

The Possibility of Improving the Marketing Performance of Tourism Organizations by Adopting the Dimensions of Marketing Ambidexterity

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Abstract: This study seeks to analyze the dimensions of Marketing Ambidexterity and its impact on improving marketing performance. The problem of the study is about the role of the philosophy of Marketing Ambidexterity in the success of the work of tourism organizations in improving marketing performance and achieving their competitive advantage among competing organizations in the field of tourism. To achieve the goal of the study, a methodology was formulated that required building a hypothetical scheme that reflects the influence relationships between the dimensions of marketing prowess and improving marketing performance, which results in a set of main hypotheses that reflect the validity of those relationships. The study relied on a set of statistical tools and methods that were used to analyze the data obtained in the applied aspect of the study. The study reached a set of conclusions, the most important of which is that Marketing Ambidexterity in its dimensions is a concept that increases marketing efficiency and also works to reduce financial costs and other available resources by improving marketing performance. The study also presented a set of recommendations, including the need for contemporary tourism organizations to adopt the dimensions of Marketing Ambidexterity in order to maintain the site of the tourism organization and satisfy the needs and requirements of customers.

Keywords: Marketing Performance, Marketing Ambidexterity, Tourism Organizations

Introduction

The success and distinction of tourism organizations depends to a large extent on their ability to achieve the best marketing performance, and keep pace with changes and developments in the work environment, which forced them to adopt the dimensions of effective Marketing Ambidexterity to keep pace with changes and developments related to the nature of the activities and work of the tourism organization.

Adopting the dimensions of Marketing Ambidexterity helped tourism organizations achieve many advantages, including achieving satisfaction and well-being for customers, in addition to achieving profitability for the tourism organization by reducing the

proportion of financial costs and waste of raw materials used and improving marketing and operations within the tourism organization.

The good marketing performance and the dimensions of marketing prowess are central to the success of the work of the tourism organization. And the objectives of marketing prowess are to achieve the goals of the organization, meet the needs and requirements of customers, and preserve the work environment.

This study included five sections. The first section dealt with the study methodology, description of the study community and its sample. As for the second topic, the marketing performance, concept, importance, and indicators. The third topic included the concept of Marketing Ambidexterity, importance and dimensions, while the fourth topic included a description and diagnosis of the views of the study sample about the dimensions of the philosophy of the dimensions of Marketing Ambidexterity, as well as describing and diagnosing the opinions of the study sample about the indicators of marketing performance, as well as testing the study model and its hypotheses, analyzing and testing the correlation between the dimensions of marketing prowess and marketing performance with its indicators. . The fifth topic included the conclusions and recommendations reached by the researcher.

Section One

The Methodology

1.1 The Problem

The study problem can be identified by asking the following questions:-

1. The extent to which tourism organizations adopt the importance of Marketing Ambidexterity.
2. Do the surveyed tourism organizations apply the marketing performance philosophy?
3. Is there a relationship between the dimensions of marketing prowess and indicators for measuring the marketing performance of the surveyed tourism organizations?

1.2 Importance of The study

The importance of the study can be summarized in the following aspects:

1. The importance of marketing today as a platform for contemporary tourism organizations and making marketing performance a competitive weapon for these organizations.
2. It is also embodied in the importance of working to improve marketing performance as it is the main means that tourism organizations rely on to achieve their profits by increasing their sales.
3. The importance of Marketing Ambidexterity stems from its distinguished role in discovering marketing opportunities that can add value to the tourism organization and the customer while working to exploit them in a way that surpasses competitors.

1.3 Amis of the study

The study seeks to achieve the following objectives:-

1. Identifying the extent to which the tourism organization is aware of contemporary concepts of modern marketing, including the "philosophy of Marketing Ambidexterity" and its interest in applying these modern concepts as they are the key to progress and maintaining the market share of the tourism organization.
2. To identify the potentials of the tourism organization in question and its ability to apply the dimensions of marketing prowess within its activities.
3. To test the relationship between the dimensions of marketing prowess and indicators of measuring improvement in marketing performance within the surveyed tourism organization..

