

The Organizational Ambidexterity Of Tourism Human Resources And Their Impact On Enhancing The Competitive Position Of Tourism Companies: An Analytical Study

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Abstract

The research aims to show the impact of the organizational ambidexterity of the tourism human resources working in the tourism companies in enhancing their competitive position. The problem of the research comes from several questions that indicated the nature of the influence relationship between variables in the field. The research relied on the Bodwell (2011) scale to measure organizational prowess, which consists of two sub-dimensions: (Exploitation of Opportunities, Exploration), and the adoption of the Slack, Chambers, and Johnston (2010) scale to measure the competitive position, which consisted of five sub-dimensions: (Cost, Quality, flexibility, creativity, delivery), where the questionnaire was adopted as a main tool in necessary and important data collection for the tagged research. The research community is 101 officially registered tourism companies registered within the Directorate of Tourism of the Holy Karbala Governorate. Using structural equation modeling (confirmatory factor analysis) and a set of descriptive statistical measures, rank correlation coefficient (Person) and simple linear regression analysis through several statistical programs from it (SPSS. Amos, 24) based on which all the diagrams are made by the researchers. the research reached several conclusions. The most important of which was the moral impact of the organizational ambidexterity of human resources in enhancing the competitive position of tourism companies. The researchers set some recommendations, the most important of which is that tourism companies in the holy governorate of Karbala should change their management style if they want to reserve a competitive position in the tourism markets, in addition to promoting the concept of ambidexterity in the hearts of their employees, which in turn achieves excellence and superiority for tourism companies.

Keywords: Organizational ambidexterity, tourism companies, SPSS, competitive position.

1. Introduction

Tourism companies face various challenges such as changes in technology, the changing needs and desires of tourists and the increasing competition in providing the best services and products in the

tourism markets. If these companies want to succeed and reserve their place in the markets, they must renew their organizational strategies and develop their operations by making use of the information and knowledge possessed by human resources working at various organizational levels. Organizational ambidexterity represents an important incentive to enhance the creativity of tourism human resources working in tourism companies. In the last two decades, tourism companies have been developing the skills of their human resources to reach a high level organization by demonstrating their organizational capabilities and talents to build a competitive position in the tourism markets.

Accordingly, the research aimed to determine the relationship between organizational prowess and competitive position in order to research the intellectual and field premises for the impact of organizational ambidexterity in enhancing the competitive position at the level of tourism companies in the Holy Karbala Governorate, and accordingly the research department to Four sections, including: the first topic: research methodology, and the second topic: the cognitive framework for the research variables, and the third topic included the field side of the research, and the research concluded with the fourth topic, which dealt with the most important conclusions and recommendations.

2. Statement Of The Problem:

The diagnosis of the research problem within the intellectual and practical framework depends on the main concepts of the research variables and the nature of the relationship between them and the scarcity of theoretical contributions that frame the cognitive interdependence between the variables. The field problem has identified the obvious weaknesses of the research variables through field visits and official reports of tourism companies. In light of this, the research problem can be summarized in several questions as follows:

2.1 What are the cognitive bases of the research variables with their sub-dimensions?

2.2 What is the level of the significant correlation relationship between the organizational prowess as a whole and the competitive position in its dimensions?

2. 3 What is the level of the influence relationship between the organizational competence of the tourism human resources in their dimensions and the competitive position of the tourism companies as a whole, the research sample?

3. Significance

The research is significant because of the importance of the variables, as follows:

3.1 The importance of the research is evident as it reveals answers to the questions of the theoretical research problem, which is a framework that contributes to the cognitive framing of the variables.

3.2 Directing the departments of tourism companies to take advantage of the research variables and work to include them in their future plans to enhance their competitive position.

4. Objectives

The study aims at:

4.1 Benefiting from the knowledge contained in the research variables, including the concepts and intellectual contributions they contain.

4.2 Indicating the importance of the relationship at the administrative levels of the research variables, and the extent to which they are utilized and employed to enhance its position in the tourism markets.

4.3 Identifying the level of influence between the variables in the tourism companies in the research sample.

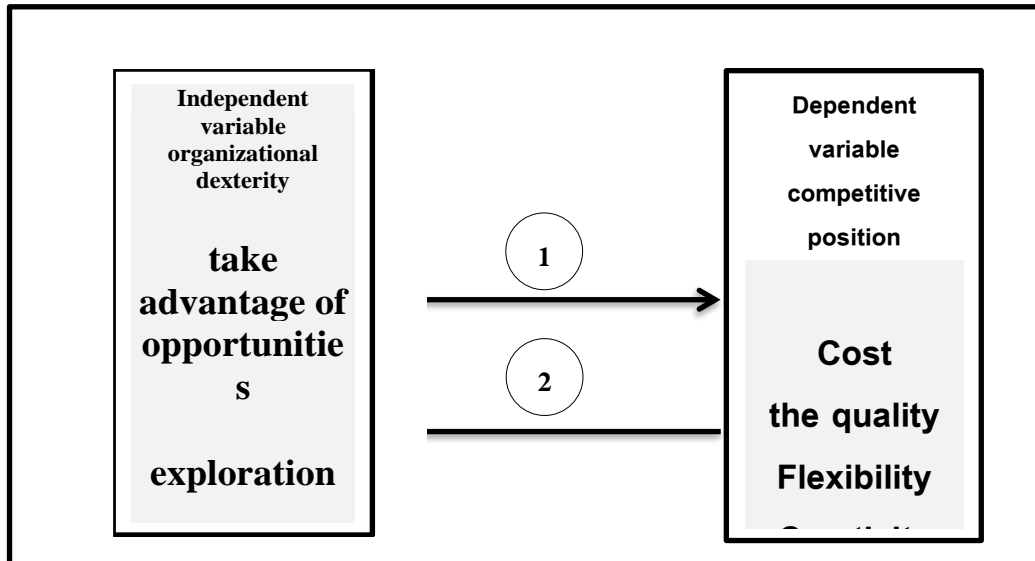
5. Hypotheses:

