Analysis of factors and motives affecting the wrong response to the change process in tourism organizations in the holy Karbala

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Abstract

The research aims to identify the main factors and psychological and organizational motives that affect the incorrect response to change processes in tourism organizations, and to provide practical recommendations to improve change management in tourism organizations. The research contributes to developing literature on change management in tourism organizations, in addition to defining change, its importance and motives, as well as identifying the factors affecting the response to the change process. A questionnaire form was designed with two main axes, each axis included (6) questions, (120) forms were distributed, and (112) forms were validated. One of the most important field results was that the management of the tourism organization supports change in the competitive market, and that the employees' attitude towards change in the organization is positive, thus ensuring that the administrations do not respond incorrectly to the change process. We recommended that the administrations of tourism organizations focus on the participation of employees with their opinions and suggestions in the change process.

Introduction

The Change processes in tourism organizations take up a large space in their managements; as a result of these organizations being subject to continuous change in economic, social, environmental and technological aspects, in addition to the challenges that these organizations face when trying to adapt to these changes, especially in responding from the organization's internal environment; therefore, the wrong or inappropriate response leads to negative effects on performance on the one hand, and on the other hand affects the organization's competitive capabilities, and the wrong response to the change process in tourism organizations is an important matter that requires serious study to understand the factors and motives that affect this response.

The research problem: Tourism organizations work on developing effective strategies and tools to manage the change process. However, they face many difficulties in successfully implementing their strategies, which leads to the loss of opportunities in the business environment for growth and competition, in addition to achieving negative results that cast a shadow on the organization; as a result of being exposed to the wrong response by its employees when implementing change processes; due to multiple factors and motives that contribute to this wrong response. The research problem comes through the following questions:

1. Does the change process receive sufficient support from the employees of the tourism organization?
2. What is the extent of employee participation in decision-making to carry out the change process in the organization?

The importance of research stems from understanding the factors and motives that influence the wrong response to change processes in tourism organizations, analyzing them, and improving tourism organizations' strategies in managing change, as this helps to improve their performance and sustain their superiority, in addition to what the research provides in terms of theoretical and practical contributions to the literature related to change management, as it enables researchers to benefit from the results and recommendations reached by the research.

Research objectives: The research aims to:

1. Identify the main factors and drivers that influence the wrong response to change processes in tourism organizations.
2. Analysis of organizational factors and psychological motivations that cause the wrong response.
3. Providing recommendations to improve change management in tourism organizations.

Research hypothesis: The research hypotheses are based on the following:

1. Application of tourism organizations' management of change strategies through the impact of organizational factors on the wrong response to change processes.
2. Involve employees in developing change strategies to deter resistance to change.
3. Focus on psychological motives such as lack of trust in management and its impact on the wrong response to the organizational change process.

Research sample: (120) questionnaires were distributed to employees working in tourism organizations in Karbala (hotels, tourism companies, tourism transport companies, entertainment centers), and (112) of them were valid.

Research methodology: We adopted the descriptive approach by reviewing sources to review the literature on the change process in tourism organizations, in addition to the analytical approach for the data extracted from the results of field research, and the analysis of relative importance, weighted arithmetic mean, and standard deviation. The research came with two chapters representing the theoretical aspect of the research, and the applied aspect.

1. The theoretical aspect:

The theoretical aspect of the research deals with a set of concepts that help understand change management in tourism organizations and how to do it. In this area, we can discuss:

1.1. The concept of change in tourism organizations:

Change is the process of modifying the structure, culture, or processes within a tourism organization to achieve certain goals. This includes changes in services provided, marketing strategies, or even operating strategies. Change includes gradual modifications or radical changes; to meet changing market needs. Modern management has moved towards change management as a natural result of the rapid changes occurring in production levels and quality, and excellence to achieve competitive advantages. (Al-Tobji, 2018: 388), they are modifications and improvements towards developing the tourism organization towards achieving its goals (Al-Lawzi, 2009: 17). It is also the process that aims to change, cancel, or add to some of the planned objectives according to the policy of the tourism organization, taking into account the trends of the capabilities of individuals and the available resources of the organization, as well as the methods and ways of work; to achieve efficiency and effectiveness of performance (Adeniji et al., 2013: 3). Meaning that change represents a comprehensive change in processes as well as behaviors according to a system of gradual change in the outputs of this system (Oldham, 2009: 265).

