

The Impact Erbil Culture on Marketing planning of Shaqlawa Tourism Companies

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Abstract

This study investigates the impact of Confucian values, which are an integral aspect of Erbil Culture, on the marketing strategies employed by tourism companies in Shaqlawa. The study utilized primary data gathered through a questionnaire-based survey conducted among tourism companies in Erbil, Kurdistan. What sets this study apart is its employment of the SEM research methodology to examine how Erbil culture influences the marketing planning of these tourism companies, with data analysis conducted using the AMOS 24 software. The collected data were subjected to stepwise regression and correlation analysis to yield the results. The findings indicate that Erbil Culture has a positive influence on the marketing planning of tourism companies, specifically those catering to people's tourism needs. This study's significant contribution lies in assessing the impact of unique and influential factors associated with Erbil Culture on the marketing planning practices of Shaqlawa Tourism Companies. Finally, the practical implications for managers are presented.

Keywords: Erbil Culture; Tourism Performance; Harmonious Society; Marketing planning; Personal Relationship

1. Introduction

The primary challenge faced by Tourism Companies is achieving tourism effectiveness. To accomplish this, it is essential for the company leaders to recognize the importance of understanding Erbil culture and, if necessary, making adjustments to it (Millan, Kastanis, & Fahara, 2014). Culture refers to shared mental programming, which distinguishes one group or society from another. It encompasses the patterns of thinking passed down from parents to children, teachers to students, friends to friends, and leaders to followers, and vice versa. Without a deep understanding of people's values, beliefs, and expressions, it is impossible to effectively coordinate their actions (Hofstede, 1984, p.82). Understanding culture leads to an understanding of the organization itself (Schein, 1988).

Papasolomou and Vrontis (2006) argue that Marketing planning (MP) focuses on creating a people-oriented culture within a company, which forms the basis for developing a strong corporate service brand. Generally, MP is concerned with establishing, nurturing, and upholding an internal service culture and orientation that supports the organization in achieving its objectives. This study explores the relationship between Erbil Culture (EC) and the marketing planning of Shaqlawa Tourism Companies, examining how the implementation of EC strategies in these companies influences their MP.

Through an extensive literature review and referencing the marketing mix proposed by Rafiq and Ahmed (1993), various EC strategies were tested in Tourism Companies to evaluate their presence and impact on companies' MP. Additionally, the variables used to assess the Erbil culture within Tourism Companies have been derived from the existing literature, drawing on the Competing Values Framework (CVF), the learning culture, and Hofstede's cultural dimensions: individualism vs. Collectivism and Uncertainty Avoidance. What sets this study apart is its use of Structural Equation Modeling (SEM) research methodology to examine the influence of EC strategies on the MP of

Tourism Companies, with data analysis conducted using the AMOS 24 software. A conceptual model was developed to investigate the research question. The subsequent sections provide background information on Erbil Culture and Marketing planning in the tourism industry, outline the conceptual model of the study, describe the data collection method employed, present the analysis of the results, and offer a discussion and conclusion.

2. Literature review

2.1. Marketing planning (MP)

Existing literature lacks consensus regarding the precise nature of marketing planning (MP), including its purpose, implementation strategies, and responsible parties. This diversity of interpretations has resulted in a wide range of activities being categorized under the umbrella of MP (Rafiq & Ahmed, 2000). Therefore, to effectively utilize MP as a framework for organizational change management and to ensure successful strategy implementation, it is crucial to clarify its definition (Oriade et al., 2021).

According to Rafiq and Ahmed (2000), the theoretical development of MP over the past two decades encompasses three distinct yet interconnected aspects: employee satisfaction, customer orientation, and strategy implementation/change management phases. Within each of these categories, different perspectives on MP have been explored. In the employee motivation and satisfaction phase, MP focuses on enhancing service quality by improving employee motivation and satisfaction because these factors significantly impact customer satisfaction. The term MP seems to have been initially introduced by researchers such as Sasser and Arbeit (1976), and George (1977) emphasized the importance of employees as a service company's most significant market. Berry (1981) was the first to define MP as considering employees as internal customers, and George (1977) argued that satisfied employees are essential to generating satisfied customers (Rafiq & Ahmed, 2000). Berry and Parasuraman (1991) also supported the concept of "employees as customers."