1.4 The Hypotheses

The study is based on two main hypotheses:

1. There is a statistically significant correlation between marketing performance and the dimensions of Marketing Ambidexterity.
2. There is a direct and significant effect relationship between marketing performance and the dimensions of Marketing Ambidexterity.

1.5 The Sample of the Study

The sample of the current study included a sample of 50 managers of tourism and travel companies and tourist hotels of various degrees in the city of Baghdad.

1.6 Methodology of the Study

In testing its hypotheses, the study relied on the inductive approach, by examining the relationship between the main variables of the study, by collecting data related to the organization of the study community. and university thesis. On the field side, the study adopted a questionnaire.

1.7 Statistical methods

The researcher has adopted some descriptive and analytical statistical methods, based on the statistical program (SPSS) and the computer:-

1. Frequency distribution and relative frequency distribution: - It was used to analyze the results of the answers of the members of the study sample.
2. The arithmetic mean: - It was used to analyze the results of the answers of the study sample members, and to determine the value of the weighted arithmetic mean for the answers of the sample members.
3. Standard deviation: It was used to analyze the results of the answers of the study sample members, and then indicate the degree of dispersion of the values from their arithmetic mean.
4. Agreement percentage:- It was used to analyze the results of the answers of the sample members of the researched study, and then measure the accuracy of the answers of the sample members.
5. Simple correlation coefficient
6. Simple regression
7. Coefficient of determination (R²)

8. F-Test: It was used to test the extent of the influence of the independent variables on the dependent variable. If the calculated (F) is greater than the tabular (F), this indicates that there is a significant effect.

Section Two

Marketing Performance

2.1 The concept of Marketing Performance

Marketing performance is defined as the mediator between change and environmental adaptation or the development of the mechanism through which the organization can adapt to the external environment variables in order to achieve the goals for the organization (Bockre & Good, 1991: 85).

It was also defined as the extent to which the organization is able to exploit its capabilities according to certain foundations and criteria set by the organization in the light of its future goals (Mahjoub, 1999: 15).

As for (Al-Khatib, 2002: 49), he believes that marketing performance is linked to the achievement of multiple goals, whether those goals are joint or independent.

It was also known that the marketing performance is the extent to which the organization achieves the overall goals, including the marketing goals, through the actual indicators achieved with the targeted indicators for a previous period (Abdul Wahed, 2002: 33).

(Qura Daghi, 2004: 85) believes that marketing performance is the extent to which the organization's marketing objectives are achieved and its success in gaining and maintaining the preference of customers and stakeholders.

Through the above definitions, we can know the marketing performance is the extent to which the organization achieves the marketing objectives and thus achieves the organization's main objectives.

Thus, the marketing performance is not different from the overall performance of the organization, but rather it is a part of it and an extension of it, taking into account the functional privacy as it focuses on marketing activity and achieves marketing goals that contribute to achieving the general goals of the organization.

However, the concept of (Qara Daghi) distinguished it by adding another dimension, which is the achievement of goals by gaining and maintaining the preference of customers and stakeholders, and this reflects the affirmation and role of adopting the modern marketing philosophy.

2.2 The importance of marketing performance

The importance of marketing performance is highlighted in that it is directly related to the achievement of the organization's goals, which are increasing the market share and increasing the profits achieved.

The marketing performance of the organization is linked to the achievement of community goals, which are determined according to three foundations: "the economic basis, the legal basis, and the moral basis" (Stoner, at el, 1996: 557).

We find that studies conducted in recent years in Europe and North America alike seek to study and examine the relationship between marketing and performance, and the results show that the relationship between them is positive and effective.

As for (Vankatrmn & Ramugam), it is believed that marketing performance shows its importance through the following three dimensions (Vankatrmn & Ramugam, 1987: 80), which are.

1. The theoretical dimension represented by the contents and cognitive connotations, whether directly or implicitly.
2. The experimental dimension through the use of studies and research.
3. The administrative dimension by applying methods related to evaluating the results of the organizations' marketing performance.

There are many indications of the importance of marketing performance, including a study (1996), which stated that one book is published on marketing performance per week, and a new article appears every five hours. It is an important tool to make organizations more competitive in the market. Required by the operational activity of the organization.

