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## **The organizational structure of tourism companies and its role in improving employees' job performance: A study of a sample of employees in tourism companies in Baghdad**

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### **Abstract**

The study aimed to examine the relationship between the organizational structure and the enhancement of job performance in tourism companies in Baghdad. It also sought to analyze the nature of the organizational methods employed within these companies and to assess the role of job performance in achieving corporate goals, competitiveness, and sustainability in the labor market. Questionnaires were distributed to a sample of 35 employees working in tourism companies. The data were analyzed, and the results were generated using the Statistical Package for the Social Sciences (SPSS, Version 26). The study concluded that there is a statistically significant effect of the organizational structure on job performance at the level of the surveyed companies. The research was concluded with a set of findings and recommendations that may benefit the studied companies if effectively implemented.

**Keywords:** Organizational Structure, tourism companies, job performance

### **Introduction**

The size of the organizational structure of tourism companies varies according to several factors, the most important of which are the volume of work within the company and the amount of capital invested in its activities. As the operations of a tourism company expand and its capital investment increases, the size of its organizational structure likewise grows, leading to an increase in the number of employees and job levels. Similarly, as the size of the tourism market served by the company expands, there arises a greater need to enlarge the organizational structure in order to accommodate the additional workload and effectively cover the growing demands of the tourism market.

The organizational structure is considered a crucial element influencing the job performance of employees in tourism companies. Job performance represents one of the essential managerial processes characterized by broad internal participation and holds significant importance in achieving the set objectives of the companies.

### **Research Problem**

The research problem stems from the current state of tourism in Iraq, which faces numerous challenges, particularly political and economic instability. These challenges hinder the ability to adopt an appropriate organizational structure that aligns with the aspirations of tourism companies in Babylon Governorate and keeps pace with global developments, ensuring good job performance and the achievement of corporate objectives. Accordingly, the study seeks to address the following question: To what extent does the organizational structure affect employee performance?

### **Research Importance**

The importance of this study lies in the significant role played by the organizational structure in tourism companies in achieving effective job performance among employees. This can be accomplished through the use of functional organization and the adoption of various managerial approaches applied by tourism companies in Babylon Governorate to enhance employee performance and achieve their strategic goals.

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## Research Objectives

### The study aims to

1. Identify and measure the level of correlation and impact among the research variables.
2. Examine the relationship between the organizational structure and the enhancement of job performance in tourism companies in Baghdad.
3. Analyze the nature of the organizational methods employed in tourism companies in Baghdad.
4. Assess the role of job performance within tourism companies in achieving the company's objectives and its ability to compete and sustain itself in the market.
5. Develop a set of recommendations that would enhance the role of the organizational structure in achieving job performance within tourism companies, thereby contributing to customer satisfaction.

## Research Hypotheses

### First Main Hypothesis

There is a statistically significant correlation between the organizational structure and job performance in the surveyed companies.

### Second Main Hypothesis

There is a statistically significant effect of the organizational structure on job performance in the surveyed companies.

### First: The Organizational Structure of Tourism Companies

The success of a tourism company depends on building an effective organizational structure that enables it to function efficiently, create an appropriate work environment, and achieve a high degree of alignment and consistency between its organizational structure, its objectives, the capabilities of human resources, and the efficiency of material resources. This highlights the importance of having an organizational structure that defines departments and divisions. Without a sound and appropriate structure, organizational processes become chaotic and lack a solid scientific foundation, causing the company to lose direction, deviate from its goals, and eventually become ineffective—leading to decline and waste of human and material resources.

An inappropriate organizational structure results in several negative consequences, including lower employee morale and motivation, poor decision-making, increased organizational and job-related conflicts, and reduced creativity aspirations among employees, all of which negatively affect job performance within the company.

(Shamto, 2017, pp. 81-82)]<sup>[6]</sup>

### 1. Concept of Organizational Structure

The organizational structure is defined as “a set of methods through which a company divides its members into distinct tasks and coordinates among them. The organizational structure can be illustrated as an official organizational chart that describes how tasks, responsibilities, and individuals are distributed within the company, as well as the formal relationships among them.”

(Al-Maghribi, 2019, p. 163)<sup>[2]</sup>

It may also be defined as “the framework or structure that determines the internal composition of the company, clarifying the divisions, organizational units, and subdivisions that perform various tasks and activities necessary to achieve the company's goals. It also reflects the nature of relationships among departments, lines of authority and responsibility, as well as the communication networks and information flow across different administrative levels of the company.”