In the customer orientation phase, MP is associated with interactive marketing. Shiferaw (2018) recognized that buyer-seller interactions not only influence purchasing decisions but also present marketing opportunities for organizations that require customer-oriented and sales-minded personnel. Gronroos (1990) also viewed MP as a means of integrating various functions that are crucial to customer relations in service companies. In this phase, MP is seen as a method of motivating personnel to be customer-conscious and sales-oriented, involving marketing-like activities (Khoja, 2020; Berry and Parasuraman 1991; George 1990). Ballantyne (2003) defines MP as a strategy for relationship development and knowledge renewal. MP is seen as a process of creating favorable market conditions within the organization to meet the wants and needs of internal customers, with an emphasis on managing relationships between internal customers and internal suppliers (Park & Tran, 2020).

Finally, the concept of MP includes strategy implementation and change management (Cândido, & Santos, 2015; George, 1990; Piercy and Morgan, 1991; Rafiq and Ahmed, 1993). Sasser and Arbeit (1976) argued that a firm's workforce is its most critical productive resource, with service managers considering jobs as the principal products and employees as the most important customers. Varey (1995) emphasized the societal nature of marketing planning, highlighting the significance of creating a work environment characterized by psychological support, helpfulness, friendliness, mutual trust, respect, and the recognition of employees as individuals deserving respect and dignity.

Overall, MP can be understood as the application of marketing, human resource management, and related theories, techniques, and principles to motivate, mobilize, engage, and manage employees at all levels of the organization, with the ultimate goal of continuously improving their service to external customers and each other (King, 1991). However, critics argue that MP is merely a component of

effective human resource management (Mishra 2010). In fact, limitations in MP research stem from the lack of consensus regarding which practices effectively influence employee motivation and customer-oriented behavior (Ahmed et al., 2003). Consequently, a definition of MP should exclude the notion of "employees as customers" and instead establish a boundary defined by the use of marketing-like techniques within the internal context (Ahmed & Rafiq, 1995). Therefore, Kaurav et al (2015) suggested that MP can be defined as a philosophy that involves the planned use of marketing-like techniques within the organization to facilitate the effective implementation of marketing programs, with a focus on fostering customer orientation and employee commitment.

2.2. Erbil culture

Erbil culture, as defined by Schein (1996), refers to the shared assumptions of a group that shape their perceptions, thoughts, and responses to their environment (Burton & Peachey, 2013). Just as character provides meaning, direction, and motivation to an individual, culture also plays a similar role in organizations. It influences the values, judgments, and behaviors of members (Hosseini et al., 2014). It is important to differentiate between Erbil culture and organizational climate, where climate refers to behavior and culture encompasses the values and norms of the school or organization (Macneil, Prater, & Busch, 2009).

Erbil culture is relevant to administrative operations and directly affects families and children. As schools are open organizations with diverse systems and multidimensional characteristics, there is no theoretical consensus on the discussion of Erbil culture (Rudasill et al., 2018). Barth (2002) considers school culture a complex phenomenon, involving a pattern of deeply ingrained norms, attitudes, beliefs, behaviors, values, ceremonies, traditions, and myths within the core of the organization. Every city has its own culture, some of which is hospitable, while others can be toxic. Erbil's culture can either support or hinder improvements and reform efforts. City cultures are generally resistant to change, making school improvements ineffective. Unless families and administrators actively work to change the culture of a city, any innovations and high standards introduced will need to fit within existing cultural elements (Barth, 2002).

