

## **The relationship of organizational dexterity in achieving customer delight: Survey research in the hotel sector**

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### **Abstract**

purpose: The research paper aims to know the extent of the relationship of organizational ingenuity with its dimensions (exploitation, exploration) in Customer delight by its dimensions (customer expectations, customer experience), In the hotel sector. Methodology/Design: The descriptive analytical method was used, depending on the questionnaire as a research tool, as the study was conducted in Baghdad hotels (except for the excellent class), and the research community consisted of (77) hotels, and a random sample of (50) hotels was withdrawn and included (147). One of the managers of these hotels, as the questionnaire consisting of (59) paragraphs was distributed with an intentional sample. Statistical methods: In this research, it was relied on (Spearman's rank correlation, simple regression analysis, multiple regression analysis, F-test, T-test, coefficient of determination R2) through statistical programs (SPSS.V26) and using the program (Microsoft Excel 2010). Results: The main results of the research indicate that there is an effect of organizational ingenuity in achieving customer delight, And hotels in Baghdad are keen to employ organizational ingenuity in terms of exploiting all available opportunities in the markets and exploring and exploiting new opportunities for the benefit of the company. Scientific implications: The research sheds light on knowing the importance of organizational ingenuity in achieving customer delight in hotels, which is one of the few studies that dealt with this variable in the hotel sector. Originality/Value: The research adds value to the marketing literature through a model linking two variables in the hotel sector.

**Keywords:** Organizational dexterity, Customer delight, Exploitation, Exploration

### **Introduction**

Organizations are affected by the rapid and dramatic change taking place around them, as the difficulties have increased for organizations in light of the current developments in all aspects, and the difficulty of reaching the customer's desires and achieving his loyalty to the organization has increased due to the increase in his expectations, Therefore, organizations are working to explore what is new and work hard to exploit all possible opportunities and represent them in a marketing approach to reach the delight of the customer and not be satisfied with meeting his requirements only, The researcher found that there is a conceptual weakness for joy, and consequently, organizations do not seek to reach it, especially in the Iraqi environment, and the uncertainty of the relationship of organizational ingenuity and the extent to which this variable affects the joy of the customer. Hence the question started (What is the relationship of organizational ingenuity to achieving customer delight in hotels) The researchers sought to clarify that relationship and how to achieve happiness among hotel

customers, so the researchers were interested in clarifying the variables of the study (Organizational dexterity, customer delight), The importance of the research is manifested in employing organizational ingenuity to enhance the happiness of the surveyed hotel customers, As most of the previous studies indicate that keeping customers is twice the cost of attracting customers, especially if the field includes high competition as in the hotel sector The research also derives its importance from the subject, the results that it will present, and the facts that it will reveal in the practical aspect of hotels and decision-makers in order to facilitate dealing with customers and retaining them, The study aims to attempt to formulate a conceptual model for the research variables represented by the independent variable (organizational dexterity) and the dependent variable (customer delight) For the purpose of arriving at inferences and conclusions that reflect the actual reality of these concepts in the hotel sector, And assessing the hotels' interest in exploring and exploiting potential opportunities to achieve customer delight through organizational ingenuity, and making recommendations that try to contribute to improving them by examining the targeted relationships from conducting the research.

## Literature review

### 1.1 Previous studies

**1.1.1** (Herzallah et al,2017), study title / Quality ambidexterity, competitive strategies, and financial performance, search objective / is to examine the relationship between quality prowess, competitive strategies (cost leadership, differentiation, focus), company performance and mix analysis Exploitation of quality and exploration of quality, research community / Palestinian industrial companies, the sample size was 205, research results / The results show a positive and important relationship between quality prowess and three competitive strategies, and between competitive strategies and financial performance, with the exception of the focus strategy.

**1.1.2** (Amanah,2021) study title/ Brand and Customer Delight on Customer Loyalty (Empirical Study on Amanda Brownies Setiabudhi Bandung) , search objective/ This research focuses on analyzing the effect of branding, customer delight, on customer loyalty , research community/ Loyal customers in Amanda Brownies Setiabudhi Bandung The sample included 286 individuals, research results/ There is a great influence of the brand and the joy of customers on achieving customer loyalty, as the customer is emotionally attached to a particular brand, And the secretion of elements of joy to the customer by the brand will lead to an increase in loyalty.