1.2. Objectives of change in tourism organizations:

Change management aims to achieve:

1. Balancing the organization's internal and external environments, and adapting to their conditions in a way that increases the organization's capabilities.
2. Continuing to support and strengthen relations and cooperation between employees, and increasing the level of trust between them on the one hand, and between employees and management on the other hand, in addition to developing leadership skills.
3. Increase the level of creativity among employees, achieve work teams and move to teamwork in the organization.
4. Make the necessary adjustments to introduce modern technology into the organization and simplify work procedures.
5. Continuous evaluation to diagnose the organization's growth or decline, and identify opportunities to meet challenges (Wahba and Ali, 2021: 170).
6. Competition is moving from local borders to regional and global levels.
7. The internal environment of the organization makes every individual in the organization responsible for the work he accomplishes and the quality of it.
8. The management of the tourism organization is directed towards continuous improvement and development of tourism services.
9. Develop individual capabilities and skills towards innovation and creativity (Al-Tobji, 2018: 389).

1.3. The importance of change in tourism organizations:

Change management is a necessity for tourism organizations to maintain their position in the market, which is characterized by continuous change. Change management helps these organizations adapt to these rapid and diverse transformations in the tourism market. Hence, the importance of change management emerges, which the researcher sees through:

1. Adapting to technological developments, whether in providing online booking services or improving the tourist experience, as change management helps integrate modern technologies with training employees to use them effectively.
2. Tourism organizations respond to changes in the tourism market on an ongoing basis, enabling these organizations to quickly adjust their strategies to remain competitive.
3. Improving the quality of tourism services, or introducing improvements to internal operations.
4. Raising the level of tourist satisfaction by meeting their expectations of the services provided, which leads to enhancing loyalty.
5. Addressing environmental and regulatory challenges.
6. Promote innovation and introduce new tourism offerings, or explore new markets.
7. Helps develop effective and flexible response plans to deal with crises and reduce their negative effects.
8. Supporting the organizational culture and encouraging employees to accept change, and even participate in it, to activate a dynamic work environment that is adaptable to future challenges.

1.4. Drivers of change in tourism organizations:

The drivers of change in tourism organizations are generated by the various changes that the tourism sector is witnessing, and they are rapid changes at the local and global levels. These drivers are affected by internal and external factors; they motivate tourism organizations to continuously adapt in order to maintain a competitive advantage in meeting customer needs. The researcher believes that the motives for change in tourism organizations should be classified as follows:

1. Tourist expectations: New behaviors and trends are changing tourists' expectations of more tourism experiences, which motivates tourism organizations and pushes them to change the methods of providing tourism services. It is well known that tourists are always looking for unique experiences during their tourist trip, whether this experience is cultural, environmental, recreational, new health, etc.; which prompts tourism organizations to develop their services, update them, or offer new tourism products.

2. Technological development: The tourism market is witnessing a wide development in the use of digital technology in electronic reservation processes, artificial intelligence, virtual reality, and many other fields. This necessitates that tourism organizations invest in these tools to enhance the tourism experience. The digital transformation has also encouraged tourism organizations to invest in this, especially in developing digital platforms for marketing tourism services, electronic payment methods, and enhancing the experience using smartphone applications. There is also the great technological development in the tourism transportation sector, and the extent of its impact on organizing tourist trips, travel, and spending as well.

3. Responding to crises and disasters: This may lead to changes in the infrastructure and services provided in tourist destinations, and here the management of the tourism organization proves its capabilities in containing the event and reducing the harm to tourists, in addition to epidemic crises such as the COVID-19 pandemic that greatly affected the tourism sector, prompting organizations to adapt to new standards, such as: health safety, precautionary measures, and social distancing.