The importance of marketing performance involves many concepts, including success, failure, efficiency, planned and actual effectiveness, quantitative and qualitative, the exploitation of the organization's resources and its ability to achieve its goals, the level of outputs after conducting operations on its inputs, contributing to creating value, achieving the goals of stakeholders "owners, employees." Unions, lenders, processors, governments, customers" (Al-Amri, 2002: 50).

The basic criterion for marketing performance is the required level of performance determined by management for organizations, and it expects to reach it as possible. Standards are bases and rules for measuring the degree of achievement of marketing activity. If marketers were able to achieve congruence between standards and actual results, the benefits and advantages for the organization would be achieved (Abu Fara, 2001: 194).

From the foregoing, it is noted that achieving effective marketing performance is an issue of importance to organizations in light of changing environmental conditions because of the benefits that it brings to them that puts them in a strong position against competitors and achieves their competitive advantage. However, the process of achieving it is not easy because it requires material resources, human capabilities, time, patience, and continuous follow-up to the needs, desires, tastes and expectations of customers, as well as following up on competitors' conditions and their marketing performance. This is not an easy process.

2.3 Marketing performance indicators

Organizations strive to work effectively in the environment in which they operate, and this can only be achieved by following up on marketing performance. Determine the positive and negative aspects of it. Supporting the positive aspects and evaluating

The negative aspects of marketing performance, and this requires continuous measurement, but this measurement process is complex. Because it faces important

challenges represented by the varying interpretation of the concept and the multiplicity of dimensions in addition to the lack of agreement among researchers and writers on fixed and specific standards that can explain all aspects of the marketing performance of the organization (Hassan, 2004: 97).

In view of the differences between writers and researchers in determining the indicators of marketing performance, so we will try to select the most common and agreed ones:-

1. Customer satisfaction.

Customer satisfaction has become a prominent place in the organization's concerns, and many organizations have realized that customer satisfaction gives them a strong justification for survival and growth, as their inability to achieve that satisfaction may make them unable to continue and compete for a long time, especially in light of the current challenges of technological development and the spread and expansion of organizations Multinational as a tool of globalization and the resulting changes in the tastes, needs and desires of consumers. As a result of these and other challenges, it became obligatory for organizations to take into consideration the issue of customer satisfaction with what these organizations do and to strive towards gaining his satisfaction and loyalty (Al-Hamdi, 2003: 79).

2. Social responsibility.

Marketing is a human effort that seeks to achieve desirable goals that have been predetermined by creating exchanges in the market, which are the essence of marketing activity. Marketing management (the philosophy of production orientation, the philosophy of sales orientation and the philosophy of marketing orientation). With the development of ideas and movements that were concerned with protecting society and the environment, another philosophy emerged, which is the philosophy of social orientation (the philosophy of orientation towards social responsibility) (Abu Farah, 2001: 143).

3. Market share.

The market share of the organization represents the total sales that it achieves for a commodity and the market share has become a strategic goal that organizations seek to achieve, and that organizations seek to maintain their market share, and the organization may target through price or by providing high quality products as well as through improvement and development Its other activities (such as sales methods, salesmen, distribution policies, promotional activities) and in order for the organization to achieve the goal of market share, it must set sub-goals that enable it to reach the goal of market share. These sub-goals focus on identifying customers or intermediaries to be gained in Certain regions of the market, and the use of market share is a measure of performance, which is one of the approved measures as it is a tool to distinguish between profitable organizations and losing organizations, and in general, the organization's market share is determined by determining the percentage of its sales from the total sales in the market for the same product as this requires identifying Market share of other organizations. Since all organizations seek to expand their market share, they resort to analyzing

this share and identifying the reasons for the change in the quantity of their sales, whether it is increased or decreased, and identifying the influencing factors and determining whether these factors are related to the organization itself or related to external factors

(Rudaina, 2000: 133-134) and sees (Al-Sayyid, 2000: 284) when an organization can achieve a market share, it can generate sufficient cash.

4. Profitability.

Profitability represents the organization's ability to achieve profits, and profits are the measure of the effectiveness of the company's investment, operational and financing policies. Profitability is important for everyone who has an interest in knowing the organization's revenue strength or evaluating the effectiveness and efficiency of the organization's management (Al-Maidani, 1989: 131).