(Al-Shamili, 2017, p. 118)<sup>[3]</sup>

Based on the above, an operational definition of organizational structure can be formulated as:

a set of activities required to achieve the company's objectives, along with the identification of the individuals responsible for carrying out these activities according to their abilities and skills, the requirements of the tasks, and the determination of authority centers, responsibilities, and methods of supervision and coordination among activities.

### 2. Importance of the Company's Organizational Structure

The importance of the organizational structure stems from the following aspects (Bayt.com Specialties, 2024):

1. It facilitates communication among individuals and work groups, which leads to the smooth flow of information throughout the organization within the company.
2. It helps utilize modern methods in performing work, thereby enhancing the efficiency of general management in delivering services at an appropriate level of quality.
3. The organizational structure clarifies the communication channels emanating from various centers of authority.
4. It contributes to fostering a spirit of cooperation among individuals within the company to achieve the specified objectives.
5. It clarifies the administrative levels in the company as well as the roles, responsibilities, and areas of specialization of each level.

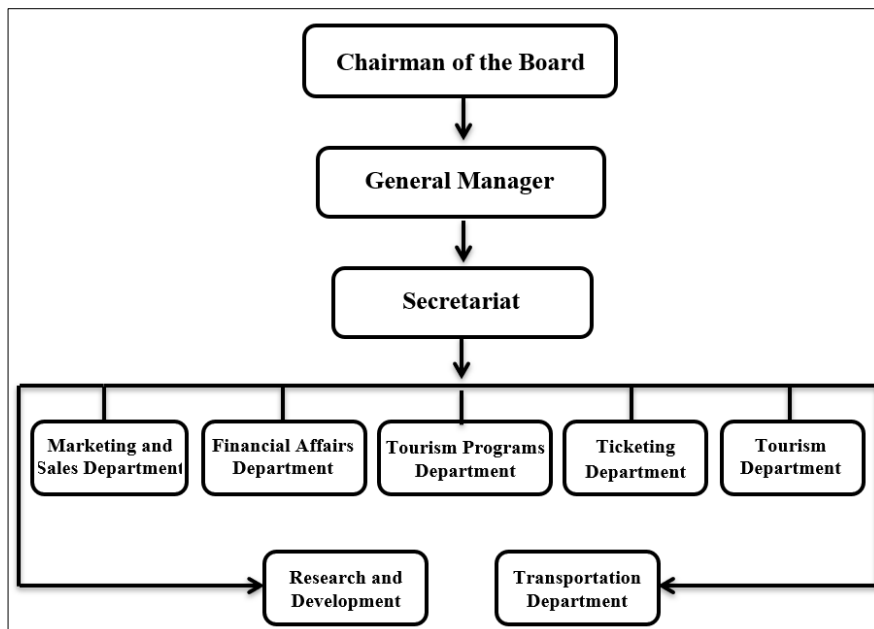
### 3. Organizational Structure of Tourism Companies

Organization refers to the grouping of activities necessary to achieve the company's objectives, and assigning each group of activities to a manager who has the authority required to perform that activity.

(Tawfiq, 2010, p. 212)<sup>[4]</sup>

The organizational structure of a tourism company represents the organizational chart that includes its main functions, the relationships among these functions, the different administrative levels, and the hierarchy of authority and responsibility. It is also considered an administrative guide that defines the duties and responsibilities of each position within the company. (Al-Sisi, 2007, p. 196)<sup>[5]</sup>

The organizational structure in tourism companies consists of a set of departments, each of which will be identified along with its activities, as well as the relationship between the tourism department and the other departments within the company. These departments can be illustrated in Figure (1).



**Source:** Shumto, Samir Khalil (2017) <sup>[6]</sup>. Management of Tourism and Travel Agencies. Baghdad, Iraq: Dar Al-Kutub wal Watha'iq Al-Iraqiya, p. 84.

**Fig 1:** Organizational Structure of Tourism Companies

Through Figure 1, the functional hierarchy of the organizational structure in major tourism companies in Baghdad can be identified as follows:

#### 1. Chairman of the Board

This is the person who usually represents the owner or owners of the company, whether they are investors, shareholders, or other forms of ownership and participation. He is responsible for making decisions related to the tourism company in general, without intervening in the technical affairs within the company (Shumto, 2017, p. 84) <sup>[6]</sup>.