4. Competition Market: The increase in international and local competition has forced tourism organizations to innovate and provide distinctive offers and services, always taking into consideration that tourists demand distinctive services of high quality, and also demand the development of tourism infrastructure, such as hotels, transportation, and recreational facilities.

5. Economic changes: The global market is witnessing economic fluctuations, in addition to economic crises from time to time; which affects the purchasing power of tourists, and consequently; this leads to a change in travel patterns and tourism spending, and the demand for domestic tourism may increase, and all of this requires an adjustment in the strategies of tourism organizations at the level of prices or services, in addition to the tendency of tourism organizations to redirect their tourism activity towards the local market.

6. Changes in legal and regulatory frameworks: This includes amendments to laws related to travel, visas, or security procedures, and the significant impact this has on the tourism sector, requiring organizations to adapt to these legal and regulatory amendments.

1.5. Factors affecting response to change process:

The individual in the organization tends to maintain the current situation and refrain from change (Obaid, 2009: 39); therefore, when changing, the human tendencies of individuals are taken into consideration in the organization's orientation towards long-term change (Al-Haddad &

Kotnour, 2015: 243), as the response to the change process varies among individuals, as the winners tend to adapt and learn quickly, while the losers in the change process spend time trying to control and master the change procedures (Chrusciel & Field, 2006: 130). The failure of the organization is an inevitable result of the rapid decline that befalls it, as it is unable to adapt to events and deal with them; therefore, the organization's position becomes weak as a result, and it is more vulnerable to future problems, and then its collapse (Sheppard, Shamsud, 2005: 241).

Incorrect response affects tourism organizations in terms of decreased performance, increased employee turnover rates, and loss of customers. Hence, change is directed towards achieving a higher level of performance for work teams, It is often short-term, and comes with a strong push, but the team quickly returns to its previous level of life. Therefore, it is not enough for the organization's management to determine the goal of the planned change in the performance of the work team; to reach a different level of performance. Hence, the organization's management should include the goal of the continuity of the new level or continuity for a desired period of time, in other words, its sustainability. Successful change in the organization is in three directions, which are (Buchanan & Fitzgerald, 2017: 193):

1. Sustainability of dismantling the current work.
2. Move to a new level.
3. Sustaining the life of the work team at the new level, as the continuity of motivation and new strength becomes a relatively safe area against responding to change.

Factors that greatly influence how employees respond to changes include:

1. Organizational factors: These include organizational culture, administrative structure, and leadership styles.
2. Human factors: These relate to individuals' attitudes and behaviors towards change through resistance to change and individuals' lack of trust in management.
3. External environmental factors: affect organizations, such as changes in the market in general, or technological developments, for example.
4. Psychological motivations: Many employees suffer from fear of the unknown, anxiety about the potential effects of change on their jobs, or a feeling that they are outside the process, which increases their resistance to change.

There are factors that affect the change process, which cast their shadows on the organization, and they are (Fernandez & Rainey, 2006: 196-173):

1. Urgent need: Management is aware of the extent of its conviction in the need for change, as implementing the planned change requires convincing the organization's employees, as well as important external stakeholders, of the necessity of that change.
2. Formulating the plan and supporting the internal environment: By developing the course of action for change or the implementation strategy, it is not enough to convince the organization's employees of the actual need for change, and their broad participation in the change process. Management also works towards overcoming resistance by building internal support factors for change, reducing employees' resistance to it, in addition to senior management's commitment to change to achieve the organization's success and excellence.
3. Providing the organization's input resources: Successful change requires sufficient resources to support the change process, as change is not easy, and it is not cheap for the organization, including including planned organizational change, or directing scarce resources towards new

activities, as well as the change implementation strategy, employee training, and others. It is useful to have a balance between costs and desired goals. If the costs exceed the benefits that the organization will obtain, management is likely to stop the change process.