Profits are defined as the reward that is expected to be obtained in return for giving up a present benefit or satisfaction in the hope of obtaining a benefit or satisfaction in the future (Matar, 1993: 20). And defined (Gitman, 2000: 238) as what the organization obtains by selling goods and services during a specified period of time. As for (Hindi, 1989: 64), he indicates that profits are the firm's ability to generate them from sales, and that their insufficiency is an unsatisfactory indicator on the part of management.



Figure No. (1) Marketing performance indicators

Source: Prepared by the researcher

Section Three

Marketing Ambidexterity

3.1. The Concept of Marketing Ambidexterity

Duncan 1976 was the first to work on the term marketing prowess with increasing interest, then it was stimulated by March 1991, as he described exploitation and exploration as two incompatible activities, as they compete for scarce resources, stressing the need for a balance between them for superior organizational performance, after which he pointed out that organizations fear the risks of failure. In exploration and the dangers of miscalculation of success in exploitation (Levinthal, 1993:2)

Marketing Ambidexterity raises the attention of senior leaders to the necessary requirements in building current and future marketing trends and reconsidering the marketing infrastructure in order to meet the environmental challenges that affect the achievement of marketing alignment and adaptation, and then develop the necessary strategic contexts in achieving marketing discipline and social support based on trust to achieve effectiveness. (Dutta, 2013:67)

In recent years, rapidly changing factors have spread dramatically, and their impact has reached environments with the most distinctive ability, globalization, intense competition and rapid technological development, which led to the emergence of Marketing Ambidexterity in the complex electronic industries (Zhang & Duan, 2007:3). Which in turn was reflected in the development of the marketing field for organizations and business control, as well as exploring the relationship between marketing capabilities and external factors to achieve marketing sustainability (R Geetha, 2015:5) Below are some of the researchers' contributions to the concept of marketing prowess, as shown in the table below.

Table No. (1) shows the contributions of researchers to the concept of Marketing Ambidexterity

No.	Researcher, Year	Concept
1	Josephson, 2014:13	A strategy based on developing new opportunities and knowledge necessary to improve activities needed to market new products and achieve marketing and strategic renewal to survive in the external environment
2	Dutta, 2013:67	A recent trend that aims to achieve competitive superiority based on developing organizational culture to build a positive organizational climate that enables it to contribute to the development of market orientation and the development of marketing performance.
3	Zhang&duan, 2007:7	A term that contributes to facing modern competitive challenges and leads to an increase in the average lifespan of the organization by using the basics of high technology and the necessary

	organizational change to comply with external environmental changes
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3.2. The Importance of Marketing Ambidexterity

Marketing Ambidexterity contributes to achieving an effective balance between managing today's markets efficiently while exploring future markets simultaneously (tokgoz et al., 2017:60). Its importance lies in the capabilities and skills of managers and all individuals in senior management and their ability to sort out the superior capabilities possessed by intellectual capital for the necessary use of them to accomplish tasks and work to develop plans Work for the purpose of developing it in line with the requirements in achieving a sustainable advantage (carter, 2015:794)

While some indicate that its importance is its ability to explore and invest the internal and external resources of the organization simultaneously to meet the needs of the daily work, as well as its ability to adapt to future changes in the market as it requires senior managers to achieve opportunities and changes in the competitive environment and seize these opportunities through the restructuring of assets tangible and intangible to meet new challenges as well as the ability to simultaneously monitor and synchronize innovation.

Marketing Ambidexterity is important for organizations as it is the main driver that improves the ability of marketing managers to reconsider strategic directions to explore and invest resources by stimulating the initiative element for them, as well as its contribution to achieving the following (Aldalimy, et al., 2019:6):-

1. Reconsidering the contradictory goals in the short, medium and long term.
2. Reconsidering the nature of strategic decisions and the ability of managers to formulate objectives.
3. Review activities related to developing competitive capabilities.
4. The inclusion of a set of alternative and new plans to choose a differentiation strategy and a lower cost.
5. Providing multiple related options to enable managers to invest in a list of new and innovative products and to stay away from goals that require large funds to be implemented.
6. It helps in managing organizational and marketing objectives, determining marketing capabilities, and providing marketing information that contributes to making and taking marketing objectives.

