among workers in hotel establishments, first-class hotels, the research sample, as the results indicated progress for the interaction flexibility dimension, which is dependent on the flexibility variable. Marketing, then the flexibility of the implementation dimension, and finally, the flexibility of the participation dimension have an impact in enhancing the tourist behaviour of hotel workers in the research sample. The order of the dimensions of the tourist behaviour variable came according to its importance (personality, perception, learning, and motivation).

Keywords: Marketing flexibility, tourist behaviour.

Introduction

Marketing flexibility, as one of the vital activities in tourism organizations, seeks to achieve profits and improve services. In their business environment, they face challenges that may threaten their survival and growth. Many mechanisms and methods can be followed to address these challenges and be essential in confronting them. One of the most prominent methods is employing marketing flexibility in all activities consistent with its objectives. The success of the work of any tourism organization is primarily linked to studying tourist behaviour accurately and objectively. Modern concepts point to tourist behaviour as a vital element for marketing the services provided to tourists. This is due to the effect of marketing flexibility in support. The tourist is required to make the purchasing decision for services because tourist services are intangible services, and it is difficult for the tourist to determine their quality. Tourist behaviour is a primary goal for first-class hotels in recent times, as it is the driving heart of any tourism business. If these hotels want to increase their financial revenues from selling their hotel services to tourists; in light of this, the research sought to highlight the impact of marketing flexibility of tourism human resources in enhancing the tourism behaviour of workers in first-class hotels in the Holy Governorate of Karbala. The research was divided into four sections. The first section included the methodological framework of the study, and the second dealt with the intellectual framework of the research variables. The third dealt with constructive tests. For the answers of the research sample, the fourth section included the most prominent conclusions and recommendations.

First: the research problem

The research resulted in several questions according to my agency's cognitive framework:

1. What is the natural importance of marketing flexibility in enhancing tourist behaviour?
2. What is the level of correlation between marketing flexibility in its dimensions and tourism behaviour in its dimensions?
3. What is the extent of the relationship between marketing flexibility in its dimensions and tourism behaviour in its dimensions?

Second: research objectives

Depending on the research problem and its questions, the research requests to maintain the following objectives:

1. The research aims to develop a scientific mechanism to enhance tourist behaviour and work to make the right decision.

2. Highlighting the level of influence of marketing flexibility and its dimensions on the tourism behaviour of human resources where such people are working in hotel organizations in general and the research sample in particular.

Third: The importance of research

The importance of the research lies in the intellectual content of marketing flexibility and its role in encouraging tourism organizations to develop this concept and work to develop it to meet the requirements of tourists and enhance their tourist behaviour. Thus, it has demonstrated the importance is as follows:

1. Guiding stakeholders to benefit from concepts to confront competition through activities in the markets to achieve the desired goals
2. Strengthening the capabilities of workers in tourism organizations to keep pace with changes in the business environment, especially in providing services to tourists.
3. The research represents a study of a cognitive and scientific impact in the field of specialization that will be added to university libraries regarding the sobriety and modernity of their sources.
4. A comprehensive presentation of the tools for success in providing pioneering services that keep pace with global markets is added.

Fourth: Research hypothesis

We present the hypotheses as treatment and expected solutions to answer the questions of the problem as follows:

1. The first primary hypothesis: **There is a significant correlation between marketing flexibility and its dimensions with tourism behaviour. Several sub-hypotheses emerged from it, including:**

- a. The first central hypothesis: There is a significant correlation between flexibility of participation and tourist behaviour.
- b. The second primary hypothesis: There is a significant correlation between interaction flexibility and tourist behaviour.
- c. The third central hypothesis: There is a significant correlation between implementation flexibility and tourist behaviour.

2. The second primary hypothesis: **There is a significant influence relationship between marketing flexibility and its dimensions in tourism behaviour.**

Several sub-hypotheses emerged from it, including:

- a. The first primary hypothesis: There is a significant influence relationship between the flexibility of participation in tourism behaviour.

b. The second primary hypothesis: There is a significant relationship between interaction flexibility and tourist behaviour.

c. The third central hypothesis: There is a significant influence relationship between flexibility of implementation in tourist behaviour.

Fifth: The hypothetical plan The hypothetical plan is crystallized as follows:

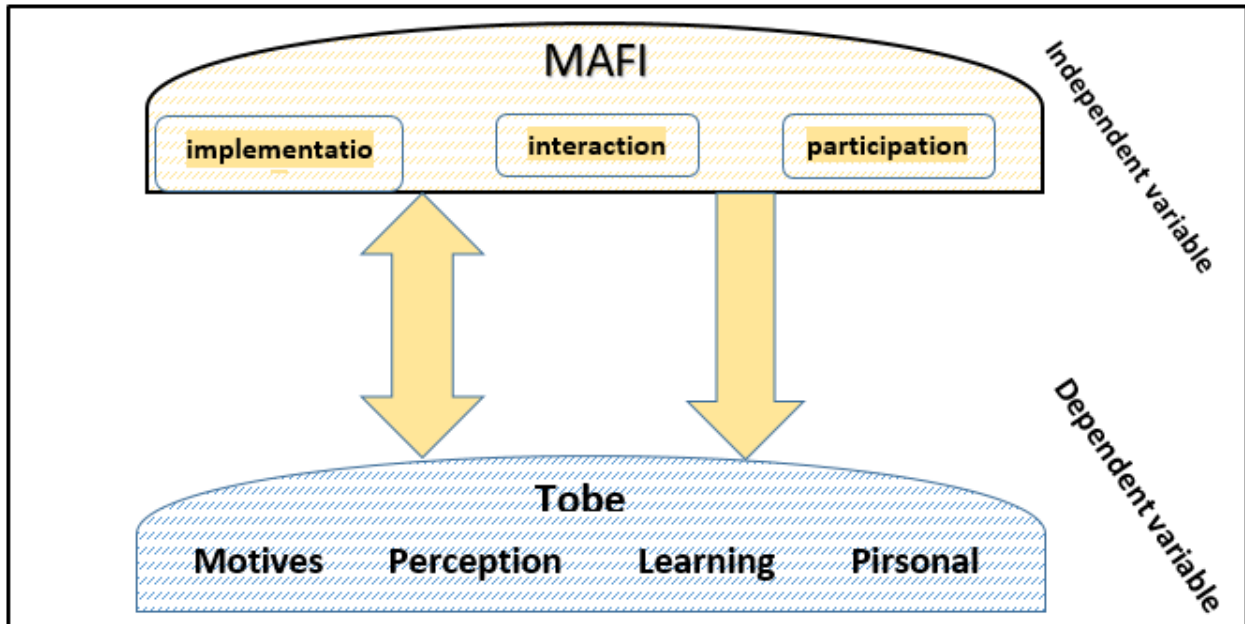


Figure 1. Hypothetical diagram.