Family leaders have not only the ability but also the responsibility to shape the city's culture (Sahlberg, 2010). In a paper presented to the Denver Commission on Secondary School Reform, Brown (2004) identified several requirements for a productive Erbil culture: an inspiring vision and challenging mission; curriculum and learning methods aligned with the vision and mission; sufficient time for teachers and students to excel, close, and supportive relationships; leadership that fosters and protects trust; and data-driven decision-making. Strong school cultures lead to highly motivated teachers, who contribute to improved student performance and outcomes. Therefore, a strong academic culture nurtures academic excellence and effectiveness (Huéscar Hernández et al., 2020).

The size of the city also influences the Erbil culture. A study conducted by Salfi and Muhammad (2007) found that smaller cities offer better opportunities for personal social relations and professional growth of families compared to medium and larger cities. Their research also suggests that disciplinary problems may contribute to average or poor performance among children in larger cities. Additionally, effective schools exhibit strong bureaucratic and cultural linkages that impact the quality of family and children's school lives, both independently and interactively. Bureaucratic linkages encompass schedules, rules, procedures, hierarchy, authority, relationships between superiors and subordinates, power dynamics, and use of rewards and sanctions. Cultural linkages involve communication, persuasion, shared missions and goals, shared meanings, assumptions, values and norms (Kitchen et al., 2017).

Erbil culture can also influence violent behavior among children and the level of corruption in secondary education. Factors in the city environment, such as physical surroundings, educational and social climate, organizational capacity and composition, and overall organizational culture, can exacerbate violent behavior within schools. Limbos and Casteel (2008) revealed that high schools in larger cities have higher crime rates, while an increase in the percentage of certified teachers and

student-to-staff ratios is associated with decreased crime rates. Another study by Apaydin and Balci (2011) focused on organizational corruption in secondary schools, identifying types of corruption such as document fraud, accepting gifts, favoritism in promotion, and staffing. The reasons for organizational corruption include inadequate legislation, tolerance towards corruption, Erbil culture and climate, and low salaries, among others.

Furthermore, research by Sadeghi, Amani, and Mahmudi (2013) explored the impact of Erbil culture on job satisfaction among families, cultural dimensions (masculinity/femininity, uncertainty avoidance, collectivism/individualism, and power distance). The findings highlight the significance of organizational culture and basic psychological needs in terms of job satisfaction. Organizational culture also influences the relationship between the perceptions of justice and leader-member exchange (LMX). While leaders are encouraged to be fair in building effective relationships, a team-oriented culture promotes better interaction between teachers and management, facilitated by principals, assistant principals, and department heads.

Ultimately, the primary purpose of people's existence, whether they are families, principals, professors, or parents, is to promote learning. Their main responsibility is to create a culture that fosters lifelong learning and ensures that students and educators become lifelong learners (Barth, 2002). Erbil culture plays a vital role in the organizational culture of educational institutions by fostering continuous learning for sustainable improvement in teaching and learning. Acquired learning is then transformed into knowledge, encouraging individual development, team spirit, and transformational leadership to achieve the institution's vision, mission, and goals. Ponnuswamy and Manohar (2016) outlined seven interrelated action imperatives to assess organizations for their learning culture: creating continuous learning opportunities, promoting inquiry and dialogue, encouraging collaboration and team learning, empowering individuals toward a collective vision, connecting the organization with its environment, establishing systems to capture and share learning, and providing strategic leadership for learning.

3. Methodology

This study utilized primary data collected through a questionnaire-based survey conducted among Shaqlawa Tourism Companies in Erbil/Kurdistan. The questionnaire was designed based on the conceptual model and utilized a 5-point scale ranging from strongly disagree to strongly agree, as preferred by the teachers in the focus group. Prior to distribution, the questionnaire underwent a pilot study involving a focus group of six companies that provided feedback on the structure, length, content, and clarity of the questions. The questionnaire consisted of three sections: (1) demographics of the sample, (2) Marketing Planning (MP) strategies, and (3) Erbil Culture (EC). The survey was administered to tourism companies in the town of Shaqlawa with a response rate of 59.5% (119 out of 200 questionnaires distributed). This study employed Structural Equation Modeling (SEM) to examine the presence of EC strategies in tourism companies and their impact on marketing planning. SEM is a statistical technique that allows simultaneous analysis of multiple regression equations for a set of dependent variables. Data analysis was conducted using AMOS 24 software (Hair, Black, Babin, & Anderson, 2014).