3.3. Dimensions of marketing ambidexterity

This study relied on the following dimensions:-

1. Exploring Opportunities

To achieve marketing excellence, tourism organizations must follow the main rules for the purpose of facing external challenges that affect their ability to explore external marketing opportunities and achieve organizational and competitive advantage in the short, medium and long term.

(Haynes & fearfull, 2008:188) believes that the exploitation of opportunities aims to use research and development before initiating exploitation activities, with a review of the

aspects that are concerned with discussing the nature of external experiences and direct interaction between the workers of the tourism organization and the customer to sense their needs in a way that enables us to transform them into distinct opportunities that the tourism organization can exploit at other times.

2. Exploit opportunities

Tourism organizations are currently facing many challenges in the field of exploiting marketing opportunities, which has made it necessary for marketers to choose between marketing options and use rules and procedures to address environmental challenges.

(Deusen & Muller, 1999:189) believes that the activity of exploitation does not only include internal and external opportunities, but also seeks to exploit existing knowledge, skills, capabilities and processes that contribute to the introduction of gradual improvement in marketing performance, in general, it includes exploiting opportunities to use capabilities, implement pre-existing procedures and develop the marketing knowledge base for the purpose of acquiring External opportunities with a review of the impact of marketing risks and risks of research and development and innovation necessary to develop distinct products.

3. Marketing Flexibility

Marketing flexibility plays a direct role in determining the way that helps tourism organizations improve performance and develop the necessary capabilities to increase marketing activity and increase the ability to respond to unexpected rapid marketing changes (pauwels & matthyssens, 2004:503)

While (Gylling et al., 2012:1284) believes that marketing flexibility expresses the desire of tourism organizations to respond and adapt continuously to the change that occurs in consumers' tastes, and uses the concept of marketing flexibility for the purpose of making marketing decisions based on the ability of the tourism organization to identify new and alternative options and make marketing decisions that express the desire to achieve A set of marketing objectives, and marketing flexibility contributes to adopting the basics of strategic planning for marketing management and refers to the implementation of marketing activities in a way that enables organizations to keep pace with changes in current and future customer requirements. It is expected that pushes them to use the concepts of marketing flexibility, which seeks to develop the marketing capabilities necessary for the success of marketing activity in business organizations.

Section Four

The statistical aspect of research

5.1 The results of the statistical analysis of the characteristics of the vocabulary of the study sample

In this section, the characteristics of the sample will be presented according to its demographic characteristics, as follows:-

Table No. (2) shows the characteristics of the studied sample

Sex	Recurrence	Percentage
Male	64	85%
Female	11	15%

Total	75	100%
Age	Recurrence	Percentage
Less than 20 years old	0	0%
From 21 to 30	8	11%
From 31 to 40	16	21%
From 41 to 50	31	41%
From 51 to 60	12	16%
61 years or more	8	11%
Total	75	100%
Scientific qualification	Recurrence	Percentage
High School	3	4%
Diploma	14	18%
Bachelor's	29	39%
High diploma	9	12%
Master	9	12%
Phd	11	15%
Total	75	100%
Years of Experience	Recurrence	Percentage
less than 5 years	3	4%
From 6 - 10	14	19%
From 11 - 15	17	23%
From 16 - 20	34	45%
21 or more	7	9%
Tota	75	100%

Source: Prepared by the researcher

It is clear from the previous table that there is a clear difference in the characteristics of the research sample or study in terms of gender, as well as the ages of the research sample, as well as their academic achievement and finally in their years of experience.

5.2 The results of the statistical analysis of the research variables

In this section, the arithmetic mean, standard deviation and the relative importance of the research items will be extracted.

Table No (3) statistical analysis of the adopted variable Marketing performance (Y).