Source: Prepared by the researcher.

Sixth: Research population and sample

After reviewing the number of first-class hotels in the Holy Governorate of Karbala, which amounted to (10) hotels, the research sought to determine the sample size according to the (Stephen Thompson) equation, and a sample was selected from the workers there, numbering (141) workers. The sample size was obtained using the above equation. Several questionnaires were distributed to (103) workers, according to Table (1), as follows:

Table 1. Determining the sample size, number of distributed and returned questionnaires, and percentage.

Number of forms	Sample size	Distributed	Returned	Non-returned	Invalid	Valid for analysis	Percentage %
	$n = \frac{N \times p(1-p)}{[N-1 \times (d^2 \div z^2)] + p(1-p)}$	115	110	5	7	103	94%

Source: Prepared by the researcher based on Stephen Thompson’s equation for determining sample size.

Seventh: Research limitations

1. Cognitive limits: The research variables included marketing flexibility as an independent variable and tourism behaviour as a dependent variable with its dimensions.
2. Time limits: The beginning of the research was from the period (1/9/2023) until (30/1/2024), where the period included several field visits to first-class hotels, which amounted to a number, with the distribution of questionnaire forms to those working in them and collecting them for statistical analysis.
3. Spatial boundaries: The spatial boundaries of the research were determined by a sample of first-class hotels in the Holy Governorate of Karbala.

Eighth: Research variables and approved standards

The research included two essential variables, which are as follows:

1. Marketing flexibility: The independent variable for research based on standards (Camisom et al., 2010) (Beraha et al., 2018). The sub-dimensions of marketing flexibility have been identified in three dimensions: Participation flexibility (4) paragraph, Interaction flexibility (4) paragraph, and Flexibility of implementation (4) paragraph.
2. Tourist behaviour: The variable adopted for research based on the standards (Durmaz et al., 2014) and (Kotler et al., 2012), through which several sub-dimensions were identified, which were (motivations (4) items, perception (4) items, learning (4) paragraph, and personality (4) paragraph). Table (2) shows the reliability test between the variables with their dimensions and agencies:

Table 2. Research variables and research standards.

No.	Variables		Cronbach Alpha	Paragraphs	Scale	Cronbach Alpha h
1	Main	Sub		1-4	Camisom et al., 2010 Beraha et al., 2018	.816***
	Marketing flexibility	Flexibility of sharing	.844**	5-9		
		Flexibility of interaction	.906**	10-14		
		Flexibility of implementation	.899**			
2	Tourist behaviour	Motives	.889**	15-18	Durmaz et al., 2014 Kotler et al., 2012	.800***
		Perception	.936**	19-22		
		Learning	.812**	23-26		
		Personality	.753**	27-30		

Source: Prepared by the researcher based on the questionnaire and the outputs of the (Spss.v26) program.

The second section: the intellectual framework of the research variables**First: marketing flexibility****1. Concept**

The promotional flexibility of human resources covers many aspects according to the tastes of tourists. The progress achieved in technology and scientific research has given meaning to the concept because it is directly related to the marketing processes and management of tourism human resources, as it serves a tangible goal: the satisfaction of tourists (Calin, 2012: 685). To understand the contents of the concept theoretically for some Researchers, according to chronological order and agencies:

Table 3. Researchers' contributions to marketing flexibility.

No.	Author	Marketing flexibility
1	Shalender et al. (2017)	The ability of organizations to develop active marketing efforts in advance to quickly address challenges related to the needs and desires of tourists and their environment.
2	Panomjer et al. (2017)	The organization's ability to adapt to education and take full advantage of environmental changes to help it achieve outstanding performance.
3	Mhaibes (2018)	The ability to enter new markets and achieve success while maintaining its competitive position in the current market, taking into account the difference in providing marketing activities and their suitability to the conditions of each market.
4	(Al-Taie & Al-Amiri, 2018)	The ability of organizations to respond to the renewed requirements of tourists to enhance their trust and loyalty and work to increase their market share and improve their competitive position in the business environment.
5	Sharma et al. (2020)	The ability of organizations to meet the diverse desires and needs of tourists through value offers that are linked to the marketing mix.

Source: Prepared by the researcher based on the sources mentioned in the table.

According to the researchers' influences, marketing flexibility can be discussed as the capability of tourism organizations to react quickly to market alterations and the continuous desires of tourists with flexible, scientific marketing methods, policies, and plans to achieve their specific goals.

2. Importance

The changes occurring in the environment are represented by the crises that tourism organizations often face, and these changes mean challenges in providing tourism services at the required level despite these confronts. Organizations constantly seek to enhance their position and competitive capabilities by discovering opportunities for new products that support tastes

and what the market needs, considering time, place, and quality of submission in light of this, both of the following indicate:

(Shalender et al. 2017: 260), (Morgan et al. 2014: 110), (Cohen et al. 2013: 83)

- a. Organizations seek flexibility in marketing their business to maintain pace with the fast market changes and increase their ability to remain in them to satisfy tourists.
- b. Tourism organizations work to gain a competitive advantage that is flexible and compatible with the rapid changes in global markets.
- c. Adopting tourism transactions and using flexibility in marketing them is the best way to meet the challenge of market changes and fluctuations in supply and demand.
- d. It is one of the strategies to penetrate any tourism market while maintaining its organized position in the market in which it operates.
- e. It is essential to address the problems that occur during the marketing process and show the challenges that appear and that the company may anticipate in the future.
- f. Enhancing the value of tourism organizations through the flexibility of their products to meet the requirements of tourism work.
- g. To improve marketing performance, it is vital to cover a greater area and diversify its services in the market.