The research hypotheses must be consistent with the questions that the problem came up with, as it expresses in its concepts the expected solutions, and in light of this, the following can be indicated:

5.1 There is a significant correlation between organizational prowess with its dimensions and competitive position.

5.2 There is a significant effect relationship between organizational prowess with its dimensions and competitive position.

Figure no. (1). Hypothesis Research Scheme.



6. Variables

The study included basic variables, as follows:

6.1 Organizational ambidexterity (independent variable): A ready measure (Bodwell, 2011) was adopted in determining its sub-dimensions, as two dimensions of organizational ambidexterity were identified (exploitation of opportunities, exploration), which included (4) items for the dimension of exploitation of opportunities and included the dimension of exploration (3) items formulated with high accuracy after being presented to arbitrators to be presented to the research sample.

6.2 Competitive position (dependent variable): The (Slack et al., 2010) scale was used to determine its sub-dimensions, which included five dimensions (cost, quality, flexibility, creativity, delivery). The two dimensions of cost and flexibility contained (3) items and a dimension. The quality was on (5) items, and each of the dimensions (creativity, delivery) included (4) items that were scientifically formulated in a precise manner, and in light of that, the (Cronbach's Alpha) stability coefficient was tested for the variables with their sub-dimensions as shown in Table no. (1).

Table no. (1). Research variables, measures, and reliability coefficients.

N	Variables		Measures	From-to	Cronbach's Alpha
	Main	Sub			
1	Organizational dexterity OA	Exploiting Opportunities EO	(Bodwell, 2011)	1-4	0.933
		Exploration EX		5-7	
2	Competitive position CP	Cost CO	Slack et al.,) (2010	8 -10	0.911
		QUALITY QU		11 – 15	
		Flexibility FL		16 -18	
		Creativity CR		19 -22	
		DELIVERY DE		23- 26	

7. Methods And Design

Study variables have received great attention from business organizations in general for their importance in developing their capabilities and business, as these variables are based on the ideas, skills and principles carried out by human resources. If any administration adopted these principles, better performance and a good competitive position can be achieved. Based on the foregoing, the basics steps of the current research methodology can be showing through:

8. Sampling

The study relied on determining the sample size on the table (Thompson, 2002) and since the sample size is (400) individuals in the tourism companies registered in the holy governorate of Karbala.

The appropriate sample size for the research is (196) and to ensure access to this number, (210) were distributed. A questionnaire form for the employees of the companies in question, where (196) questionnaires were retrieved, all of which were valid for statistical analysis.

9. The Cognitive Framing Of The Study Variables

In this topic, we explore the theoretical framework of the research variables, which included a comprehensive presentation of the concepts of organizational prowess and competitive position as follows:

9.1 Organizational Ambidexterity

9.2 Organizational Acumen (OA)

The subject of organizational ambidexterity has been of great interest to researchers in the tourism field in recent years, which has contributed to the expansion of its concept. Ambidexterity is a Latin word that dates back to the Middle Ages. The first use of the term (Organizational Ambidexterity) was by Duncon in 1967 and pointed out that ambidexterity requires the exchange and trade-off between existing capabilities and the exploration of new opportunities in response to environmental changes (O'Reilly III & Tushman, 2008), while Palm and Lilja (2017) indicated that "the ability of the company to make incremental improvements in the quality of existing processes and products in addition to improvements innovative or radical by exploring new opportunities" (Palm & Lilja, 2017). Du and Chen (2018) stated that it is "simultaneous actions taken by companies to address two cases at a time, such as exploration and exploitation" (Du & Chen, 2018), and according to Hanan (2019), it is the possibility of companies to exploit the opportunities available to them and search for new opportunities in new markets by adopting a differentiated structure to face future changes in the business environment". (Hanan, 2019) and Al-Zaidi (2010) refer to organizational ambidexterity as represented by the requirements of the current stage of the organization, and how to explore and exploit strategic opportunities to transfer its reality to a better position that helps it maximize its environment in the market" (Al-Zaidi, 2010). Thus, organizational ambidexterity can be defined "as the ability of tourism companies to discover new capabilities and skills through the optimal use of available capabilities to achieve a sustainable competitive position.