4. Sustaining change: By institutionalizing change, managers and employees must establish these changes and work to integrate them effectively, in a way that achieves the sustainability of change, in addition to integrating new innovations into the daily work routine of employees so that it is considered behavior in the organization's environment. Leaders also work to institutionalize the organization in the long term until new behavior patterns replace old behavior patterns.

5. Developing a comprehensive and integrated approach to change: to achieve compatibility between the subsystems in the organization when changing, whether this change is in one subsystem or more.

2. The Practical Aspect:
2.1. Research sample:
The researcher distributed (120) questionnaires to males and females working in tourism organizations in Karbala (hotels, tourism companies, tourism transport companies, entertainment centers), and (112) of them were valid.

2.2. General information analysis:
Table No. (1) below shows a description of the general information of the study sample.

Table (1): Description of general information of the study sample

Paragraph	Category	Iteration	*Percentage*
Gender	**Male**	**84**	**75%**
	Female	**28**	**25%**
	Total	**112**	**100%**
Age	**(26 − 30) years**	**47**	**42%**
	(31 − 35) years	**33**	**29.5%**
	(36 − 40) years	**10**	**8.9%**
	(41 − 45) years	**5**	**4.5%**
	(46) years and older	**17**	**15.1%**
	Total	**112**	**100%**
School level	**Intermediate**	**9**	**8%**
	High School	**21**	**18.7%**
	Diploma	**7**	**6.2%**
	Bachelor	**67**	**60%**
	Higher education	**8**	**7.1%**
	Total	**112**	**100%**
	Hotel	**41**	**36.7%**

Tourism Organization	Tourism Company	37	33%
	Tourism Transport Company	7	6.2%
	Entertainment Center	27	24.1%
Total		112	100%
Job	Director	34	30.5%
	Head of Department	21	18.7%
	Unit Manager	9	8%
	Employee	48	42.8%
Total		112	100%
Years of professional experience	(1 −5) years	37	33%
	(6 − 10) years	49	43.8%
	(11) years and older	26	23.2%
Total		112	100%

Source: Prepared by the researcher based on the questionnaire outputs.

It is noted in the table above that (75%) are males, and (25%) are females. These percentages indicate that the majority of workers in tourism organizations are males, as in Figure No. (1).
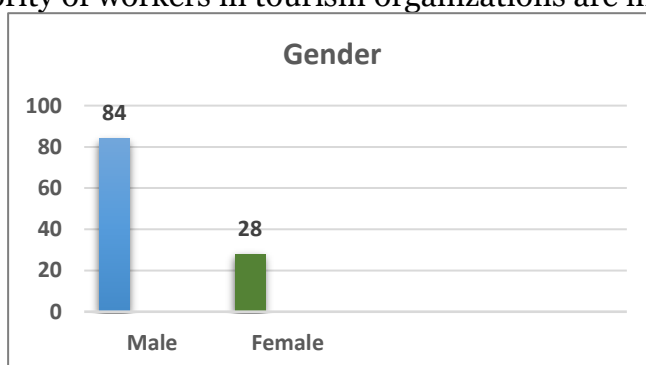