4. Findings and Data Analysis

4.1 Description of study sample general information

The results mentioned in the table (1) represent a description of the personal characteristics of the study sample according to the following paragraphs:

1. **Gender:** The results shown in table (1) show that the highest percentage of respondents according to the results of the questionnaire came among males, and their percentage was (69.7%), while females recorded (30.3%).

2. **Age:** The results shown in table (1) showed that the largest percentage of the study sample according to age was in the age group (26-35 years) with a rate of (36.1%). However, the lowest percentage was in the age group (46 years and old) with a rate of (%7.6).
3. **Educational level:** The results shown in table (1) showed that half of the study sample were holders of a bachelor's degree, at a rate of (57.1%). Comes second, the holders of a diploma degree, with a rate of (23.5%).
4. **Social status:** The results shown in the table (1) showed that the largest proportion of the study was in the category (married) at a rate of (64.7%), and the category (single) came in second with a rate of (35.3%).

Table (1) general information of the study sample

	Categories	Frequency	Percent
Gender	Male	83	69.7
	Female	36	30.3
Educational level	PhD	4	3.4
	master's degree	19	16.0
	bachelor's degree	68	57.1
	Diploma	28	23.5
Age	18-25 years	35	29.4
	26-35 years	43	36.1
	36-45 years	32	26.9
	46 years and old	9	7.6
Social status	single	42	35.3
	married	77	64.7
Total		119	100.0

Source: prepared by the researchers from the results of SPSS statistical analysis.

4.2 Description of the Independent Variable Erbil Culture (EC):

To describe, diagnose, and analyze statistical results at the study sample level. The answers of the sample were tabulated in detail at the level of each paragraph of the questionnaire and in total for each of the main research variables for the purpose of processing it statistically through the use of frequencies, mean, standard deviation, and relative importance, according to the results of the electronic calculator using (SPSS) and (Microsoft Excel) programs as follows:

Table (2) shows the results of the descriptive statistics of the (EC) questions, which were represented by ten questions (EC1–EC10). The total mean for this variable was (3.50), and the standard deviation (0.981). This indicates that the agreement of the study sample with the questions on this variable was high. Question (EC1) states (the people's social culture for marketing strategies is necessary) obtained the highest mean as it reached (3.96), with a total standard deviation of (.867). This indicates that the level of answers was very high. Question (EC8) states that (the lifestyle of the people in Erbil affects the opening hours of the markets.) had the lowest mean (3.39) with a standard deviation of (1.026).

Table (2) Erbil Culture (EC) Questions Description

Questions	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Standard Deviation
	%	F.	%	F.	%	F.	%	F.	%	F.		
EC1	1.7	2	6.7	8	9.2	11	58.8	70	23.5	28	3.96	.867

EC2	1.7	2	24.4	29	17.6	21	41.2	49	15.1	18	3.44	1.071
EC3	0.0	0	12.6	15	31.9	38	42.9	51	12.6	15	3.55	.870
EC4	2.5	3	22.7	27	19.3	23	42.9	51	12.6	15	3.40	1.052
EC5	3.4	4	15.1	18	23.5	28	46.2	55	11.8	14	3.48	.999
EC6	2.5	3	20.2	24	21.0	25	45.4	54	10.9	13	3.42	1.013
EC7	.8	1	17.6	21	21.0	25	51.3	61	9.2	11	3.50	.919
EC8	3.4	4	21.0	25	18.5	22	47.9	57	9.2	11	3.39	1.026
EC9	1.7	2	17.6	21	26.9	32	44.5	53	9.2	11	3.42	.943
EC10	5.0	6	16.0	19	16.0	19	51.3	61	11.8	14	3.49	1.057
Total											3.50	0.981