3. Dimensions of marketing flexibility

Many researchers define the dimensions of marketing flexibility in three scientific dimensions, as they have been used in previous studies depending on their sample. The dimensions that will be measured in this research theoretically and measured in the field (flexibility of participation, flexibility of interaction, flexibility of implementation), and in line with the objective of the tagged research, the dimensions will be presented as follows:

- a. Flexibility of participation: Previous studies emphasize the importance of involvement at the forefront of human resources as an essential component in preparing service programs and strategic marketing decision-making. Combe et al. (2014) refer to flexibility of participation as implicit procedures that organizations follow to implement their marketing work in order to keep pace with the changes occurring in the needs of tourists in the market (Combe et al., 2014: 1). However, Lafaou et al. (2016) indicate that it is an effective process of providing services and presenting ideas and proposals to develop its various marketing activities (Lafaou et al., 2016: 100). In addition, Zeithaml et al. (2017) refer to flexibility of participation as the contribution of human resources in creating value for services supplies to narrowing the performance gap through the influence of tourists in determining specifications in a way that serves tourism organizations, meaning that tourists' understanding of their roles reduces the gap when producing

any tourism service (Zeithaml et al., 2017: 11). It was stated (Khalil & Ali, 2021) with an apparent reference to the flexibility of participation as the interest of organizations towards everyone's involvement in making strategic marketing decisions and the contribution of tourists in making the appropriate purchasing decision that focuses on forming a true partnership between them.

b. Flexibility of interaction: The interaction between the tourist and the service employee is essential for the success of any marketing program, and this interaction is the basis of the interactions that occur when purchasing, which allows for the creation of a culture and cooperation between them. Deb et al. (2013) indicate that interaction occurs in building flexible, interactive marketing systems characterized by constructive stakeholder collaboration to gain tourists' loyalty (Deb et al., 2013: 74). As for Terblanche (2017), he referred to the flexibility of interaction as interactions that occur from the experiences of tourists and the ability of these interactions to create mutual trust between tourists, services, and the organization, which enhances cooperation and achieves the tourists' loyalty (Terblanche, 2017: 23). Zeithaml et al. (2017) adapts the organization to the desires and requirements of tourists through multiple communication channels to develop marketing relationships with tourists (Zeithaml et al., 2017: 12).

The flexibility of implementation means the ability to deal with what may happen when marketing any product, as it is one of the forms of marketing readiness in providing goods and services to tourists at any time and in any form and under various circumstances. Tourism organizations' preparedness lies in communication, delivery, and exchange following marketing implementation decisions (Sukdej et al., 2015: 118). Sharma et al. (2010) indicated that it is the ability to accommodate the desires and requirements of tourists through cooperation and adapt these requirements according to the needs of the markets (Sharma et al., 2010: 60). Executive flexibility as referred to by (Al-Taie & Al-Amiri, 2018) is a confrontation that occurs in the process of implementing the planned strategy to ensure its success to achieve the specified goals.

Second: Tourist behaviour (concept and importance)

1. Concept

Studying tourist behaviour and its characteristics has advantages that differ from others. Motives and reasons exist within the human being but vary in trends and desires. Tourist behaviour is the nucleus of any tourism organization that seeks to reserve a competitive position in global or local markets. Behaviour is practices carried out by humans due to psychological interactions within their environment. It was referred to tourism behaviour as all the direct and indirect actions and actions carried out by human resources to obtain a specific good or service from a particular

place and at an exact time (Al-Zoghbi, 2009). In addition, understanding the concept from a scientific point of view according to the chronology of the cognitive and explained contributions as in Table (4):

Table 4. Researchers' contributions to tourist behaviour.

No.	Author	Tourist behaviour
1	Kotler et al., 2012	An activity issued by human resources, groups, and organizations related to choosing services, ideas, experiences, and how to satisfy the needs and desires of tourists.
2	Ordonez et al., 2018	Studying and understanding tourist behaviour is necessary for differentiating the company's offerings and providing solutions to the problems facing the company's positioning and differentiation, in addition to the information tourists possess that affects their behaviour and attitude.
3	Ahmed et al., 2020	The voluntary actions and actions that a tourist performs regarding a specific situation.
4	Khaleel et al., 2020	Understanding the factors influencing tourist behaviour contributes to diagnosing the nature of the tourist and the characteristics he desires in services, as it is a positive emotional state to satisfy his desires for them.
5	(Muhammad & Dhahi, 2023)	A group of positive or negative responses and actions towards a particular service or product that makes it possible to decide to buy or not through the factors influencing that property.

Source: Prepared by the researcher based on the sources mentioned in the table.

Accordingly, tourist behaviour can be referred to as personal characteristics that can build their behaviour according to their ideas, which are based on the desires and needs of the flexible market that helps tourists make correct purchasing decisions within its flexible marketing vision.

1. Importance: The importance of studying tourist behaviour was represented by many topics referred to by (Al-Shiblawi, 2016) (El Talla. et al., 2017) and (Azeez, 2023) as follows:

- a. Studying tourist behaviour helps understand the characteristics and desires of the tourism market and develop a marketing development strategy for its services with great flexibility that suits potential changes.
- b. Identifying distribution channels that can deliver tourism services provided by tourism organizations to target markets.
- c. Tourist behaviour represents a vital pattern in marketing science, especially in marketing tourism programs designed for tourists.

d. It helps tourism organizations develop their plans by understanding tourists' thoughts and behaviours while using the service.

e. The importance of studying tourist behaviour lies in studying the values and customs that determine his actions and behaviour during the tourist trip, as they are the primary criterion for identifying his needs and desires.

f. Tourist behaviour determines the expected state of satisfaction and the plan for spending human resources because this affects the economic situation, which does not indicate its ability to make a quick decision to purchase tourism services.