#### 2. General Manager

This is the person responsible for managing the activities within the tourism company, overseeing its departments, and acting as the link between the company's departments and the Chairman of the Board. The General Manager is also accountable for the company's success and for achieving the objectives set by senior management (Hafni, 2008, p. 52) <sup>[1]</sup>.

#### 3. Secretariat

The secretariat is one of the core functions in administrative work. It is a dynamic and essential unit responsible for all auxiliary tasks. The person in this position assists their manager in performing most of their duties, records information, maintains confidentiality, and must be proficient in secretarial work and office management. The secretariat is primarily responsible for executing work and coordinating between different departments, handling incoming and outgoing mail, archiving, scheduling meetings and appointments, and ensuring that tasks are completed on time (Robert *et al.*, 2011, p. 458) <sup>[15]</sup>.

#### 4. Departments

These include the departments previously mentioned in the organizational structure. Each department has its own functional hierarchy, which helps perform its specific functions efficiently.

### The Key Responsibilities of Departments in Tourism Companies

#### 1 Human Resources Department

The human element is the core of tourism work and the essential foundation for developing the tourism sector. Therefore, attention must be given to human resources through skill development, capacity building, and instilling the ethical values required in the tourism industry. Employees in this field must have sufficient knowledge of the tourism sector and adhere to the regulations set by the host country for both workers and tourists. Moreover, employee satisfaction must be enhanced to improve performance and achieve customer satisfaction (Maher, 2007, p. 344).

The Human Resources Department in tourism companies is responsible for planning, organizing, and controlling activities related to attracting and recruiting employees, enhancing their competencies, defining their rights and duties, proposing relevant regulations and contracts, and ensuring their proper implementation to achieve fairness and equality among employees as well as efficiency and effectiveness in performance, thereby contributing to the company's competitive advantage (Matar, 2020, p. 115) <sup>[8]</sup>.

#### 2 Tourism Department

This department is considered the beating heart of the tourism company. Among its key responsibilities are communicating with international tourism agents, presenting the various tourism programs offered by the company, and concluding agreements once the external agent approves the proposed programs and prices. It is also responsible for making hotel and transportation reservations according to the agreed-upon program and informing the external agent once bookings are confirmed. The department maintains continuous communication with external agents regarding any changes that may arise and ultimately oversees program execution (Al-Sisi, p. 197).

The Tourism Department consists of three sub-departments (Hafni, p. 55):

- a) **Domestic Tourism Department:** Handles tourism programs conducted within the country.
- b) **International Tourism Department:** Handles programs conducted outside the country for citizens, as well as programs for inbound tourists.
- c) **Hajj and Umrah Department:** Responsible for organizing pilgrimage and Umrah programs.

### 3 Financial Affairs Department

This department is one of the most important units within a tourism company, as it handles all financial matters through a complete accounting cycle that records revenues and expenditures (Kordi, 2011, p. 31) <sup>[9]</sup>. Its key tasks include (Al-Musawi & Al-Sukhni, 2020, p. 22) <sup>[10]</sup>:

- a) **Revenue Accounts:** Recording and posting all company revenues.
- b) **Expenditure Accounts:** Recording, posting, and controlling all company expenditures.
- c) **Payroll Accounts:** Preparing and disbursing employee salaries, including allowances, bonuses, overtime, and penalties, along with preparing detailed salary statements covering basic pay, allowances, social security, taxes, and other deductions.
- d) **Statistics and Budgets:** Preparing necessary operational and financial statistics and comparing them with previous years to support management decision-making related to budgeting.
- e) **Issuing Travel Vouchers:** These are exchange documents used by all tourism offices and companies to issue travel tickets across all transport carriers, including airlines, maritime transport, and railways. They are also used for hotel bookings (Shumto, p. 90).

### 4 Marketing and Sales Department

This department plays a vital role in tourism companies by studying the target tourism market, identifying marketing segments, analyzing their characteristics, and selecting the most effective promotional tools. It is also responsible for receiving booking requests from individuals and groups, and preparing statistical reports related to the actual sales of tourism programs (Al-Maadawi & Abdel Rahim, 2021, p. 152) <sup>[11]</sup>.