Source: prepared by the researchers from the results of SPSS V.24 statistical analysis.

a. Description of the Dependent Variable Marketing Planning (MP):

Table (3) shows the results of descriptive statistics of Green Development Marketing Planning (MP) Variable questions, which is represented by ten questions (MP1- MP10). The total mean for this Variable was (3.57), and standard deviation (.951). This indicates that the agreement of the study sample on the questions of this Variable was high. Question (MP6) states (Consumer behavior in Erbil can affect the value of goods) obtained the highest mean as it reached (3.77) and with a total standard deviation of (.828). This indicates that the level of answers was very high. However, question (MP8) that states (Erbil populations customs are suitable for developing a 10-year strategic plan) had the lowest mean, which was (3.24), with a standard deviation of (.989).

Table (3) Marketing Planning (MP) Questions Description

Questions	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Standard Deviation
	%	F.	%	F.	%	F.	%	F.	%	F.		
MP1	2.5	3	10.1	12	14.3	17	56.3	67	16.8	20	3.75	.941
MP2	.8	1	12.6	15	18.5	22	51.3	61	16.8	20	3.71	.924
MP3	3.4	4	22.7	27	20.2	24	42.0	50	11.8	14	3.36	1.064
MP4	3.4	4	14.3	17	21.8	26	52.9	63	7.6	9	3.47	.946
MP5	.8	1	11.8	14	27.7	33	50.4	60	9.2	11	3.55	.851
MP6	1.7	2	7.6	9	15.1	18	63.0	75	12.6	15	3.77	.828
MP7	0.0	0	17.6	21	23.5	28	45.4	54	13.4	16	3.55	.937
MP8	5.0	6	18.5	22	30.3	36	40.3	48	5.9	7	3.24	.989

MP9	4.2	5	10.1	12	16.8	20	50.4	60	18.5	22	3.69	1.023
MP10	3.4	4	10.9	13	19.3	23	47.9	57	18.5	22	3.67	1.009
Total											3.57	.951

Source: prepared by the researchers from the results of SPSS V.24 statistical analysis.

4.4 Examining the correlation analysis between study variables:

In the current section, the analysis results of the correlation relationships at the variable and dimensions level between the study variables will be presented. To achieve this purpose, the statistical program (AMOS-24) was used to examine these hypotheses. AMOS-24 is considered one of the most widely used statistical programs to determine the correlation between variables in the social and behavioral sciences.

In order to examine the correlation between Erbil Culture (EC) and Marketing Planning (MP), tables and a matrix of correlation coefficients between the two variables were used. The significance of the correlation coefficient was confirmed through the quality of conformity to ensure the quality of the structural model of the relationship between Erbil Culture (EC) and Marketing Planning (MP). The following are the results of hypothesis examining of the correlation between the two variables as shown in Figure (1). The figure shows that the model is fully consistent with the Goodness of Fit Index. The indicators extracted for this model reached their values as follows:

- CMIN/DF value = 2.054 which is less than (5)
- RMSEA value = 0.056 which is less than (0.08)
- Significance level = 0.000.
- Calculated Chi-square value = 347.190, which is greater than its tabular value of (233.99).