**1.1.3** (Nemanich&Vera,2009), Study Title/ Transformational leadership and ambidexterity in the context of an acquisition , search objective/ Recognizing the impact of transformational leadership on organizational prowess, as well as the effect of organizational education on organizational prowess, research community/ Multinational companies in the southern United States, the sample included 919 individuals , research results/ There is a positive effect of transformational leadership and organizational learning on organizational prowess.

### 1.2 Organizational dexterity

The word "Ambidexter" has its origins in the seventies of the nineteenth century, as this word is Latin in its origin and means the ability to use both hands together at the same time (Alghamdi,2018:3), and Duncan, 1976 is the first to refer to this The term in the light of previous writings conducted by some researchers such as (Burns&Stalker,1961) and (Thompson,1967) , quoting from (Lind&Aberg,2020:9), by emphasizing the need for

organizations to have multiple organizational structures for the purpose of exploiting the available creative cases, Subsequently, many writers and researchers have addressed the concept of organizational ingenuity in their writings, as defined by (Bosak&Flood,2016:97) as the simultaneous quest to invest and explore the organization's internal and external resources to achieve the environmental success capabilities and external successes. Surround it, and (Abazeed,2020:2) defined it as the ability to pursue exploration and exploitation in business environments, and (O'Reilly&Tushman,2011:9) identified the conditions for the success of organizational prowess: -

A - Availability of a convincing strategic intention that justifies the organization's adoption of both exploration and exploitation.

B - Possess a common vision and values that provide a common identity through exploitative and exploratory units.

He added (Yigit,2013:20) that it enables the organization to diversify the skills it possesses by collecting current opportunities and future vision under environmental conditions characterized by uncertainty and suffering from developments and changes on a continuous basis. (Abazeed,2020:2) indicated that organizational ingenuity achieves the budget Between short and long-term goals, and provide the ability for the organization to enable it to follow and synchronize exploratory and exploitative innovation at the same time (Jabbar,2021:3401), and the importance of organizational ingenuity is positively related to 1- sales growth 2- innovation 3- market assessment 4- Company survival (Schuller,2019:5), and organizational virtuosity is a complex phenomenon that is highly context-dependent (Brix,2019:341), and is of great importance because it is associated with many favorable organizational outcomes (Mutisya et al,2020:26).

### **1.3 exploitation**

The exploitation is represented in the organization's ability to employ its current capabilities to satisfy the needs and desires of current customers as well as improve products and processes to reach the degree of excellence in the current markets and this is done through research and development and learning from the practices currently practiced and investing the available knowledge (Bodwell,2011:48), Exploitation can also be linked to development, efficiency, and increased control, and through the organizations' improvement of their current services by increasing efficiency in them, or by making some modifications to expand the services that were provided to the organization's current customers and increase the volume of sales in the current markets (Jansen et al, 2008:6), Exploitation is defined as the result of combining knowledge through experiments and tests of new ideas and can be considered as cognitive performance, and therefore exploratory learning directed towards recognizing and understanding extrinsic value knowledge, transformative learning focuses on the assimilation of newly discovered knowledge (Hijjawi&Mohammed,2019:4), Exploitation also entails that the organization be effective and consistent in the current business through strengthening, efficiency, stability and implementation (Mutisya et al,2020:26).

### **1.4 Exploration**

The exploration revolves around the organization's need for change in the organization and the changes taking place in the markets and available opportunities and cases of competition by other organizations, customers and the environment and trying to find solutions (Apilo,2010:43) , Exploration requires adaptation to environmental changes through innovation (Mutisya et al, 2020:26), The ingenuity of exploration is that organizations decide which resources to invest in developing a new product (Saglam&Iyigun,2021:5), It is the search for new development opportunities through the use of research, changes, experiments and discovery in addition to flexibility, innovation and risk, and it requires investments related to

the search and testing of new solutions (Lennerts&Tomczak,2020:12) , Exploration is also represented in trying new alternatives, the returns of which are uncertain, remote, and often negative, Exploration includes creativity, basic research, invention, risk taking, building new capabilities, entering into new fields of work, and investments in the capacity of the organization (Jabbar,2021:3401), And it refers to the discovery of new knowledge from the learning acquired through variation and planned experimentation with the aim of reaching new markets, new technological competencies and new services (Almeida & Camargo, 2021:91), The scope of exploration takes into account terms such as innovation, research and discovery, difference, flexibility, risk and experiment (Aslam,2019:21).