### 5- Tourist Transport Department

This department undertakes several tasks during the implementation of tourism programs, including (Al-Musawi & Al-Sukhni, p. 21):

- a) Issuing operating orders for the company's transportation vehicles in coordination with the Operations Department.
- b) Renting out excess vehicles to other companies when not needed internally.
- c) Renting vehicles from external rental companies when the company's fleet cannot accommodate program requirements.
- d) Coordinating with local authorities regarding licensing and regulatory requirements for vehicles.
- e) Managing the company's parking facilities, vehicle storage, and insurance.

### 6 Ticketing Department

This department is responsible for booking and issuing tickets in general. It usually operates independently within the tourism market and is not limited to serving only the

company's programs, but also caters to the general public (Shumto, pp. 8889).

### 7 Research and Development Department

Its key responsibilities include (Hafni, p. 57):

- a) Improving existing tourism programs that are underperforming or failing to meet their objectives by studying their weaknesses and addressing them.
- b) Exploring new tourism markets to diversify target audiences and avoid dependence on a single market that may be vulnerable to disruptions.
- c) Designing new tourism programs for emerging market segments.

### Second: Job Performance

#### 1 Concept of Job Performance

Job performance is a major administrative concept that has gained substantial importance in management studies, particularly in the area of human resources due to its relevance at both individual and organizational levels. It intersects with various scientific and intellectual fields.

Job performance is defined as "the net effect of an individual's efforts, starting with abilities, role perception, and tasks, which ultimately indicates the degree to which job duties are completed".

It is also defined as "the outputs and goals that the system seeks to achieve—linking organizational activities with the objectives it aims to accomplish" (Khalifat & Al-Matarnah, 2017, p. 33) <sup>[13]</sup>.

Based on the above, job performance can be defined as completing job tasks and responsibilities efficiently and effectively to achieve organizational goals within available resources.

#### 2 Importance of Job Performance

Job performance is a fundamental requirement and priority for organizations and tourism companies, as it serves as a tool for monitoring employee activities by top management. It also motivates employees to work with seriousness and efficiency and provides a means for evaluating competencies, enhancing productivity, and improving performance.

Its importance is reflected in several key points

- a) Performance evaluation is a practical approach used for employee promotion and advancement.
- b) It encourages collaboration between supervisors and employees in developing corrective plans to address performance gaps.
- c) It helps study, review, and reassess employee behavior based on identified strengths and weaknesses.
- d) Performance evaluations play a critical role in performance management, encouraging employees to achieve organizational goals.

#### 3 Dimensions of Job Performance

Job performance consists of two major dimensions, which form the basis of future research on work performance (Saidin *et al.*, 2024, p. 304) <sup>[14]</sup>

- a) **Task Performance:** Focuses on mastery of the skills required to complete tasks and the degree to which goals are achieved.
- b) **Contextual Performance:** Focuses on interpersonal relationships, the organizational climate, social networks, and the psychological environment that supports task performance.



Borman and Motowidlo significantly advanced job performance research by introducing these two fundamental dimensions—task performance and contextual performance.

#### 4 Job Performance Indicators

Performance is the primary criterion for assessing the effectiveness of employees in companies and administrative units. It is measured using several indicators, including:

1. **Productivity:** A key concept in administrative and economic literature, productivity measures work efficiency. Some view it as the output generated from a set of resources, while others associate it with well-being. Productivity is considered one of the most important performance indicators due to its relationship with economic and administrative efficiency. High productivity reflects optimal resource utilization.
2. **Effectiveness:** The degree to which organizations achieve their goals on time, in the best possible manner, and in harmony with the surrounding environment. At the individual level, it reflects employees' ability to accomplish required tasks with available resources.
3. **Efficiency:** Refers to the ability of organizations and employees to achieve goals at the lowest cost possible, including minimizing time and effort.

### Section Three: Applied Framework

#### First: Field Study Methodology

##### Questionnaire Design:

The questionnaire was designed in the form of personal questions pertaining to the demographic variables of the study population, as well as objective questions to be answered by the respondent through selecting one of the predefined options in the questionnaire. The questionnaire consisted of 26 questions, with the first section covering demographic data through 4 questions, while the second section addressed the objective data related to the study topic, which included 22 questions.

#### Response Scale

Responses were measured using a five-point Likert scale, which included the following options: (Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree). The scale values were then classified as shown in Table (1).