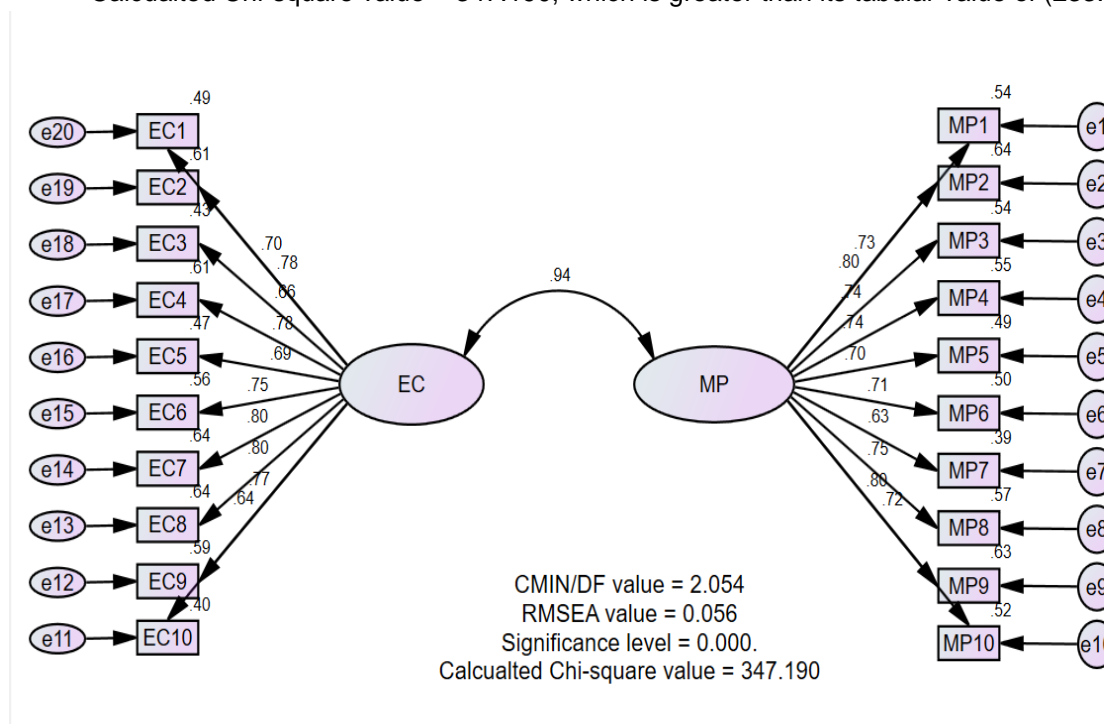


Figure (1) The structural model of the correlation between Erbil Culture (EC) variable and Marketing Planning (MP) variable.

Source: Prepared by the researchers based on the outputs of the AMOS-24 program.

The results contained in Table below (3) and Figure above () indicate that there is a direct, statistically significant correlation at the level (0.01) between Erbil Culture (EC) variable and Marketing Planning (MP) variable. The value of the correlation coefficient between them was (0.942), which is a significant value, and the critical value was (5.049) higher than (1.96) with low standard errors S.E. This indicates the strength of the direct relationship between the two variables.

Table (4) paths and Parameters of the Relationship Between Erbil Culture (EC) variable and Marketing Planning (MP) variable

paths	Correlations	Estimate	S.E.	C.R.	P.Value
MP. <---> EC.	.942	.433	.086	5.049	0.000

Source: Prepared by the researchers based on the outputs of the AMOS-24.

4.5 Examining impact Hypothesis:

The effect hypotheses were examined in this study by relying on the Structural Equation Modeling (SEM) method through the statistical program (Amos V. 24). Structural Equation Modeling (SEM) techniques have become one of the most important tools that can access a series of interrelated relationships between independent and dependent variables in a measurable way, and the Structural Equation Modeling (SEM) method is a comprehensive statistical technique that studies the hypotheses of relationships between observed and latent variables. Based on the above, the sixth hypothesis states that there is a positive and significant impact of Erbil Culture (EC) variable on Marketing Planning (MP) variable. To examine this hypothesis, the relationship between the two main variables and the results was modeled, as shown in Table (4) and Figure (2).