9.2 Dimensions of Organizational Acumen

The dimensions of organizational dexterity were classified (Bodwell, 2011; Raisch & Birkinshaw, 2008; Simsek, 2009) according to the scales, the main idea revolves around the interaction between

contradictory activities simultaneously, as in The investment and exploration activities. The description of organizational ambidexterity through a set of dimensions came after the analysis and interpretation of the related aspects to give an objective picture of it according to their vision of its content and content. These dimensions also reflect the ability of the organization, especially the tourism companies in it, to meet the needs of each of (the organization, workers, tourists) through the dimensions indicated by the studies. The dimensions can be determined as follows:

9.2.1 Exploit opportunities

It is related to reason, efficiency, selection and implementation, as it refers to the learning acquired through experiences and reusing existing methods of work efficiently and effectively, and (Al-Sheikh and his colleagues) stated that the exploitation of opportunities includes all the opportunities that exist in the work environment of the organization, which represent the possibilities of growth and obtaining a sustainable competitive advantage (Al-Sheikh and his colleagues) (2010: 57). To Tuan (2016), it is what is gained through field research, testing, reuse and investment of the current routine shows the volume of existing knowledge(Tuan, 2016), and (Abo Zaid) confirmed that the dimension of exploiting opportunities is knowledge of continuous improvement and modification and the gradual interpretation of products, processes and services, enabling the company to develop its current capabilities and take advantage of core capabilities in the short term (Abu-Radi & Al-Hawajreh, 2013).

9.2.2 Exploration

Exploration is linked to multiple activities, as it refers to the learning acquired through the processes of variation, differences, and planned experiments within different environments. Or improving it and finding new customers(Al-Karaawi, 2016). Maintaining this dimension is necessary to obtain a competitive advantage in changing environments that support exploration activities and behaviors such as taking risks and searching for opportunities and innovation where exploration works within the long term (Oehmichen, Heyden, Georgakakis, & Volberda, 2017). Accordingly, dimensions are an interaction relationship between tourism companies and their environment to find appropriate solutions to the challenges they face, which gives them the ability to keep pace with challenges and developments by relying on the efficiency of human resources in thinking, analysis and adapting to variables to achieve competitive advantages.

9.3 Competitive Position

Tourist companies always strive for their ultimate goal, which is their competitive position in the markets. Reaching this end means achieving a strong strategic goal among competitors that companies have always aspired to achieve. In light of this, the concept of competitive position can be addressed as follows:

9.3.1 Concept of Competitive Prestige

Competitive position means creating an advantage for the company that outperforms others and establishing a system that possesses competition standards by creating value for tourists in an efficient and sustainable way that can be constantly maintained and presented or better presented to them. It is distinctive in which it outperforms competitors through guest value, in an efficient and sustainable manner that can be maintained continuously and presented or presented better than others (Mohsen & Al-Najjar, 2012). Also, Karim and Ali (2016) indicated that it means its ability to do something better than others. Competitors, which gives them a competitive advantage in the market through the ability of companies to produce and provide products (goods or services) in a distinctive way that differs from what competitors offer. Suleiman and Khebra (2017) emphasized that it is a set of skills and capabilities that the administration can coordinate and invest in order to produce values and benefits for the tourist that are higher than what the competitors achieve and confirm a state of change and difference between the company and its competitors (Suleiman & Khebra, 2017), while (Dhahi) emphasized that it is a strong element for the company that is achieved when certain strategies are followed that make it in a better position than other companies. Through this, the organization has a higher ability than its competitors to exploit external opportunities or reduce the impact of external threats in a way that is difficult for its competitors to imitate (Dhahi, 2020: 120). In light of the foregoing, the competitive position can be defined as the ability of tourism companies to formulate and implement a strategy that puts them in a better position than competitors in the same activity through the optimal and better exploitation of their capabilities and human, material and organizational resources.

9.3.2 Dimensions Of Competitive Position

Tourism companies are working hard to achieve a competitive position that is unique to them in opposition to their competitors through the services they provide that cover the needs and desires of tourists. In order to achieve success in the competitive environment, it must focus mainly on a set of dimensions that are being competed for in accordance with the desires and needs of tourists, which were referred to by the studies of Davis, Aquilano, and Chase (2003); Evans (1997) Slack et al. (2010) and my agencies:

9.3.2.1 Cost: The cost dimension is the main objective of the operations of tourism companies that compete through cost, and even tourism companies that compete through advantages other than cost, they seek to achieve low costs for the services they provide (Slack et al., 2010). Al-Bakri (2008) pointed out that the cost dimension is the lowest of the oldest competitive dimension that many companies sought to adopt, which means the ability of companies to provide services with the lowest possible costs compared to competitors (Al-Bakri, 2008).

9.3.2.2 Quality: Heizer and Render (2003) indicated that the tourism companies' access to the expected value that is commensurate with their mission requires them to determine the expectations and desires of tourists about quality and work to achieve them (Heizer & Render, 2003). Quality is one of the important competitive advantages that refer to presenting things in a correct manner that suits the needs and expectations of tourists (Slack et al., 2010). Lee and Larry (2005) refer to the tourists' desire for services that meet their expectations according to the previously announced characteristics. Tourism companies that do not provide quality services that meet the needs and desires of the beneficiaries cannot survive and continue to compete (Lee & Larry, 2005).

9.3.2.3 Flexibility: Lee and Larry (2005) referred to flexibility as related to the administrative processes that enable the company to respond quickly to the needs of tourists efficiently. It is a dynamic organizational capacity that can be built and exploited to build proactive strategies and adaptability that allows achieving competitive advantage in a highly changing environment, emphasizing the need to renew competencies in order to be in harmony with the changing business environment (Salaimi & Al-Sabti, 2015).