1. Dimensions of tourist behaviour

a. Motivations: A group of influences that push tourists to specific behaviours that contributes to meeting their needs and desires for services in the current market. Motivation is an individual's desire to organize and monitor the ideas presented according to rapid organizational changes (Raza et al., 2018: 226). As for (Hanoun, 2022), he referred to motives as a state or force that we do not directly observe but infer from the general trends of behaviour emerging from them.

b. Perception: Perception is considered a direct process or a treatment that helps human resources know what is around them through sensory stimuli directly related to feeling and thinking. It was referred to perception as a mental style that distinguishes an individual from others, making them different. It describes it as the sum of mental abilities through which an individual can control his learning process and it under control (Al-Mousawi, 2018). As for Al-Nazir (2018), he referred to perception as the interconnection or combination of knowledge perspectives to be coherently and efficiently strengthen (Al-Nazir, 2018: 22).

c. Learning: Tourism organizations have recently witnessed a qualitative leap in managing tourism activities. The reason for this leap in management is their adoption of cognitive learning to improve services. Hamilton (2003) refers to learning as the process of the flow of knowledge to formulate new experiences and concepts in light of mutual roles (Hamilton, 2003: 3). As for (Khalil R. S., 2020), he referred to the learning process as a strategy that organizations seek to raise the level of their cadres, whose abilities and capabilities vary, to reach the ultimate goal of providing their services with high performance.

d. Personality: Many specialists have been interested in studying personality because it determines human behaviour, studying the values, beliefs, and principles that directly enter into a person's traits. Personality is the interaction of social data with his innate nature. Personality is a natural biological formation in a neuro-psychological structure that can extract stimuli. Functionally equivalent (Muhammad J. J., 2016), Mazal (2023) referred to personality as a particular skill and ability for any person that enables him to initiate, change, delegate effectively,

manage relationships, awareness, self-confidence, stimulate motivation, and obtain the consensus of the individuals who work with him (Mazal, 2023).

The third section: Structural tests of the research sample answers

The research aims to test the normal distribution, confirmatory factor analysis, descriptive and diagnostic analysis, and relationship analysis to reach the connection and influence between the variables through the answers of workers in first-class hotels and as follows:

First: Testing the normal distribution of the research sample

The ease of testing the normal distribution and the accuracy of its use as a statistical test has emerged as it represents probability distributions from an applied and analytical perspective and is an integral part of the validity of the results. This gives freedom to the researcher to test statistics that are appropriate for the research and enables him to choose to use parametric statistics if the data is usually distributed. On the other hand, nonparametric statistics are used if the data is not distributed. To prove this, the researcher chose skewness and kurtosis in determining the statistical tools. Both Tables (5) and (6) demonstrated the lowest and highest skewness and skewness coefficients fall between the limits of the normal distribution, which are estimated at (± 2.54), which confirms that all items of the marketing flexibility and tourism behaviour variables follow a normal distribution, and this indicates the possibility of using parametric statistics in the test.

Table 5. Normal distribution test for the marketing flexibility variable.

Assessment of normality (Group number 1)						
Variable	min	max	skew	c.r.	kurtosis	c.r.
iM1	1.000	5.000	-.811	-3.358	-.681	-1.410
iM2	1.000	5.000	-.853	-3.532	-.651	-1.349
iM3	1.000	5.000	-1.116	-4.625	.081	.168
iM4	1.000	5.000	-.887	-3.676	-.437	-.904
iN1	1.000	5.000	-.592	-2.455	-1.456	-3.017
iN2	1.000	5.000	-.558	-2.311	-1.496	-3.098
iN3	1.000	5.000	-.470	-1.947	-1.606	-3.328
iN4	1.000	5.000	-.738	-3.058	-1.152	-2.386
Pa1	1.000	5.000	-.368	-1.525	-1.330	-2.754
Pa2	1.000	5.000	-.517	-2.140	-1.231	-2.550
Pa3	1.000	5.000	-.567	-2.350	-1.127	-2.335
Pa4	1.000	5.000	-.680	-2.816	-.812	-1.681
Multivariate					66.541	18.421

Source: Prepared by the researcher based on the outputs of the program (Amos.v24) (Spss.v26).

Table 6. Normal distribution test for the tourist behaviour variable.

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
Mo1	1.000	5.000	-.421	-1.746	-1.273	-2.637
Mo2	1.000	5.000	-.495	-2.051	-1.221	-2.530
Mo3	1.000	5.000	-.682	-2.825	-.947	-1.962
Mo4	1.000	5.000	-.820	-3.399	-.584	-1.209
Pi1	1.000	5.000	-.818	-3.388	-.374	-.774
Pi2	1.000	5.000	-.497	-2.059	-1.034	-2.143
Pi3	1.000	5.000	-1.136	-4.708	-.105	-.218
Pi4	1.000	5.000	-1.005	-4.162	-.221	-.457
Le1	1.000	5.000	-.979	-4.057	-.497	-1.030
Le2	1.000	5.000	-.629	-2.607	-1.236	-2.561
Le3	1.000	5.000	-.753	-3.121	-.959	-1.987
Le4	1.000	5.000	-.618	-2.563	-1.008	-2.088
Pe1	1.000	5.000	-.993	-4.115	-.665	-1.377
Pe2	1.000	5.000	-.993	-4.115	-.665	-1.377
Pe3	1.000	5.000	-.977	-4.049	-.746	-1.546
Pe4	1.000	5.000	-1.076	-4.458	-.525	-1.087
Multivariate					45.031	9.521

Source: Prepared by the researcher based on the outputs of the program (Amos.v24) (Spss.v26).