Figure (1): Gender

The highest age groups in the research sample were the age group (26-30) years, which represented (42%), followed by the age group (31-35) years, which represented (29.5%), indicating that the youth group is the most prevalent in working in tourism organizations, as in Figure No. (2).
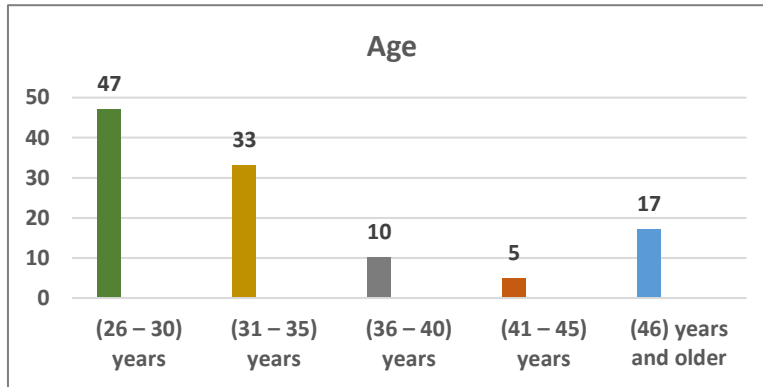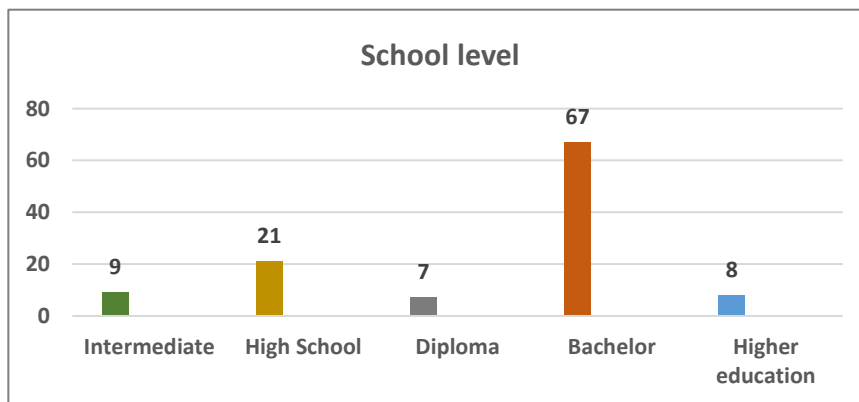
Figure (2): Age

The table above also indicated that the majority of the sample held a bachelor's degree, as their percentage constituted (60%), followed by a middle school certificate at (18.7%), as in Figure No. (3).

Figure (3): School level

The table also indicated that the percentage of hotel workers was (36.7%) of the research sample, followed by (33) of the sample of workers in the tourism company, as in Figure No. (4).
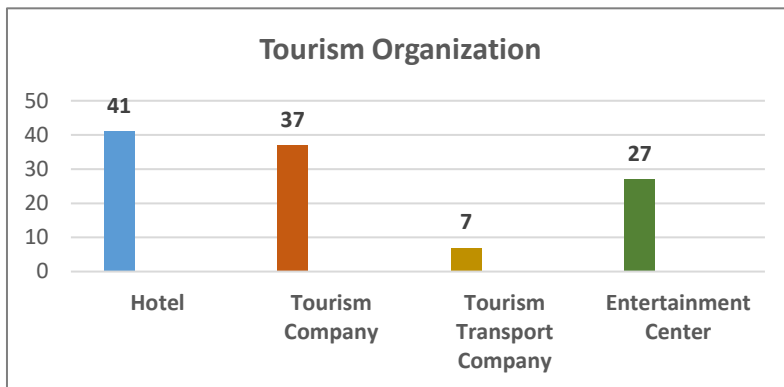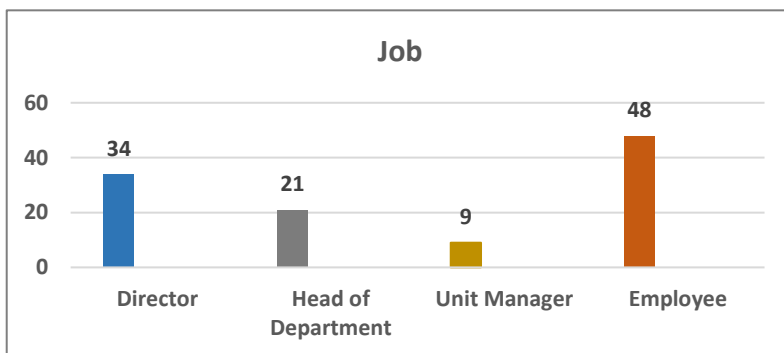
Figure (4): Tourism Organization

As for the job, the percentage of (42.8%) of the sample was employees, the percentage of (30.5%) was managers, and the percentage of (18.7%) was department head, as in Figure No. (5).

Figure (5): Job

The highest percentage in years of professional experience was for those with (6-10) years of experience, which amounted to (43.8%), then those with (1-5) years of experience, which amounted to (33%), and those with (11) years of experience or more, their percentage amounted to (23.2%), as in Figure No. (6).