9.3.2.4 Creativity: Creativity means presenting ideas for new services or goods to the market as an additional advantage that distinguishes them from competitors. Creativity is a language that means

“finding something out of nothing” (Al-Mu’jam Al-Wasat, 2004: 439), or, idiomatically, it is considered the most important ingredient for the success of tourism companies, being one of the main elements that achieve the aspirations, needs and satisfaction of the tourist (Silvano, 2014). Akla and Jayan (2021) stated that it is the new behavioral ideas and practices that will bring about change in the work environment and achieve a sustainable competitive advantage for companies.

9.3.2.5 Delivery: Delivery is performing work quickly means reducing the time it takes to provide services to tourists. Time has become a factor of great importance in the essence of purchasing decisions that can be taken by tourism companies. Therefore, many tourism companies began to compete by adopting speed of delivery and response.

9.3.2.6 Tourist request (Slack *et al.*, 2010). In light of the foregoing, these dimensions are the main pillar in the success of tourism companies and their superiority in front of competing companies and to reserve their place in the tourism market and will be adopted in our current research to reach the impact that these dimensions play in determining their competitive position.

10. The Field Framework

10.1 Testing The Normal Distribution Of The Research Variables

It is clear from Table (2) that all the values of the minimum and upper skewness and flatness coefficients are within the limits of the normal distribution of $(2.54 \pm)$, which indicates that all the paragraphs of the variables represented by organizational prowess and competitive position follow the normal distribution and this allows the use of statistics:

Figure No. (1). Assessment Of Normality (Group Number 1).

Variable	Min	Max	Skew	C.R.	Kurtosis	C.R.
EO1	1.000	5.000	-.346	-1.978	-1.299	- 3.711
EO2	1.000	5.000	-.490	-2.802	-1.207	- 3.448
EO3	1.000	5.000	-.565	-3.227	-1.103	- 3.153
EO4	1.000	5.000	-.641	-3.661	-.856	- 2.445
EX5	1.000	5.000	-.677	-3.871	-.848	- 2.422
EX6	1.000	5.000	-.700	-3.998	-.717	- 2.049
EX7	1.000	5.000	-.274	-1.568	-1.174	- 3.354
CO8	1.000	5.000	-.815	-4.658	-.650	-1.856
CO9	1.000	5.000	-1.122	-6.412	-.023	-.065
CO10	1.000	5.000	-.826	-4.722	-.790	-2.259
QU11	1.000	5.000	-.877	-5.014	-.585	-1.671
QU12	1.000	5.000	-.779	-4.453	-.733	-2.093
QU13	1.000	5.000	-.930	-5.315	-.264	-.755
QU14	1.000	5.000	-.688	-3.932	-.733	-2.096
QU15	1.000	5.000	-1.167	-6.668	.017	.048
FL16	1.000	5.000	-.991	-5.663	-.088	-.252
FL17	1.000	5.000	-1.008	-5.761	-.320	-.915
FL18	1.000	5.000	-1.094	-6.255	.013	.037
CR19	1.000	5.000	-.890	-5.087	-.523	-1.496
CR20	1.000	5.000	-1.134	-6.481	.028	.081
CR21	1.000	5.000	-.804	-4.593	-.714	-2.039
CR22	1.000	5.000	-.945	-5.398	-.274	-.784
DE23	1.000	5.000	-.769	-4.394	-.816	-2.333
DE24	1.000	5.000	-1.018	-5.818	-.225	-.642
DE25	1.000	5.000	-1.060	-6.058	-.036	-.102
DE26	1.000	5.000	-1.164	-6.655	.435	1.242

10.2 The Assertive Constructivist Measure

The confirmatory factor analysis aims to explain the positive correlation coefficients that have statistical significance between the various variables. The confirmatory construct validity scale is one of the modern measures that have spread recently in the administrative sciences who cannot

measure some variables with direct measures, and these variables are called latent variables (Al-Hasnawi, 2015).

It is clear from Figure no. (2) that all the estimates of the standard parameter for the paragraphs of the organizational skill variable exceeded (40%), and it appears on the arrows that link the dimensions to its items, and all of them were significant ratios, and this indicates a high consistency between the theoretical structure in the light of which the scale was designed by the researchers Those with a relationship with the answers of the sample members at the level of tourism companies operating in Karbala, as it appears in the structural model in Figure (2) that the researcher made several indicators adjustment for the dimensional paragraphs, according to the relationships of common variation among them, because the apparent indicators in matching the model were below the acceptable range after conducted these indicators. The measures shown in the model have reached the acceptable levels, which are as they appear in the values appearing in the model, and when following up on the critical ratio (CR) shown in Table (3), it becomes clear that it is greater than (2.56) at a significant level (0.01) and this indicates the feasibility of these parameters.

As for the model matching indicators, the results showed, as shown in the structural model, that all of them met the acceptance rule assigned to them, and thus the structural model has achieved a high level of conformity, which confirms that the competitive position variable is measured by (19) items distributed over five dimensions. They are interconnected by (3) items for the dimension of cost and flexibility, (4) items for the dimension of creativity and delivery, and (5) items for the dimension of quality.