Second: Confirmatory factor analysis of the marketing flexibility scale

When analysing the sample answers with careful statistical analysis, which is concerned with regression weights as well as goodness of fit indicators, Figure (2) shows the estimates of the standard parameters for the marketing flexibility items, which exceeded the percentage (0.40). It is displayed on the arrows linking the dimensions to the items, as they were all significant, which indicates the feasibility of these parameters and their validity. As for the conformity indicators, the results showed they all met the conditions of the designated acceptance rule, as stated in Table (7). Thus, the structural model analysis obtained a high level of conformity, confirming that the marketing flexibility variable was measured in three dimensions and (4) equal paragraphs for each dimension.

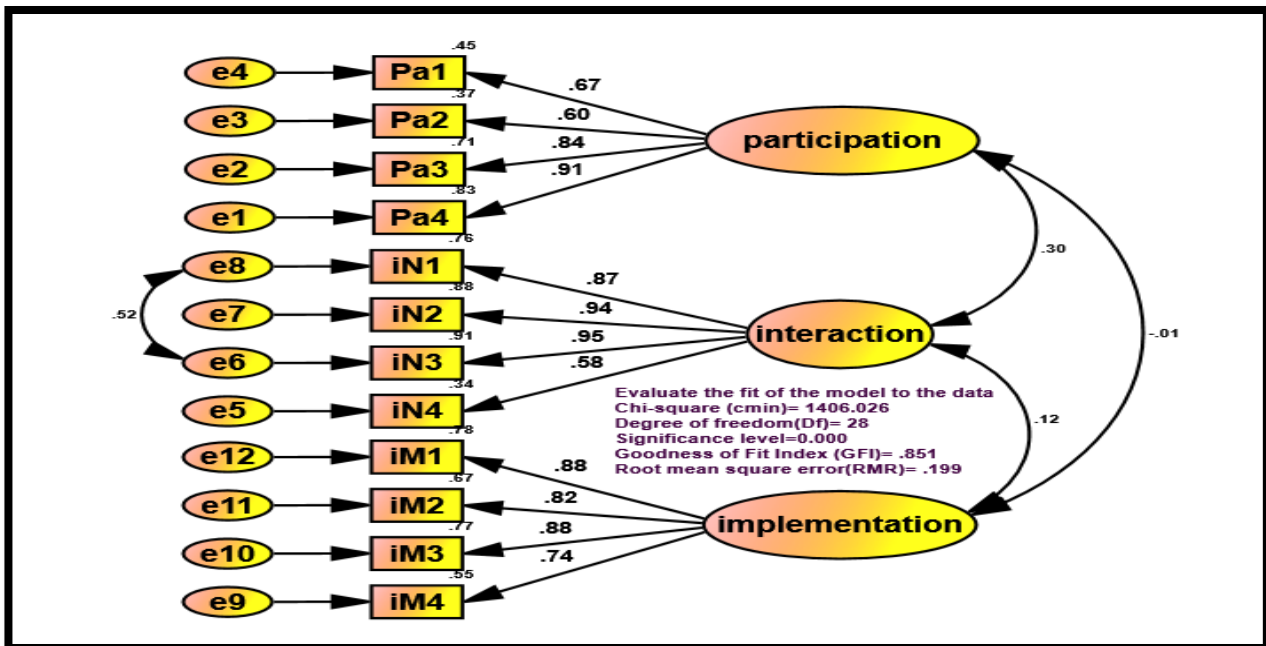


Figure 2. Confirmatory factor analysis of the marketing flexibility scale.

Source: Prepared by the researcher based on the outputs of the program (Amos.v24) (Spss.v26).

Table 7. Estimates and parameters of confirmatory factor analysis of the marketing flexibility scale.

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
Pa4	<---	participation	1.000			
Pa3	<---	participation	1.009	.100	10.046	***
Pa2	<---	participation	.745	.114	6.540	***
Pa1	<---	participation	.826	.109	7.573	***
iN4	<---	interaction	1.000			
iN3	<---	interaction	1.935	.291	6.646	***
iN2	<---	interaction	1.724	.270	6.392	***
iN1	<---	interaction	1.756	.272	6.447	***
iM4	<---	implementation	1.000			
iM3	<---	implementation	.996	.125	7.985	***
iM2	<---	implementation	1.205	.137	8.804	***
iM1	<---	implementation	1.083	.132	8.221	***

Source: Prepared by the researcher based on the outputs of the program (Amos.v24) (Spss.v26).

Figure (3) shows that all the standard parameter estimates for the tourist behaviour items exceeded (0.40). Based on the precise ratios on the arrows linking the dimensions to the items, all the ratios were significant, which confirms their validity. The model's conformity indicators are identical to the acceptance rule, as shown in the Table (8), the structural model has achieved a high level of conformity, as it confirms that the tourist behaviour scale is measured by (16) items divided into (4) equal items for each dimension.