## **Customer delight**

The origin of customer delight is a disappointing discovery made in the nineties (satisfied customers do not necessarily behave as we expected) and that the fact that customers are satisfied does not guarantee the success of the organization and confirms the existence of a gap in the marketing strategy and response (Jones&Sasser,1995:75), the goal moved to meet the expectation Something greater came (Oliver et al,1997) and formulated the concept of customer delight, which occurs when you exceed the expectations of the customer to the point of surprise to a large extent, and that the difference is what distinguishes the organization through the successful fulfillment of the requirements of its customers (Hasan et al,2011:2), and It has been depicted as a highly positive emotional state in general resulting from the unexpectedly exceeding of customer expectations (Barnes et al,2011:360), which is the reaction of customers when they experience a good or service that not only satisfies but provides an unexpected level of value and satisfaction (Crotts&Manini,2011:719) , A group of researchers and writers also identified several factors for customer delight, as follows:-

- 1) The employee's influence and efforts are the strongest factors in producing happiness (Barnes et al,2011:359).
- 2) Determining the segment of customers targeted by organizations (Crotts et al,2009,140).
- 3) The strategy followed by the organization in managing their customers (Pallas et al.,2014:107)
- 4) It is experience and satisfaction and involves an enjoyable experience for the customer (Torres&Fu,2014:4), The importance of customer delight in many areas, as identified by a group of researchers and my agencies:
- 5) Building happiness is the key to customer loyalty (Crotts et al,2009:140),
- 6) It produces more verbal communication between the customer and the organization, thus strengthening the relationship between them (Alzoubi&Inairat,2020:581), and agrees with this (Barnes et al, 2010:361), as he pointed out that joy has a great impact on the customer in relation to psychological and behavioral variables, as organizations that seek to delight their customers are able to create strong emotional bonds between the customer and the organization.
- 7) Customer delight contributes to increasing sales in organizations (Schmitt&Van,2012:8).
- 8) It is an important tool for competition in the markets because it helps provide a competitive advantage for the organization (Naik&Van,2016:5).
- 9) A group of researchers also identified the most important characteristics of the customer's delight as follows: -
- 10) The ways of influencing the customer's joy and the level of this effect differ depending on the customer's gender (Torres et al, 2014:7).

- 11) Through joy, it is possible to build a strong relationship with the customer and thus lead to increase his loyalty to the organization (Elias et al, 2016: 14).
- 12) Joy is linked to customer perception patterns of service quality (Alzoubi&Inairat,2020:581).
- 13) It is an essential component of loyalty, so happy customers can be converted into loyal customers (Ponsamritinan&Fields,2018:54).

## Research methodology

### 1.5 Research population and sample

The research community represents the hotel sector in Baghdad, including 14 first-class hotels And second-class hotels, which number (48), and third-class hotels, which number (15), and as they are categories that need to be developed more than those hotels of the excellent class, And the total number of hotels in Baghdad that are limited to first- and third-class hotels is (77) hotels, A random sample of (50) hotels was drawn, and it included (147) hotel managers.

### 1.6 Data collection

The researchers relied on the questionnaire as the main tool for data collection, As well as using the five-point Likert scale, which begins with weight (1), which is used to indicate the strong negative relationship It ends with the weight (5), which is used to indicate the strong positive relationship, and the weights are (5,4,3,2,1), The number of items in the questionnaire for the first independent variable (organizational dexterity) was (13) items and the number of items for the dependent variable (customer delight) was (11) items.