Figure No. (2). Confirmatory Factor Analysis Of The Organizational.

Regression Weights:

	Estimate	S.E.	C.R.	P
EO4 <- .. Opportunities _EO	1.000			
EO3 <- .. Opportunities _EO	1.052	.055	19.163	***
EO2 <- .. Opportunities _EO	.885	.068	12.952	***
EO1 <- .. Opportunities _EO	.876	.068	12.887	***
EX7 <- .. Exploration _EX	1.000			
EX6 <- .. Exploration _EX	1.273	.116	11.008	***
EX5 <- .. Exploration _EX	1.362	.121	11.252	***

10.3 Confirmatory Factor Analysis Of The Competitive Position Scale

It is clear from Figure no. (3) that all the estimates of the standard parameter for the paragraphs of the competitive position variable exceeded (40%), and it appears on the shares that link the dimensions to its items. All were significant ratios, and this indicates a high harmony between the theoretical structure in which the scale was designed by the researchers related with the answers of the sample members at the level of tourism companies operating in Karbala, as is evident from the structural model in Figure (3). The measures shown in the model have reached the acceptable levels, which are as they appear in the values appearing in the model. When following up on the critical ratio (CR) shown in Table (4), it becomes clear that it is greater than (2.56) at a significant level (0.01) and this indicates the feasibility of these parameters.

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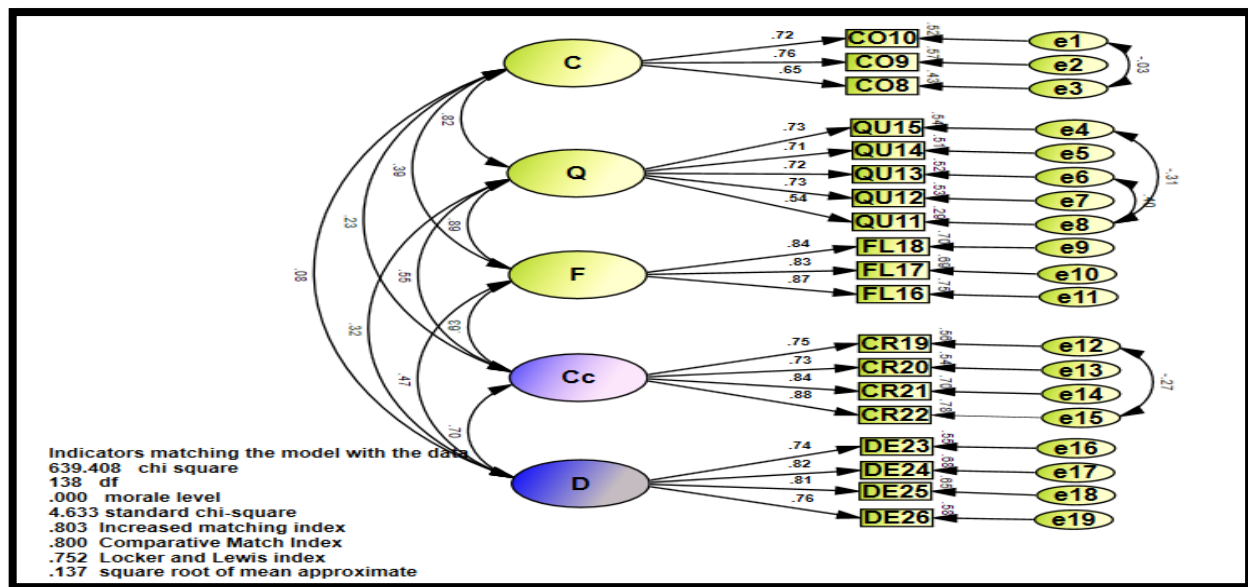


Figure No. (3). Confirmatory Factor Analysis Of The Competitive Position Scale

Regression Weights: (Group number 1 - Default model)

		Estimate	S.E.	C.R.	P
CO10	<- .. Cost_CO	1.000			
CO9	<- .. Cost_CO	.950	.102	9.323	***
CO8	<- .. Cost_CO	.840	.102	8.239	***
QU15	<- .. Qul._QU	1.000			
QU14	<- .. Qul._QU	1.033	.115	8.964	***
QU13	<- .. Qul._QU	1.082	.112	9.669	***
QU12	<- .. Qul._QU	1.208	.123	9.841	***
QU11	<- .. Qul._QU	.928	.118	7.856	***
FL18	<- .. Flex. FL	1.000			
FL17	<- .. Flex. FL	1.013	.075	13.548	***
FL16	<- .. Flex. FL	.999	.068	14.779	***
CR19	<- .. Cre._CR	1.000			
CR20	<- .. Cre._CR	1.000	.104	9.621	***
CR21	<- .. Cre._CR	1.238	.112	11.098	***
CR22	<- .. Cre._CR	1.174	.105	11.159	***
DE23	<- .. Del._DE	1.000			
DE24	<- .. Del._DE	1.026	.092	11.142	***
DE25	<- .. Del._DE	.984	.090	10.916	***
DE26	<- .. Del._DE	.868	.084	10.327	***

10.4 The Consistency Of The Search Measurement Tool

The reliability of the scale means that the test of the scale gives the same results if it is repeated on the same individuals in the same circumstances, meaning that the stability is the stability of the results in the presence of a time interval (Al-Inezi, 2013) as Alpha Cronbach shown in Table no. (5).