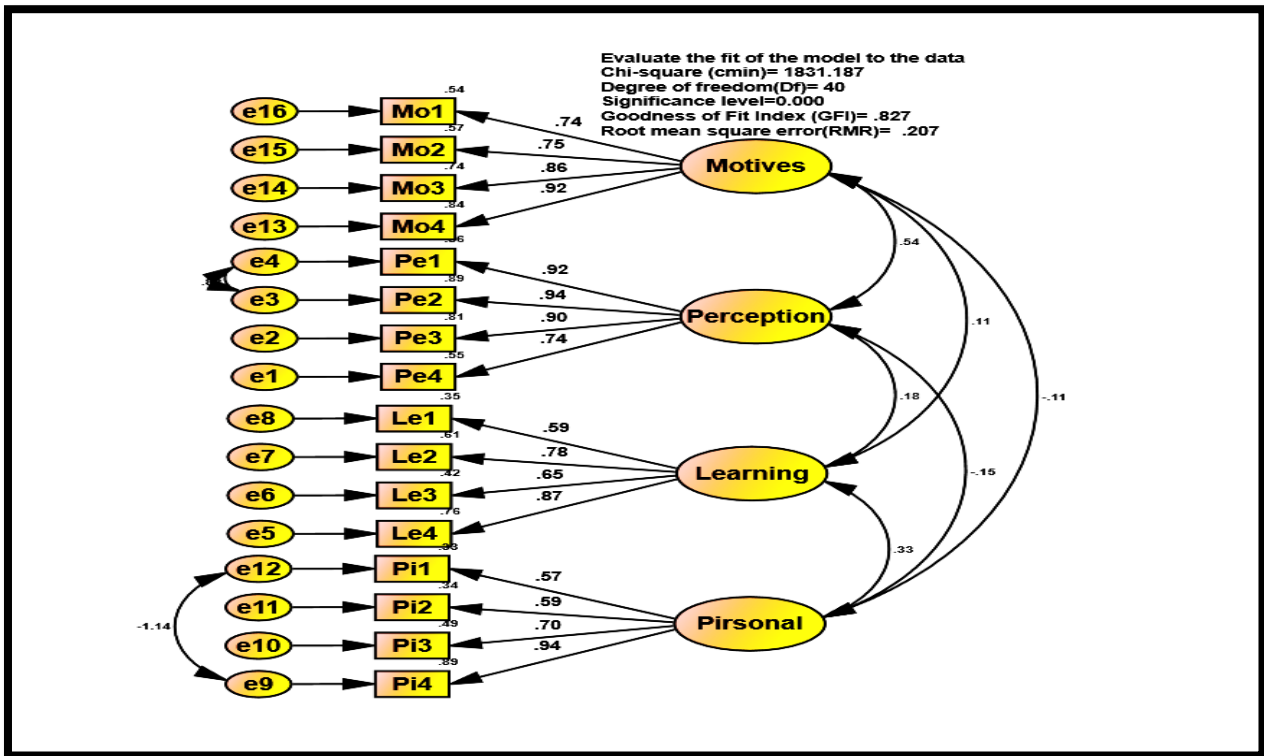


Figure 3. Confirmatory factor analysis of the tourist behaviour scale.

Source: Prepared by the researcher based on the outputs of the program (Amos.v24) (Spss.v26).

Table 8. Estimates and parameters of confirmatory factor analysis for the tourist behaviour scale.

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
Pe4	<---	Perception	1.000			
Pe3	<---	Perception	1.233	.132	9.322	***
Pe2	<---	Perception	1.266	.133	9.527	***
Pe1	<---	Perception	1.243	.133	9.325	***
Le4	<---	Learning	1.000			
Le3	<---	Learning	.754	.114	6.637	***
Le2	<---	Learning	.955	.119	8.062	***
Le1	<---	Learning	.670	.112	5.982	***
Pi4	<---	Pirsonal	1.000			
Pi3	<---	Pirsonal	.772	.123	6.249	***
Pi2	<---	Pirsonal	.651	.120	5.409	***
Pi1	<---	Pirsonal	.589	.135	4.359	***
Mo4	<---	Motives	1.000			
Mo3	<---	Motives	.996	.084	11.842	***
Mo2	<---	Motives	.912	.096	9.463	***
Mo1	<---	Motives	.889	.098	9.100	***

Source: Prepared by the researcher based on the outputs of the program (Amos.v24) (Spss.v26).

Fourth: Examining and diagnosing the research variables**1. Examining and diagnosing the variable of marketing flexibility in its dimensions**

Table (9) shows the descriptive statistics for the marketing flexibility variable with its sub-dimensions, as it shows that it obtained an overall average for a weighted arithmetic mean of (4.3) with a standard deviation of (1.05) and the coefficient of variation reached (24.62) with a percentage importance of (85.99%). Through the percentage stated, it appears that the statistical results indicate consistency in their validity, according to the significance obtained from the sample's answers. This confirms that marketing flexibility, through its participation, interaction, and implementation, directly affects the tourism behaviour of workers and tourists, demonstrating the importance of flexibility in the activities of first-class hotels if they want to reach. To global classifications to raise its market standard degree, which is reflected in the services provided to tourists. As for the arrangement of dimensions according to importance, it achieved the first rank after the flexibility of implementation, as its importance rate reached (86.84%), and after the flexibility of participation, it came in second place with importance (85.92). Finally, after the flexibility of interaction, it came in third place where its importance rate reached (85.19).

Table 9. Descriptive statistics for the marketing flexibility variable.

Variable	Weighted arithmetic mean	Standard Deviation	Coefficient of variation%	Relative importance%	Rank
Participation	4.3	0.82	19.21	85.92	2
Interaction	4.3	1.29	30.76	85.19	3
Implementation	4.3	1.03	23.89	86.84	1
MAFI	4.3	1.05	24.62	85.99	

Source: Prepared by the researcher based on the outputs of the program (Spss.v26) (Excel)

1. Examining and diagnosing the variable of tourist behaviour in its dimensions

Table (10) identifies the descriptive statistics for the tourist behaviour variable with its sub-dimensions. As it shows that it obtained an overall average of a weighted arithmetic mean of (4.4) with a standard deviation of (0.85) and the coefficient of variation reached (19.26), with a percentage importance of (88.45%). Through the percentage stated it appears that the statistical results indicate consistency in the integrity of their data regarding the sample's answers, which confirms that tourist behaviour is of great importance in determining the status and value of first-class hotels, whose value may decline when there is no market study of the tourist behaviour followed by hotel organizations and tourists. It does not care about the behaviour of employees; it cannot improve its market position or professional classifications. As for ranking the dimensions in relative importance, the learning dimension ranked first with an importance rate of (90.34%), while the second place was

the motivations dimension, where its importance rate reached (88.74%). At the same time, the personality dimension ranked third with an importance level of (87.91%), while the perception dimension came in fourth place with an importance level of (86.80%).

Table 10. Descriptive statistics for the marketing flexibility variable.

Variable	Weighted arithmetic mean	Standard Deviation	Coefficient of variation%	Relative importance%	Rank
Motives	4.4	1.06	23.90	88.74	2
Perception	4.3	0.75	17.31	86.80	4
Learning	4.5	0.83	18.36	90.34	1
Personal	4.4	0.76	17.47	87.91	3
Tobe	4.4	0.85	19.26	88.45	

Source: Prepared by the researcher based on the outputs of the program (Amos.v24) (Spss.v26).