**Table 1:** Response Scale for Questionnaire Items

Classification	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	1	2	3	4	5

**Source:** Table prepared by the researcher

#### 3. Determination of the Study Sample

The study sample was determined using a random sampling technique, comprising (35) employees working in tourism companies in the city of Baghdad, Iraq.

#### 4. Statistical Tools Used

Several statistical tools were employed to analyze the questionnaire using the Statistical Package for the Social Sciences (SPSS), version 26, as follows:

1. **Percentage:** To measure the frequency distribution of responses for each item in the questionnaire.
2. **Arithmetic Mean:** To calculate the mean response value for each questionnaire item.
3. **Standard Deviation:** To measure the dispersion or homogeneity of the study participants' responses for each item.
4. **Coefficient of Variation:** To assess the consistency of the sample's responses for each questionnaire item.
5. **Response Rate:** To evaluate the representativeness of the study sample and the reliability of responses for each item in the questionnaire.

#### Second: Statistical Analysis Results of the Questionnaire Items

**Descriptive Analysis:** Description of the Sample Based on Demographic Factors:

**Table 2:** Descriptive Analysis Results of the Study Sample According to Demographic Variables

Variable	Response	Frequency	Percentage (%)
Gender	Male	17	48.6%
	Female	18	51.4%
Age Group	Less than 30 years	5	14.3%
	30-40 years	12	34.3%
	41-50 years	14	40.0%
	More than 50 years	4	11.4%
Marital Status	Single	7	20.0%
	Married	17	48.6%
	Divorced	7	20.0%
	Widowed	4	11.4%
Educational Level	Intermediate	4	11.4%
	Secondary	10	28.6%
	Bachelor's Degree	16	45.7%
	Postgraduate Studies	5	14.3%
Years of Service	Less than 5 years	4	11.4%
	5 to 10 years	7	20.0%
	10 to 15 years	10	28.6%
	More than 15 years	14	40.0%

**Source:** Prepared by the researcher based on the statistical analysis results of the questionnaire items.

From Table (2), it can be observed that regarding the demographic composition by gender, females constituted the majority, representing 51.4% of the total responses. In terms of age group, participants aged 41-50 years had the highest proportion, accounting for 40% of the responses. Concerning

educational level, those holding a Bachelor's degree represented the largest group, with 45.7% of the responses. Additionally, employees with more than 15 years of service accounted for the highest proportion of responses at 40%.

## First: Organizational Structure of Tourism Companies

**Table 3:** Description of the Organizational Structure Variable in Tourism Companies

Response Measurement											Mean	Std. Dev.	Coef. of Variation	Response Ratio
Questions	Strongly agree		Agree		Neutral		Disagree		Strongly disagree					
	T	%	T	%	T	%	T	%	T	%				
X1	11	31.4	9	20.0	3	8.6	7	25.7	5	14.3	3.40	1.479	0.37	0.78
X2	8	22.9	11	31.4	6	17.1	4	11.4	6	17.1	3.31	1.409	0.42	0.66
X3	15	42.9	12	34.3	4	11.4	3	8.6	1	2.9	4.06	1.083	0.26	0.81
X4	11	31.4	14	40.0	2	5.7	4	11.4	4	11.4	3.69	1.345	0.36	0.73
X5	15	42.9	10	28.6	5	14.3	3	8.6	2	5.7	3.94	1.211	0.30	0.79
X6	13	37.1	12	34.3	5	14.3	4	11.4	1	2.9	3.91	1.121	0.28	0.78
X7	11	31.4	11	31.4	4	11.4	3	8.6	6	17.1	3.51	1.463	0.41	0.72
X8	13	37.1	13	37.1	4	11.4	4	11.4	1	2.9	3.94	1.111	0.28	0.79
X9	12	34.3	13	37.1	4	11.4	3	8.6	3	8.6	3.80	1.256	0.33	0.76
X10	14	40.0	10	28.6	5	14.3	3	8.6	3	8.6	3.83	1.294	0.33	0.77
X11	13	37.1	11	31.4	4	11.4	4	11.4	3	8.6	3.77	1.308	0.34	0.75
Overall average	35.6		30.76		11.41		9.88		7.03		3.76	1.26	0.32	0.76
Total dimension average	63.3				11.9		21.8							

Source: Table prepared by the researcher

From the above table, which describes the variable of the impact of organizational structure on employee performance, it is observed that the overall responses were between Agree and Strongly Agree, while 21.8% of responses were between Disagree and Strongly Disagree, and 11.9% were Neutral.