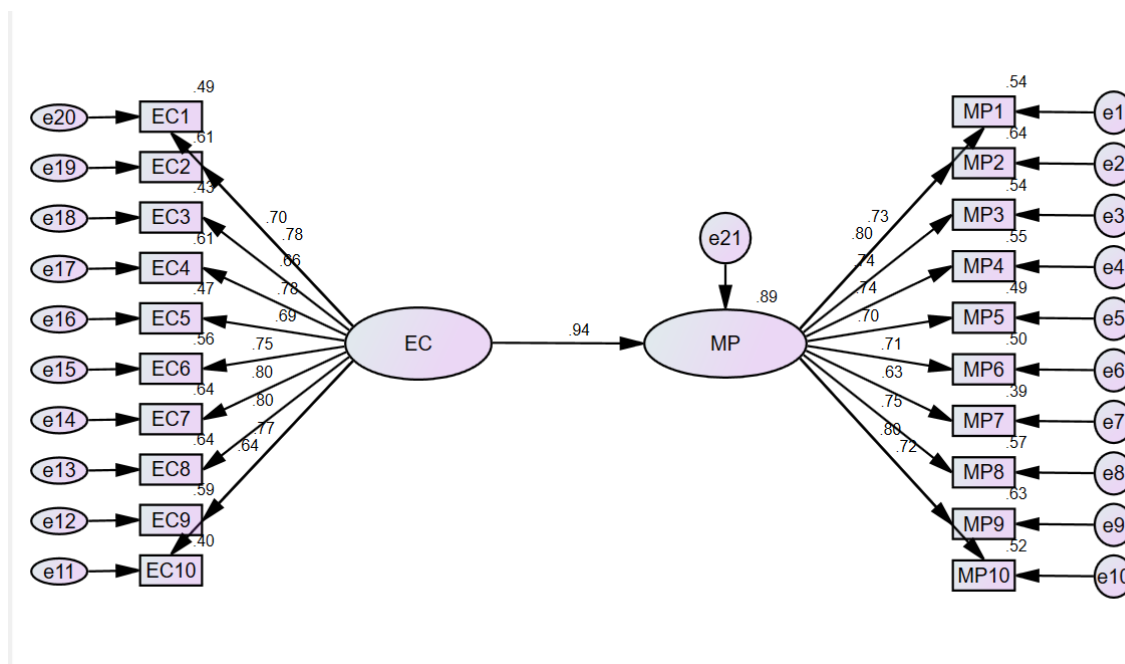


Figure (2) Structural model of the effect coefficient of Erbil Culture (EC) variable on Marketing Planning (MP) variable

Source: Statistical Analysis Program Results Outputs (Amos-24)

Figure (2) shows that there is a positive and significant effect of Erbil Culture (EC) variable on Marketing Planning (MP) variable. The results of the model matching indicators were within the acceptance base allocated to them. Calculated Chi-square value is 347.190 which is greater than its tabular value of (233.99). CMIN/DF value is 2.167 which is less than (5). RMSEA value is 0.061 which is less than (0.08) at the Probability level (0.000). The value of the Standardized Regression Weights

(SRW) effect coefficient reached (0.942), which means that the Marketing Planning (MP) will increase by (94.2%) if the interest in Erbil Culture (EC) increases by one unit at the level of the study sample. In other words, it means that changing one unit of Green Erbil Culture (EC) in the study sample will lead to a change in Marketing Planning (MP) by (94.2%). As shown in Figure (2), the value of the interpretation coefficient (R^2) has reached (.887), which means that the Erbil Culture (EC) variable is able to explain (88.7%) of the changes that occur in achieving Marketing Planning (MP). The remaining percentage (11.3%) due to other variables that not included in the study model. Besides, this value is considered significant because the value of the critical ratio (C.R.) shown in Table (5) amounting (6.683) is a significant value which is greater than (1.96) at the significant level of (0.000). consequently, this result indicates that Erbil Culture (EC) variable impacts on Marketing Planning (MP) variable significantly.

Table (5) paths and parameters of the impact of Erbil Culture (EC) variable on Marketing Planning (MP) variable.

Paths	R ²	SRW	S.E.	C.R.	P Value
EC ----> PM	.887	.942	.045	6.683	0.000

Source: Statistical Analysis Program Results Outputs (Amos-24)

5. Discussion

According to Kelemen and Pappasolomou (2007), erbil culture (EC) has a mixed impact on marketing planning (MP) in tourism companies. It can act as both a unifying force and source of division, leading to conflicts and uncertainties within the firm. This study demonstrates that EC significantly influences MP in tourism companies, highlighting its importance as a factor shaping marketing strategies in this industry.