NO.	Questionnaire paragraphs	average values	standard deviation	Relative importance
1	Tourist organizations set their plans on the basis of customer satisfaction.	4.21	0.81	10
2	Tourism organizations work to build distinguished relationships with customers	4.11	0.86	11
3	The Department of Tourism Organizations takes care of consumer	4.9	0.73	12

	complaints and responds to them.			
4	Tourist organizations are committed to the principle of good relations with competing companies in order to serve the customer and the public interest	4.25	0.79	10
5	Tourism organizations take several measures to maintain market share and retain customers	4.14	1.05	10
6	Tourism organizations see that increasing the market share is a tool to differentiate the profitable organizations	4.23	0.70	10
7	Marketing management contributes to achieving profits for tourism organizations by achieving customer satisfaction	4.7	0.88	11
8	Tourism organizations make the best use of available marketing resources by reducing waste and wastage rates	4.9	0.83	8
9	Market share is an effective indicator of the success of marketing activities	4.27	0.85	9
10	Prices of services of tourism organizations are in line with the income levels of consumers.	4.39	0.81	9
	Average response for all items	4.41	0.831	100%

The results of the descriptive statistical analysis of the paragraphs of the questionnaire related to the first variable (marketing performance) in Table No. (3) show that the trends of the research sample were positive towards all paragraphs, because the arithmetic averages for the performance of the study sample members are greater than the mean of the measurement tool (the hypothetical arithmetic mean equal to 3 for Likert scale The quintile), the standard deviation is less than half of the arithmetic mean, and the relative importance was in close and high degrees, and the level of answer that represents the agreement of the sample and its consistency with the paragraphs of the questionnaire is high, as the average response to the variable of social networks was (4.41) and the standard deviation was (0.831).

Table No. (4) statistical analysis of the independent variable Marketing Ambidexterity (X)

NO.	Questionnaire paragraphs	average values	standard deviation	Relative importance
1	The management of tourism organizations focuses on the rapid	4.20	0.77	10

	and continuous response to changes in the markets to achieve marketing and strategic stability			
2	The management of tourism organizations adopts new marketing techniques and methods that greatly help in attracting new customers on an ongoing basis	4.17	0.91	11
3	The Department of Tourism Organizations is working on introducing mechanisms to develop and improve its services directed to new areas to stay longer in the new markets.	4.36	0.9	9
4	Tourist organizations are interested in monitoring customers' reactions to invest in developing their services	4.35	0.75	9
5	Tourism organizations focus on improving and investing existing activities to attract new customers and increase their market share	4.31	0.83	12
6	Tourist organizations are interested in marketing research to know the preferences of current and prospective customers	4.9	0.77	10
7	The Department of Tourism Organizations is working to increase its market share in different markets	4.13	0.89	9
8	The management of tourism organizations emphasizes accuracy and speed in meeting the needs of customers	4.30	0.76	12
9	The management of tourism organizations focuses on modifying the current services to suit the changing requirements and needs of the customer due to the effects of competitors.	4.18	1.06	9
10	Tourism organizations prioritize the satisfaction of their existing customers and are sufficiently responsive	4.21	0.93	9

Average response for all items	4.311	0.857	100%
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Average measuring instrument = sum of measurement weights $\div 5 = (5 + 4 + 3 + 2 + 1) \div 5 = (3)$

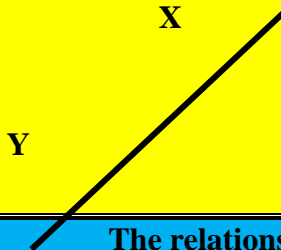
The results of the descriptive statistical analysis of the paragraphs of the questionnaire related to the second variable (Marketing Ambidexterity) in Table No. (4) show that the trends of the research sample were positive towards all paragraphs, because the arithmetic averages for the performance of the study sample members are greater than the average of the measurement tool (the hypothetical arithmetic mean equal to 3 Likert quintuple scale), and the standard deviation is less than half of the arithmetic mean, and the relative importance was in close and high degrees, and the level of the answer that represents the agreement of the sample and its consistency with the paragraphs of the questionnaire is high, where the average response to the variable of social networks (4.311) and the standard deviation (0.857).

5.3 Research Hypothesis Testing

5.3.1 Correlation Hypothesis Test

In order to measure or test the strength of the correlation between the research variables, the simple correlation coefficient (Pearson correlation) was used. Table (5) shows the simple correlation matrix between the research variables that took the following symbols in the matrix, marketing performance (X), Marketing Ambidexterity (Y) taking Correlation in general between variables other than the paragraphs associated with each variable.