Figure (6): Years of professional experience

3. Analysis of field results:

The questionnaire form included two main axes, as each axis included (6) questions, which are believed to be directly or indirectly related to the analysis of the factors and motives affecting the incorrect response to the change process in tourism organizations in the holy Karbala Governorate, and the answers were for (112) forms as shown in Table No. (2).

Table (2): Research sample answers

The axis	Axis Title	Questions	Q. coding	1	2	3	4	5
The first	The organizational aspect of the tourism organization	The management of the organization is supportive of change.	X1	3	7	15	35	52
		The administrative structure in the organization facilitates the change process.	X2	5	9	28	40	30
		Internal communication between employees is effective during change processes.	X3	7	10	20	30	45
		Management shares its change strategy with its employees.	X4	11	16	15	45	25
		Employees in an organization tend to resist change.	X5	22	35	25	20	10
		I got enough training during the changeover period.	X6	13	9	20	40	30
The second	Responding to change	The goals of change in the organization are clear to everyone.	X7	9	13	10	30	50
		I feel job security during the change process.	X8	10	6	16	35	45
		I have great confidence in management during the implementation of change processes.	X9	9	8	11	41	43
		Management is not responsive to its employees in the decision-making process	X10	15	12	20	30	35

		related to change processes.					
		I have a positive attitude towards change in the organization.	X11	4	5	23	25	55
		I often make development suggestions to management in our business.	X12	5	7	16	31	53

The answers to the questionnaire form for the first axis (the organizational aspect of the tourism organization) are shown in the following Table No. (3):

Table (3): Results of the first axis (the organizational aspect of the tourism organization)

Q.	Arithmetic mean	Intensity of the answer	Standard deviation	Difference	Variation coefficient	Relative importance	Rank
X1	4.125	82.50%	1.041	0.252	1.083	0.825	1
X2	3.723	74.46%	1.084	0.291	1.175	0.745	3
X3	3.857	77.14%	1.222	0.317	1.493	0.771	2
X4	3.509	70.18%	1.259	0.359	1.586	0.702	5
X5	2.652	53.04%	1.235	0.466	1.526	0.53	6
X6	3.58	71.61%	1.285	0.359	1.651	0.716	4

Table (3) shows that paragraph (X1: Organizational management supports change) obtained first place in the field results due to the intensity of the response achieved (82.50%), its relative importance (0.825), and the weighted arithmetic mean, which was the highest by (4.125) and the standard deviation (1.041). It means that the management of the tourism organization has a sustainable decision regarding the processes of change in the internal environment of the organization, or even what is related to its external environment in order to achieve its strategic goals in the long term, or what achieves its goals in the short term, and that the management supports these processes that achieve what it aspires to. Then came (X3), which indicates the effectiveness of the internal communication mechanism between employees during change processes. It obtained second place in the field results, and achieved response intensity (77.14%), relative importance (0.771), weighted arithmetic mean (3.857), and standard deviation (1.222). The

tourism organization may seek to create a new electronic system to improve the tourists' experience, and work on developing training and development programs for the organization's human resources, in addition to allocating the necessary resources for this change. Some employees may be motivated and work seriously towards the new change and communicate with each other by spreading knowledge and wider awareness of the new system.

Table (3) also indicates that paragraph (X5: Employees in the organization tend to resist change) obtained the lowest rank in the field results due to the intensity of the response achieved (53.04%), the relative importance (0.53), and the weighted arithmetic mean, which was the lowest at (2.652) and the standard deviation (1.535). This means that despite the management's preparations for the change process through training and resources for this change, some employees begin to show distrust or deception in the new change, despite the importance of this change for the organization's growth and competitiveness in the market.