Table no. (5). Reliability coefficients for the search measurement tool.

Variable	Cronbach Alpha	Dimension	Cronbach Alpha
organizational dexterity	0.933	Exploiting opportunities	0.880
		Exploration	0.850
Competition place	0.911	Cost	0.749
		Quality	0.828
		Flexibility	0.879
		Creativity	0.870
		Delivery	0.858

Table no. (5) indicates that the values of Cronbach Alpha coefficients were all greater than (0.70), which is the least statistically acceptable value at the level of behavioral research (Al-Asadi, 2019). It indicates that the research measurement tool is characterized by high accuracy and stability.

11. Description And Diagnosis Of The Answer To The Variables Investigated Within The Framework Of The Field Research Results

To determine the description and diagnosis of the answers and to analyze the statistical results of the workers in the surveyed tourism companies, the answers of the sample members were tabulated in detail at the level of each item of the questionnaire. In total for each of the main research variables with their sub-dimensions for the purpose of processing them statistically, the arithmetic mean, standard deviation, coefficient of variation and relative importance were used according to the results of the electronic calculator using (Microsoft Excel) and (24. SPSS V) as follows:

Table no. (6). Descriptive statistics for the organizational virtuosity.

Dimension	Weighted arithmetic mean	Standard deviation	Standard difference coefficient %	Relative importance %	Item ranks	Sample size
Exploiting opportunities	4.08	1.08	37.8	81.65	1	196
exploration	3.88	1.2	32.38	77.6	2	196
Overall rate of organizational prowess	3.98	1.14	%35.09	%79.63		196

It is clear from Table no. (6) that the organizational dexterity variable achieved a total weighted arithmetic mean of (3.98), a standard deviation of (1.14) and a coefficient of variation (35.09%), with a relative importance of (80%). Here, the statistical results indicated that the variable of organizational dexterity was of a high importance according to the answers of workers in the surveyed tourism companies, which confirms that the research sample tourism companies have well-studied strategic plans to develop and enhance the organizational ambidexterity of their human resources in order to reach a distinctive competitive position in the local and international tourism markets in terms of the relative importance of the dimensions of organizational ambidexterity. The dimension of exploiting opportunities achieved the first rank, as its relative importance reached (81.65%), and then came in the second rank after exploration, as its relative importance reached (%77.60).

Table no. (7). Descriptive statistics for the for the competitive position variable.

Dimensions	Weighted arithmetic mean	Standard deviation	Standard difference coefficient %	Relative importance %	Item ranks	Sample size
Cost	3.93	1.31	30.06	78.67	4	196
Quality	3.99	1.17	33.98	79.7	3	196
Flexibility	4.17	1.77	23.6	83.4	2	196
Creativity	3.77	1.37	27.46	75.45	5	196
Delivery	4.28	0.85	50.21	85.65	1	196
Overall rate of competitive position	4.03	1.29	%33.06	%80.57		196

It is clear from Table no. (7) that the competitive position variable achieved a completely weighted arithmetic mean of (4.03) a standard deviation of (1.29) and a coefficient of variation (33.06%), with a relative importance of (80.57%). Here, the statistical results indicated that the competitive position variable had a degree high importance according to the answers of workers in the surveyed tourism companies, which confirms that the tourism companies in the research sample always seek to reach a distinguished position in the local or international tourism market through the ambidexterity of their human resources. The competitive position of tourism companies is a legitimate right for competing tourism companies to provide high-quality services to reserve a prominent position in the markets. As for the relative importance of the dimensions of competitive position, the dimension of delivery achieved the first rank, as its relative importance reached (85.65%), and then came in the second rank after flexibility, as its relative importance reached (83%), and came The quality dimension ranked third with a rate of (80%), while it came in the fourth rank after cost with a rate of (78.67%), and the fifth rank came after creativity, with its relative importance reaching.(%75.45)

12. Testing The Research Hypotheses

To test the research hypotheses represented by the main hypotheses (first, second), the researcher used the (Pearson correlation coefficient) inferred by the application of the (Spss V.24) program, and we will test the following hypotheses:

12.1 Testing The First Main Hypothesis

It is evident from the results of Table no. (8) that there is a positive correlation between organizational prowess and competitive position, as the value of the correlation coefficient between them reached (**0.616) at the level of significance (%1).

Table no. (8). The matrix of correlation coefficients between organizational.