Table No (5) The simple correlation relationship to the dimensions of marketing ingenuity and to improve marketing performance

R ²	degree of confidence	F value		X	X Y
		tabular	Calculated	simple correlation r	
0.436	0.99	7.85	22.01	0.660	 The relationship between X, Y
A positive, statistically significant relationship at a significant level % 1					Relationship type

Source: Prepared by the researcher based on the results of the electronic calculator

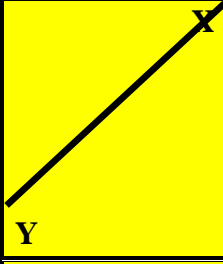
It is clear from the results contained in Table No. (5) that there is a positive correlation between the dimensions of marketing prowess and the improvement of marketing performance, and that this relationship is direct, and this leads us to accept the first hypothesis.

5.3.2 Impact Hypothesis Test

The effect relationships between the research variables were measured based on simple regression analysis and (F) test to determine the importance of the regression equation (effect), as there is a significant effect if the calculated value (F) is greater than the table (F), and there is no significant effect if the calculated value (F) is less than the tabular

value (F) at a significant level (5%), and the coefficient of determination (R²) was used to explain the effect of the dependent variable (improving marketing performance) on the independent variable (marketing prowess).

Table No. (6) Estimation of the parameters of the simple linear regression model to measure the effect of the dimensions of marketing prowess in improving marketing performance

R ²) F(X	Constant	
	Tabular 1%	calculate d	β	A	
0.446	7.85	46.68	0.597	1.440	

Source: Prepared by the researcher based on the results of the electronic calculator

From the above table, it is clear that the results of the regression analysis indicate a positive effect with a significant significance at the level (5%), where the value of the beta coefficient reached (0.597), and this means that there is a positive effect of the marketing prowess dimensions variable, where the calculated value reached (F) (46.68). As for the interpretation coefficient (R²), its value is (0.446), meaning that the improvement of marketing performance is explained by (446%) of the positive changes that occur in the dimensions of marketing prowess, while the remaining percentage is due to other variables that are not present in the current research and this leads to confirming the validity of the hypothesis. the second.

Section five

Conclusions and Recommendations

5.1.Conclusions

1. Tourism organizations operate today in a dynamic and rapidly changing environment, so it has become necessary to seek to keep pace with this change through continuous improvement in their marketing performance, by providing services that meet the changing needs and tastes of customers depending on the changing environmental conditions surrounding them.
2. Tourist organizations in general work on adopting the dimensions of Marketing Ambidexterity or some of these dimensions, even if they were not announced, in order to benefit from them as a competitive advantage over other competing tourism organizations.
3. Marketing performance in tourism organizations contributes to achieving the largest possible amount of profits, through the development of their services and markets, which are reasons behind achieving profitability.
4. The statistical results showed that there is a significant correlation between marketing performance and the dimensions of Marketing Ambidexterity.

5. Tourism organizations should not lose sight of the fact that achieving marketing performance does not come by chance, but by adopting the dimensions of Marketing Ambidexterity and an effective marketing strategy.
6. Tourism organizations have an interest in marketing opportunities by adopting modern marketing techniques
7. Marketing Ambidexterity plays a major role in tourism organizations, as it depends on exploring opportunities to reach new markets and targeting new customers.

5.2. Recommendations

1. The necessity of tourism organizations adopting the dimensions of marketing prowess clearly within the main strategic plans of the organization and considering it as part of the organization's culture in order to satisfy the needs and requirements of customers in addition to achieving profitability for them.
2. An invitation to tourism organizations to pay attention to marketing performance and work to constantly improve it, as it is the main activity in the progress and development of tourism organizations.
3. Increasing the interest of tourism organizations in providing tourism services that meet the needs and desires of customers and are compatible with their income levels. This is done by diversifying the tourism services provided after determining the tastes of customers.
4. The study recommends the interest of managers in adopting the dimensions of marketing prowess as the real capital for tourism organizations and providing services that satisfy the needs and desires of customers.
5. Emphasis on exploiting promising marketing opportunities by providing tourism services that are characterized by a level of quality that matches the desires and needs that the customer hopes to satisfy.
6. Increasing the interest of tourism organizations in monitoring customers' reactions to exploit them in developing their services.

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