As for the response to change, which represents the second axis of the questionnaire form, its results are represented in the following Table No. (4):

Table (4): Results of the second axis (response to change)

Q.	Arithmetic mean	Intensity of the answer	Standard deviation	Difference	Variation coefficient	Relative importance	Rank
X7	3.884	77.68%	1.313	0.338	1.725	0.777	5
X8	3.884	77.68%	1.25	0.322	1.563	0.777	4
X9	3.902	78.04%	1.223	0.313	1.495	0.78	3
X10	3.518	70.36%	1.382	0.393	1.91	0.704	6
X11	4.089	81.79%	1.095	0.268	1.199	0.818	1
X12	4.071	81.43%	1.129	0.277	1.274	0.814	2

It is noted in Table (4) that the first rank of the field results in the research sample's answers was for paragraph (X11: My position is positive towards change in the organization). The intensity of the answer was (81.79%), its relative importance was (0.818), the arithmetic mean was the highest by (4.089) and the standard deviation was (1.095). This indicates the interest of employees working in tourism organizations - the research community - in the change processes that the organization's management makes decisions about, as they support these decisions to achieve the organization's growth and distinction through achieving its goals. Then came the second place in the field results, paragraph (X12), which confirms that employees submit developmental suggestions to their management in the field of the organization's work, and achieved a response intensity of (81.43%), relative importance (0.814), arithmetic mean (4.071) and standard deviation (1.129). Emphasizing that employees have a role in the change processes carried out by the tourism organization and are therefore supportive and responsive to the change processes.

Table (4) indicates that paragraph (X10: Management does not respond to its employees in the decision-making process related to change operations) obtained the lowest rank in the field results, as the intensity of the achieved response was (70.36%), the relative importance was (0.704), and the weighted arithmetic mean was the lowest at (3.518) and the standard deviation was (1.382). This confirms that the administrations of tourism organizations work to take into account the opinions of their employees in the change processes to avoid their incorrect non-response.

Conclusions:
1. Culture acts as one of the basic factors in the success of change processes in tourism organizations that encourage the achievement of excellence, success and adaptation to achieve this, because change processes work to modify the organizational structure, culture or processes within the tourism organization to achieve specific goals.
2. Supporting the organizational culture and encouraging employees to accept and participate in change, to activate a dynamic work environment that is adaptable to future challenges.
3. The administrative structure and leadership of the organization facilitate understanding of the change process by building trust between management and employees, and enhancing their sense of job security; which makes them more able to accept change, and not fear it.
4. Change aims to achieve a balance between the organization's internal and external environments, and to adapt to their conditions in a way that increases the organization's capabilities, as the response of tourism organizations to continuous changes in the tourism market enables them to quickly modify their strategies to remain competitive.
5. Successful change requires sufficient resources to support the change process, as change is not easy, nor is it cheap for the organization, including including planned organizational change, or directing scarce resources towards new activities, as well as the change implementation strategy, employee training, etc., and training and development of employees' skills and capabilities contribute to not achieving the wrong response to change.
6. If the goals of change are for everyone in the organization, this leads to a lack of opposition and resistance, or an incorrect response to change.
7. The presence of effective and direct communication mechanisms in the organization's internal environment contributes to enhancing employee participation in the new path. Likewise, effective communication sources in the organization's external environment lead to increased customer satisfaction, and thus lead to the organization's success and prosperity.

Recommendations:
1. Enhancing the culture in the organization that encourages employees to be creative and innovative, which makes employees not reject change processes and respond incorrectly to it, in addition to involving them in development courses for their skills and abilities at work, according to numerous periodic programs for the skills necessary to adapt to changes.
2. Organizing seminars for employees, making them understand the importance of change, how to adapt, and the mechanisms that contribute to facilitating the change and acceptance procedures.
3. Providing psychological support and advice to some individuals who feel anxious and fearful about change, and fear their resistance to change procedures due to their lack of job security.

4. Facilitating communication between management and employees and surveying their opinions contributes to supporting change processes, or involving them in the change process contributes to their acceptance of participation and innovation.
5. Studying customer expectations as they contribute to the process of change in the organization.
6. Evaluate employee performance after implementing changes by monitoring customer satisfaction, employee retention, and determining the effectiveness of the change.

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