Fifth: Testing the research hypotheses

1. Testing the first central hypothesis: It indicates that there is a significant correlation between marketing flexibility and its dimensions regarding tourist behaviour.

Whether we want to accept the first central hypothesis, the researcher chooses the simple correlation coefficient between the variables using the (Pearson) option. To determine the test results, Table (10) indicates the presence of a vital correlation relationship between marketing flexibility in its dimensions and tourist behaviour if the value of the correlation coefficient between them is estimated (0.825**) at a significant level (1%), as this value indicates a robust and direct relationship between marketing flexibility dimensions and tourist behaviour. As for the correlation between the dimensions of marketing flexibility and tourist behaviour, as shown in Table (10), it indicates that there is a significant correlation between the dimensions of marketing flexibility and tourist behaviour, as the value of the correlation coefficient for the dimensions of flexibility of participation (0.529**), flexibility of interaction (0.454**), flexibility of implementation (0.601**) reached a significant level (1%). With a degree of confidence of (99%), this indicates a strong correlation between the dimensions of marketing flexibility and tourist behaviour in their dimensions. In light of what was mentioned, the results show the importance of using marketing flexibility in the activities of first-class hotels, as it gives an advantage in providing tourism services in terms of the flexibility of its services to dimensions and dealing. Its human resources enhance its local and global market position.

Table 11. Correlation matrix between the research variables.

		Correlations								
		MAFI	Tobe	Part	inte	impl	Moti	Perc	Lear	Pirs
MAFI	Pearson Correlation	1	.825**	.561**	.530**	.634**	.604**	.443**	.563**	.651**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000
	N	103	103	103	103	103	103	103	103	103
Tobe	Pearson Correlation	.825**	1	.529**	.454**	.601**	.561**	.486**	.562**	.556**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000
	N	103	103	103	103	103	103	103	103	103
part	Pearson Correlation	.561**	.529**	1	.806**	.352**	.361**	.228*	.321**	.345**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.020	.001	.000
	N	103	103	103	103	103	103	103	103	103
inte	Pearson Correlation	.530**	.454**	.806**	1	.315**	.283**	.263**	.322**	.348**
	Sig. (2-tailed)	.000	.000	.000		.001	.004	.007	.001	.000
	N	103	103	103	103	103	103	103	103	103
impl	Pearson Correlation	.634**	.601**	.352**	.315**	1	.511**	.451**	.372**	.375**
	Sig. (2-tailed)	.000	.000	.000	.001		.000	.000	.000	.000
	N	103	103	103	103	103	103	103	103	103
Moti	Pearson Correlation	.604**	.561**	.361**	.283**	.511**	1	.467**	.484**	.454**
	Sig. (2-tailed)	.000	.000	.000	.004	.000		.000	.000	.000
	N	103	103	103	103	103	103	103	103	103
Perc	Pearson Correlation	.443**	.486**	.228*	.263**	.451**	.467**	1	.486**	.406**
	Sig. (2-tailed)	.000	.000	.020	.007	.000	.000		.000	.000
	N	103	103	103	103	103	103	103	103	103
Lear	Pearson Correlation	.563**	.562**	.321**	.322**	.372**	.484**	.486**	1	.775**
	Sig. (2-tailed)	.000	.000	.001	.001	.000	.000	.000		.000
	N	103	103	103	103	103	103	103	103	103
Pirs	Pearson Correlation	.651**	.556**	.345**	.348**	.375**	.454**	.406**	.775**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
	N	103	103	103	103	103	103	103	103	103
** . Correlation is significant at the 0.01 level (2-tailed).										
* . Correlation is significant at the 0.05 level (2-tailed).										

Source: Prepared by the researcher based on the outputs of the program (Amos.v24) (Spss.v26).

2. Testing the second central hypothesis: which indicates a significant relationship between the influence of marketing flexibility and its dimensions on tourism behaviour.

To test the influence relationship for the current research, represented by the second central hypothesis, which included a significant influence relationship between marketing flexibility in its dimensions and tourism behaviour using a structural modelling test through the application of the (Amos.v24) program. Figure (4) shows the parameters for testing the primary hypothesis. Second, Table (12) indicates the non-standardized estimates, the standard error, and the critical proportionality for testing the second central hypothesis, we note that the majority of the values reached the level of (1%) with a degree of confidence (99%). It is confirmed in Figure (4) that the presence of a significant impact for the variable of marketing flexibility of human resources in enhancing tourism behaviour at the level of first-class hotels in the research sample, as the influence factor (Beta) reached (0.72), which is the value of the critical ratio (CR) shown in Table (12). It reached (1%), which is a value significant at the level of (0.000). This proves that a change of (1%) in marketing flexibility affects (75%) of the promotion of tourist behaviour. It is evident in Figure (4) that the value of the coefficient of determination (R^2) has reached a value of (0.53), meaning that marketing flexibility is explained by (53%) of the changes occurring in enhancing the tourist behaviour of first-class hotels in Karbala Governorate, while the remaining percentage (47%) is due to the influence of other dimensions that were not included in the research tests. In light of this, the second central hypothesis had the following: the marketing flexibility of human resources has a significant effect in enhancing tourist behaviour in first-class hotels in the Holy Governorate of Karbala.