The mean was 3.76, the standard deviation 1.26, the coefficient of variation 0.32, and the response rate 0.76. This indicates the significant role of the organizational structure in tourism companies on employee performance.

## Second: Employee Job Performance

**Table 4:** Description of the Employee Job Performance Variable

Response Measurement											Mean	Std. Dev.	Coef. of Variation	Response Ratio
Questions	Strongly agree		Agree		Neutral		Disagree		Stronglydisagree					
	T	%	T	%	T	%	T	%	T	%				
X1	12	34.3	12	34.3	5	14.3	4	11.4	2	5.7	3.40	1.479	0.43	0.77
X2	14	40.0	11	31.4	4	11.4	6	17.1	0	0	3.31	1.409	0.42	0.79
X3	14	40.0	10	28.6	5	14.3	4	11.4	2	5.7	4.06	1.083	0.26	0.74
X4	15	42.9	11	31.4	4	11.4	3	8.6	2	5.7	3.69	1.345	0.36	0.70
X5	11	31.4	13	37.1	3	8.6	6	17.1	2	5.7	3.94	1.211	0.30	0.75
X6	10	28.6	12	34.3	4	11.4	4	11.4	5	14.3	3.91	1.121	0.28	0.74
X7	10	28.6	14	40.0	5	14.3	5	14.3	1	2.9	3.51	1.463	0.41	0.76
X8	11	31.4	14	40.0	3	8.6	4	11.4	3	8.6	3.94	1.111	0.28	0.74
X9	13	37.1	11	31.4	5	14.3	3	8.6	3	8.6	3.80	1.256	0.33	0.77
X10	10	28.6	13	37.1	6	17.1	4	11.4	2	5.7	3.83	1.294	0.33	0.77
X11	11	31.4	14	40.0	4	11.4	5	14.3	1	2.9	3.77	1.308	0.34	0.76
Overall average	34.02		35.05		12.4		12.4		5.9		3.74	1.27	0.31	0.74
Total dimension average	69.07				12.4		18.3							

Source: Table prepared by the researcher

Based on Table (4), it is evident that the response rate regarding the improvement of employee performance ranges between (0.79-0.70). The overall mean indicates that 69.07% of the responses were in agreement or strong agreement, 12.4% were neutral, and 18.3% expressed disagreement or strong disagreement. The overall mean score of the responses was 3.74, with a standard deviation of 1.27, and an overall response rate of 0.74. This indicates the influence of the organizational structure of tourism companies on enhancing employee performance

## Third: Testing the Nature of the Correlation Relationship Between the Research Variables

This analysis aims to examine the correlation relationship between the two research variables, namely, the

organizational structure and the improvement of employee performance in tourism companies, using the Pearson Correlation Coefficient. This analysis serves to test the first main hypothesis, which states that there is a statistically significant correlation between organizational structure and job performance at the level of the surveyed companies.

Upon reviewing the data in Table (5), it becomes evident that there is a statistically significant correlation between the two variables, as indicated by the correlation coefficient value of (0.82) at the significance level of (0.05). These results indicate the significance and strength of the relationship between the variables, supporting the acceptance of the second main hypothesis, that there is a statistically significant impact of organizational structure on job performance at the level of the surveyed companies.

**Table 5:** Results of the Correlation Relationship Between the Organizational Structure of Tourism Companies and Employee Job Performance

Independent Variable Dependent Variable	Organizational Structure of Tourism Companies	Sig
Employee Job Performance	0.82**	0.000

Source: Prepared by the researcher based on the results of SPSS 26  
 \*\* $P \leq 0.05$   $n=35$

#### Fourth: Testing the Nature of the Effect Between the Research Variables

This section addresses the testing of the second main hypothesis, which states that the organizational structure has a statistically significant effect on job performance at the level of the surveyed companies. As shown in Table (6), there is a significant effect of the organizational structure variable on improving the job performance of employees in tourism companies. The significance level was (0.000), which is lower than the study's assumed significance threshold of (0.05).

The organizational structure explains 84% ( $R^2 = 0.84$ ) of the total variation in improving employee performance among

the surveyed companies. This significance is supported by the calculated F-value of (80.62), which is greater than the tabulated value at a significance level of (0.000), with degrees of freedom (1, 33) at a significance level of (0.05). The remaining 0.71% is attributed to other variables that are either beyond control or not included in the research model.