Human Resource Management (HRM) plays a crucial role in the EC of tourism companies and is a key factor affecting MP. Nonfinancial incentives and empowerment strategies are particularly significant HRM policies that impact EC within these companies. Furthermore, initiatives such as quality circles, new evaluation methods, agreements with trade unions, adoption of innovative teaching approaches, and implementation of motivational strategies tailored to different groups of employees greatly influence EC, subsequently leading to positive effects on the MP of tourism companies. This aligns with research, which views the concept of total quality management (TQM) as a broad philosophy for cultivating quality culture in schools. It is also evident that leadership is crucial in initiating and sustaining the development of a quality culture within organizations. Empowering middle managers to transformational leaders can result in significant organizational change (Spreitzer & Quinn, 1996). In the context of tourism companies, this can be related to the role of department heads (HODs) as middle managers within the organization. Research suggests that common methods of disseminating information in public schools, such as newsletters, oral briefings from headmasters or HODs, and school notice boards, demonstrate that empowering HODs as transformational leaders can foster strong relationships within Erbil culture and gradually drive transformative organizational change. Transformational cultures provide a conducive environment for enhanced organizational and individual performance. Ultimately, culture and leadership mutually influence and shape each other (Hoon Song et al., 2012).

6. Conclusion

This study provided several key insights. First, the implementation of Erbil culture (EC) strategies by leaders in tourism companies positively impacts the marketing planning (MP) of schools, leading to a nurturing and lifelong learning environment. This improvement enhances both educators' morale and

learners' achievements. Consequently, city leaders should incorporate EC strategies into their daily management. Within the context of EC strategies, human resource management (HRM) and policies within tourism companies play a crucial role and positively influence marketing planning (MP). Specifically, nonfinancial incentives, empowerment strategies, innovative tourism methods, tailored motivational strategies for different groups of employees, and the implementation of new evaluation methods and agreements with trade unions are all important EC strategies recommended for school management in tourism companies. These strategies have a positive impact on schools' marketing planning. To effectively implement these strategies and influence the marketing planning of tourism companies, middle managers, known as the Head of Departments (HODs), should be influenced, guided, and trained by head teachers. HODs play a significant role as key players in the marketing planning of tourism companies by acting as a connecting link between the company's management and staff. By establishing constant communication channels between principals, assistant principals, HODs, and staff members through oral briefings, newsletters, and empowering HODs to build relationships with the rest of the staff, HODs can act as transformational leaders, positively impacting the marketing planning of tourism companies and improving their performance. Effective communication between teachers and their HODs and principals enhances relationship building, job security, and a sense of stability in the workplace.

In many cases, staff members may be satisfied with the relationship they have with their HOD or principal but not with the financial or morale incentive system. This highlights the equal importance of a sound financial or moral incentive system in building good relationships with the educational staff. A lack of such incentives can lead to poor company performance, underscoring the need for careful consideration of the financial or moral incentive system implemented by company management. Additionally, while upgrading tourism methods may exist in schools, their lack of diversification based on the needs of educators can result in a decrease in company performance. Therefore, company leaders should provide support, guidance, and appropriate teaching resources based on educators' specific needs.

Overall, clan culture predominates in tourism companies, and the implementation of EC strategies enhances cultural linkages, leading to increased commitment and job satisfaction among teachers. Learning culture is an integral part of a company's marketing planning and contributes to the overall performance of a tourism company. Two key strategies that school management can employ to cultivate a learning culture are encouraging inquiry and dialogue and empowering individuals towards a collective vision.

It is evident that EC strategies have a significant and positive impact on the marketing planning of tourism companies by supplementing the existing clan culture and facilitating a learning culture within the tourism industry. To promote positive marketing planning, tourism company leaders should be aware and implement EC strategies within their companies.

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