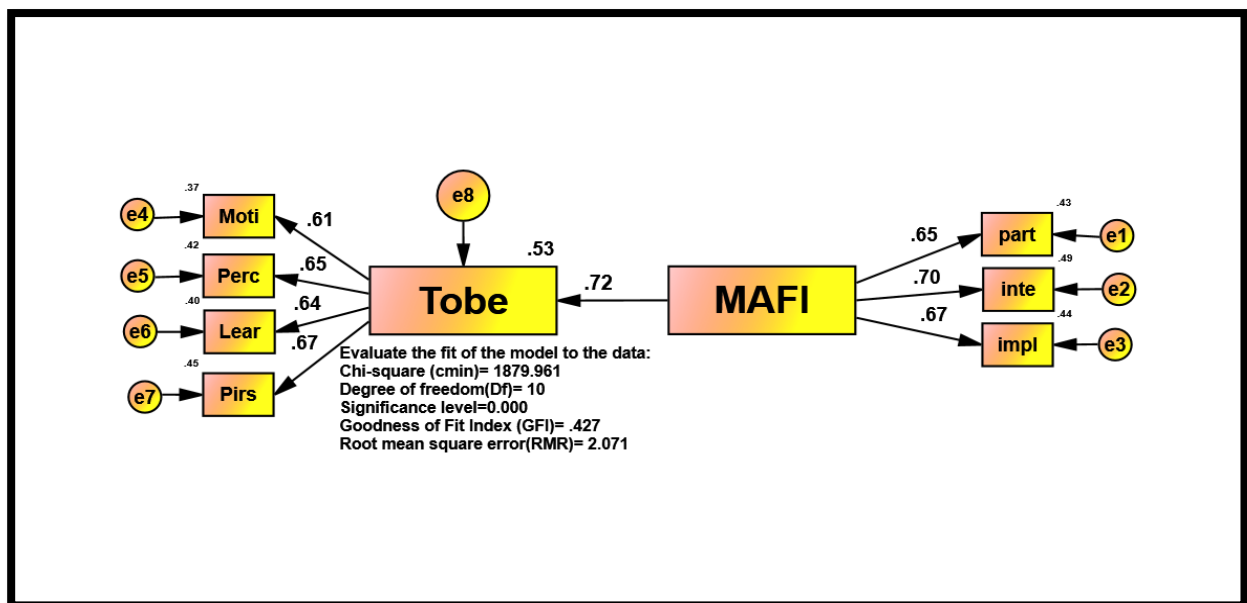


Figure 4. Testing the second main hypothesis (impact).

Source: Prepared by the researcher based on the outputs of the program (Amos.v24) (Spss.v26).

Table 12. Paths and parameters for testing the second main hypothesis.

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
Tobe	<---	MAFI	.681	.064	10.627	***
Moti	<---	Tobe	1.000			
Perc	<---	Tobe	1.000			
Lear	<---	Tobe	1.000			
Pirs	<---	Tobe	1.000			
part	<---	MAFI	1.000			
inte	<---	MAFI	1.000			
impl	<---	MAFI	1.000			

Source: Prepared by the researcher based on the outputs of the program (Amos.v24) (Spss.v26).

Section Four: Conclusions and Recommendations

First: Conclusions

1. The research measures had a high level of confirmatory construct validity, which indicates the correspondence between the measures used between the variables and the answers of the research sample. The analysis of affirmative factor outcomes showed that all of the variables met the acceptance rule (40%) in all of their items, confirming the strength of the relationship. Between the items in the measured sub-dimensions, there are (4) items for each dimension, which indicates the possibility of adopting these measures in other studies.

2. Any scientific research must test the sample size as to whether it is sufficient for the study or not. When conducting a regular distribution test on the answers of the research sample, it appears to the researcher that all the answers of the sample studied fall within the limits of the normal distribution, which confirms that all values are distributed normally, and this facilitates The researcher used parametric statistics in the test.

3. The research obtained reliability using Cronbach’s alpha, confirming its content's accuracy and validity in measuring variables. The study indicates the possibility of achieving the same results if the test is repeated on the same sample and for a different period.

4. The results of the examination and diagnosis, based on the answers of the research sample of workers in the first-class hotels surveyed, produced a new arrangement of dimensions contrary to what the researchers stated. The dimensions of marketing flexibility were based on their importance: flexibility of implementation (86.84%), flexibility of participation (85.92%), and flexibility of Interaction (85.19%). As for the dimensions of tourist behaviour, they came in the order of importance: education (90.34%), motivations (88.74%), personality (87.91%), and perception (86.80%), respectively.

5. The researcher explained that good attention to marketing flexibility, based on the results of the correlation and influence relationship that appeared in the statistical analysis, is essential for first-class hotels to work on activating in marketing their hotel services. This harmony came through the answers of the research sample, which gives great importance to enhancing general tourist behaviour. Among tourism organizations, the variables investigated and their dimensions have a high confidence level and the possibility of being applied to other organizations.

6. It is clear from testing the effect of the dimensions of marketing flexibility in enhancing tourist behaviour that the highest impact was for the dimension of flexibility of Interaction. Flexibility of implementation and the dimension of flexibility of participation came in third place, which shows that there is a sound effect of the dimensions of marketing flexibility in enhancing tourist behaviour in the first-class hotels investigated sample.

Second: Recommendations

In light of the scientific conclusions and ideas on the theoretical side that can be employed in the activities of first-class hotels, we present a set of recommendations to benefit from, as follows:

1. It is necessary to strengthen the dimensions of marketing flexibility and apply them in the first-class hotel environment in accordance with the values, principles, and culture of the tourism organizations sample of the research.
2. Focus on the marketing methods used to promote its tourism activities and services and develop a flexible and applied mechanism for flexible marketing of its tourism programs because this enhances the value of its tourism behaviour in the first-class hotels in the research sample.
3. Involving workers in first-class hotels in the same research with training courses and workshops to develop their tourism and marketing skills to enhance tourist behaviour with scientific concepts that serve the tourism sector.
4. Educating tourism stakeholders about the importance of marketing flexibility and its role in achieving many goals with high efficiency.
5. Work to establish digital infrastructure at the level of the researched organizations and prepare marketing programs and applications that operate flexibly.
6. The importance of supporting tourism organizations to improve their marketing flexibility to achieve a distinctive competitive position.
7. Develop a marketing strategy with precise dimensions to improve workers' skills and invest them in enhancing tourism behaviour to serve the tourism process.
8. Increase interest in marketing flexibility to reduce the marketing chaos occurring in tourist markets while offering multiple options that keep pace with the desires and needs of tourists.

9. Those working in first-class hotels must think deeply and thoughtfully about service marketing approaches, as they contribute to addressing many of the complexities that may appear in their different environments when providing their hotel services.

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