The value of the regression coefficient (Beta) was 1.12, which is statistically significant as indicated by the calculated t-value of (8.93), which exceeds its critical value (0.000) at a significance level of (0.05). This indicates that a one-unit change in the organizational structure leads to a 0.81 change in employee performance improvement in the surveyed tourism companies.

These findings support the acceptance of the second main hypothesis, which states that there is a statistically significant effect of organizational structure on job performance at the level of the surveyed companies.

Based on the above, it can be observed that improving employee job performance in tourism companies derives its essential elements from adopting an effective organizational structure by reducing redundancy, empowering and supporting employees, providing specialization and training, enhancing job satisfaction and commitment, and ensuring flexibility and adaptability to changes.

**Table 6:** The Effect of Organizational Structure in Tourism Companies on Employee Job Performance

Independent Variable	The Role of Organizational Structure						
Analysis Data, Dependent Variable	R <sup>2</sup>	F		B0	B	T	
		Calculated	Sig			Calculated	Sig
Employee Job Performance	0.84	80.62	0.000	0.71	1.12	8.97	0.000

Source: Prepared by the researcher based on SPSS 26 results  $df = 1, 33$ ;  $n = 35$ ;  $P \leq 0.05$

The results of the table indicate that the organizational structure of tourism companies plays a significant role in improving employee job performance. The coefficient of determination ( $R^2 = 0.84$ ) shows that the organizational structure explains approximately 84% of the total variance in job performance, indicating a strong relationship and substantial effect. The calculated F-value of 80.62 was statistically significant at  $P = 0.000$ , confirming the overall validity of the model.

Furthermore, the regression coefficient ( $B = 1.12$ ) with a calculated t-value of 8.97 at  $P = 0.000$  indicates that a one-unit increase in the implementation of the organizational structure leads to a 0.81 improvement in employee job performance, supporting the existence of a significant and positive effect of the organizational structure on employee performance in the surveyed tourism companies.

Based on these results, it can be concluded that adopting an effective organizational structure substantially contributes to enhancing employee job performance by improving internal organization, reducing redundancy, and promoting efficiency and job commitment.

## Conclusion and Recommendations

### First: Conclusion

1. The researcher presents a set of conclusions derived from the theoretical and field aspects of the study, as follows:
2. The organizational structure in the surveyed companies provides the ability to communicate effectively with employees within the company through performance evaluation.
3. Proper organizational structure significantly contributes to the quality of tourism services provided by the

surveyed companies, which helps them remain competitive in the market.

4. The results of the correlation analysis between the research variables confirmed the strength of the organizational structure indicators in improving and predicting employee performance in tourism companies based on their interrelation.
5. The results of the impact analysis at the overall level of the research variables in the surveyed companies showed that improvements in job performance are influenced by the indicators representing the organizational structure. This indicates that enhancing job performance depends on the presence of these organizational structure indicators.
6. Focusing on maintaining high levels of performance provided by tourism institutions and companies contributes to retaining current customers, attracting new ones, gaining their satisfaction, and ensuring their loyalty.

### Second: Recommendations

Based on the conclusions reached, the researcher proposes a set of recommendations deemed essential for the surveyed tourism companies, including: Emphasize establishing clear performance evaluation standards that all employees strive to achieve. An effective organizational structure has the capacity to evaluate performance, develop employees, and implement developmental plans.

Train and cultivate a strong sense of teamwork to create a capable generation of employees, achieved through training, guidance, and delegation. Promote global quality standards by enhancing employee job performance measures. This

includes improving performance evaluation standards by tourism institutions and companies and adopting an effective organizational structure.

Optimize the investment of tourism company resources to achieve organizational goals, reduce costs, and maximize profits.

Engage tourists effectively to gain their satisfaction and loyalty by focusing on employees' appearance, using body language in interactions, listening attentively, and addressing their needs to provide optimal tourism services, advice, guidance, and assistance with care and professionalism.

Strive to deliver services to customers at the right place and time through staff trained in knowledge, skills, and performance.

Identify obstacles and factors that reduce the effectiveness of employee performance evaluation, address weaknesses, and enhance performance to maintain competitiveness and sustainability in the market.

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