		Correlations								
		Organizational dexterity	Competition place	Exploiting opportunities	Exploration	cost	Quality	Flexibility	الإبداع creativity	Delivery
Organizational	Pearson Correlation	1	.616**	.672**	.602**	.518**	.537**	.589**	.570**	.639**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000
	N	196	196	196	196	196	196	196	196	196
Competition place	Pearson Correlation	.616**	1	.578**	.377**	.877**	.959**	.953**	.912**	.863**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000
	N	196	196	196	196	196	196	196	196	196
Exploiting	Pearson Correlation	.672**	.578**	1	.426**	.533**	.528**	.497**	.536**	.577**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000
	N	196	196	196	196	196	196	196	196	196
Exploration	Pearson Correlation	.602**	.377**	.426**	1	.284**	.328**	.373**	.392**	.343**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000
	N	196	196	196	196	196	196	196	196	196
cost	Pearson Correlation	.518**	.877**	.533**	.284**	1	.882**	.826**	.717**	.622**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000
	N	196	196	196	196	196	196	196	196	196
Quality	Pearson Correlation	.537**	.959**	.528**	.328**	.882**	1	.934**	.818**	.733**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000
	N	196	196	196	196	196	196	196	196	196
المرونة	Pearson Correlation	.589**	.953**	.497**	.373**	.826**	.934**	1	.821**	.776**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000
	N	196	196	196	196	196	196	196	196	196
الإبداع	Pearson Correlation	.570**	.912**	.536**	.392**	.717**	.818**	.821**	1	.814**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000
	N	196	196	196	196	196	196	196	196	196
التسليم	Pearson Correlation	.639**	.863**	.577**	.343**	.622**	.733**	.776**	.814**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
	N	196	196	196	196	196	196	196	196	196

** . Correlation is significant at the 0.01 level (2-tailed).

What supports the above result is the significant correlation between the sub-dimensions of organizational competence (exploitation of opportunities, exploration) and competitive place, according to the order of the strength of the relationship. Here, the value of the correlation coefficients reached (0.578**, .377**0), respectively at the level of significance (%1).

In light of these results, we can explain the results that the tourism companies, the research sample, always depend in their policies to attract human resources that have organizational ambidexterity in their work, which helped the tourism companies to build and achieve a competitive position in the tourism market. Thus we find that there is great harmony between the variables of organizational ambidexterity and competitive position, which indicate the existence of a significant correlation relationship between organizational ambidexterity with its dimensions and competitive position at the level of tourism companies- the research sample.

12.2 Testing the second main hypothesis:

In order to test the influence relationships of the current study, which was represented by the fourth, fifth and sixth main hypotheses, the researcher used the structural equation modeling method inferred by the application of the (AMOS V.24) program. So, we will test the second hypothesis, which included the presence of a significant effect between organizational ambidexterity in its dimensions and enhancing competitive position in its dimensions. Figure no. (4) shows the parameters of the test of the second main hypothesis, which states that there is a significant effect of organizational ambidexterity in enhancing the competitive position of the surveyed tourism companies, while table (9) indicates the values of non-standard estimates, standard error, critical ratio, and morale ratios related to the fourth main hypothesis test.

Figure no. (4). Parameters of the second main hypothesis

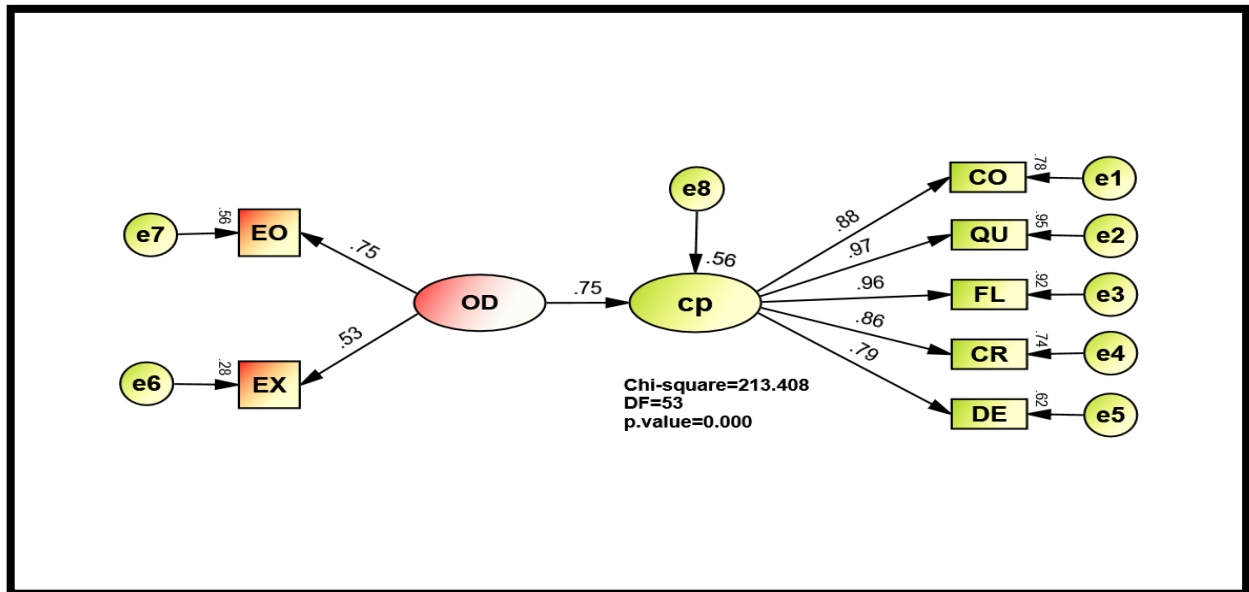


Table no. (9). Values of non-standard estimates, standard error, critical ratio, and significance ratios for the second hypothesis test.

Regression Weights: (Group number 1 - Default model).

			Estimate	S.E.	C.R.	P
CP	<---	OD	1.000			
EO	<---	OD	1.000			
EX	<---	OD	.711	.110	6.464	***
CO	<---	CP	.920	.039	23.560	***
QU	<---	CP	1.000			
FL	<---	CP	1.013	.029	35.061	***
CR	<---	CP	.929	.044	21.237	***
DE	<---	CP	.844	.050	16.909	***

It is evident from Figure (4) that there is a significant effect of the organizational ambidexterity variable in enhancing the competitive position at the level of the tourism companies in the research sample. The effect coefficient (Beta coefficient) was (0.75), which is a significant value, since the value of the critical ratio (C.R) shown in Table no. (9) reached (1), which is a significant value at a significant level (0.000). This indicates that a change of (0.01) in the variable of organizational ambidexterity affects by (75%) in enhancing the competitive position. Also, it is clear from Figure (4) the value of the coefficient of determination (R^2) has reached (0.56), meaning that the organizational ambidexterity of human resources is explained by (56%) of the changes taking place in enhancing the competitive position of the tourism companies in the research sample. The remaining percentage (44%) is due to the effect of dimensions not included in the research model. Accordingly, the second main hypothesis can be accepted, which states that there is a significant effect of organizational ambidexterity in enhancing competitive position in the surveyed tourism companies.

13. Conclusions And Recommendations

13.1 Conclusions

13.1.1 The test of the normal distribution of the answers of the sample made that all the answers of the investigated sample fall within the limits of the normal distribution, and this confirms that the values of all are distributed naturally, which allows the researcher to use parametric statistics in the test.

13.1.2 The results of exploratory structural honesty, based on the responses of workers in the surveyed tourism companies, produced a new arrangement of the sub-dimensions of the research variables that differs from what the researchers came up with on the theoretical side, as the order of organizational ambidexterity dimensions came according to their field importance (exploitation of opportunities, exploration) and the dimensions of competitive position came according to their importance (delivery, flexibility, creativity, quality, cost) respectively.

13.1.3 The research measures had good levels of confirmatory construct validity, which confirms the conformity between the standards set for the variables with the answers of the researched sample. Scales for measuring variables in other studies.

13.1.4 The research measures have attained a high level of stability, which confirms their accuracy and validity in measuring the research variables clearly without complication. The same sample members in the tourism companies as the research sample.

13.1.5 The tourism companies' interest in the organizational ambidexterity of their human resources and their adoption of standards and policies that support this gave them the ability to enhance their competitiveness that would push them to pay attention to the dimensions of organizational ambidexterity and put all their efforts into developing these skills that they enjoy. In addition, the researchers explained this through the strength of the link and the good level through the consistency in the answers of the research sample regarding the correlation between the variables and their combined dimensions.

13.1.6 The application of the research sample to procedures and policies that show the organizational skills of workers make them of interest to many competing companies. Also, the tourism companies build sub-dimensions of their ambidexterity such as exploiting opportunities, exploration and dimensions of their competitive position such as cost, delivery, flexibility, quality, creativity, the key term in the work of tourism companies. The researchers attributed this to significant influence of organizational ambidexterity in enhancing the competitive position of tourism companies in its combined dimensions, where the highest impact of organizational ambidexterity was in the dimension of exploiting the hypothesis and then exploration.

13.2 Recommendations

This work recommends the following:

13.2.1 Increasing the organizational awareness of human resources in tourism companies to understand the importance of their paid organizational prowess that serves the business development of tourism companies and their focus in nurturing these skills that enhance the competitive position of their companies.

13.2.2 Developing a culture of ambidexterity and creativity at the level of employees and administrative leaders of tourism companies, the research sample, and launching an awareness initiative to enhance the concept of organizational ambidexterity among human resources.

13.2.3 Making the tourism companies pay attention to human resources skills and work to explore them according to studied methods and methods that enhance the company's ability to achieve the desired competitive position.

13.2.4 Emphasizing building scientific concepts for organizational ambidexterity that support the development of tourism companies as it is one of the most important standards used in the global tourism market.

13.2.5 Getting tourism companies work on setting policies that guide the organizational prowess of their human resources to be employed in developing the company's capabilities to help it reserve an excellent position for it.

13.2.6 Enhancing the dimensions of organizational ambidexterity and the necessity of applying it to the tourism companies, the research sample, in line with the size and capabilities of the tourism companies.

13.2.7 Holding seminars and workshops to discuss setting scientific standards to reach a good competitive position for tourism companies and to identify strengths and weaknesses, thus providing an opportunity and urging human resources to be creative and to show what they have of the elements that achieve the required position.

13.2.8 Giving workers the freedom to express ideas and solutions to address the problems that hinder the work of tourism companies in providing the best tourism services that directly affect their competitive position in the market.

13.2.9 Cooperating agreements between tourism companies with market dominance and emerging companies to train their human resources to benefit from their expertise.

13.2.10 Allocating financial and in-kind rewards to organizationally skilled workers in companies in order to motivate them to perform better.

13.2.11 Providing the basic requirements for organizational ambidexterity in tourism companies through prior planning and careful study to determine the competitive position to be achieved and the target level in the tourism market.

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CONFLICTS OF INTEREST

The authors declare no conflicts of interest regarding the publication of this paper.

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