## Data analysis

### 1.6.1 Cronbach's Alpha Test

To test the reliability and validity of the scale, the coefficient (Cronbach's Alpha) was used, And its value ranges between (0 - 1), And that the minimum acceptable level of stability of the resolution (scale) is (0.60) The higher the value, the higher the stability of the scale and it will be tested for the first independent variable.( organizational dexterity) and the dependent variable (customer delight), ), and at the root of the value of (Cronbach's Alpha) the accuracy level of the scale is obtained, as shown below:

**Table (1)** *The measure of honesty and its root (reliability coefficient) for the research scale*

honesty coefficient	(a) Stability coefficient value	number of vertebrae	Variables
0.945	0.894	13	organizational dexterity
0.875	0.766	11	Customer delight

The table was prepared by the researchers based on the outputs of SPSS.25

### 1.6.2 Kaiser Meyer Olkin and Bartlett test

The results of the (KMO) and (Bartlett) test came as shown below:

**Table (2)** *Kaiser Meyer Olkin and Bartlett values of the total response data of the studied sample*

KMO and Bartlett Test	
(KMO)Sample adequacy test value	0.841
(Bartlett) test	(Chi- Square) Values
	(Sig) Indication level
	7609.113
	0.000

The table was prepared by the researchers based on the outputs of SPSS.25

Table (2) shows that the results of (KMO) test analysis are higher than (0.50) Where it

reached (0.841) This indicates that the sample size for the test results of the total questionnaire data is sufficient and saturation is achieved, As for the (Bartlett) test, the value of (sig = 0.000) That is, there is a moral significance between the paragraphs and the dimensions, so it is possible to conduct an exploratory factor analysis.

**1.7 Analyze the data and discuss the results**

The two researchers aim to test the hypotheses of the current research by assuming the existence of influence relationships between the independent variable (organizational dexterity) and its dimensions in the responsive variable (customer delight) and its dimensions, Using the simple regression equation, as well as relying on the calculated Sig value and comparing it with the significance value (0.05) To show whether or not there is an effect between the main variables and their sub-dimensions, the researchers formulated two main hypotheses, from which a number of sub-hypotheses emerge, as follows:

**H1: The correlation between organizational prowess and customer delight**

**Table (3) results of correlations between organizational prowess and customer delight**

relations		Total customer delight	customer experience	customer expectations	dependent variable	
The ratio	Number				Independent variable	
%100	3	.652**	.675**	.557**	Cor	exploitation
		.000	.000	.000	Sig	
%100	3	.679**	.683**	.595**	Cor	exploration
		.000	.000	.000	Sig	
%100	3	.698**	.712**	.603**	Cor	organizational dexterity
		.000	.000	.000	Sig	

The table was prepared by the researchers based on the outputs of SPSS.25

It is clear from table (3) that there are (3) relationships with a percentage (100%) and that there is a correlation between organizational prowess and customer delight, and the correlation coefficient has reached (0.698\*\*) At the level of significance (0.01), it reached (SIG) (0.000), as there is a significant and statistically significant correlation between them in the sense of (accepting the first main hypothesis), , as for the first sub-hypothesis of the relationship between exploitation and customer delight, as the correlation coefficient was (0.652\*\*) at a level of significance (0.01), , and this indicates the existence of a significant and statistically significant correlation (acceptance of the first sub-hypothesis of the first main hypothesis), As for the second sub-hypothesis related to testing the correlation between exploration and customer delight, the correlation coefficient was (0.679\*\*) at a significant level (0.01), This indicates the existence of a significant and statistically significant correlation (acceptance of the second sub-hypothesis of the first main hypothesis).

**H2: There is a positive and significant effect of organizational ingenuity on customer delight in its dimensions.**

**Table (4) second Main Hypothesis**

Total customer delight	customer experience	customer expectations	Indications	organizational dexterity
.673	.579	.668	β	
.487	.507	.364	RS	
.000	.000	.000	SIG	
morale	morale	morale	the decision	

*The table was prepared by the researchers based on the outputs of SPSS.25*

It is clear from table (4) that the value of (sig) reached (0.000) at the level of significance (0.01), and (0.05), and this indicates a significant regression between them, and that the influence of the variable (organizational virtuosity) in the delight of the customer It reached (0.673), which is a positive direct relationship, and this indicates that changing one unit of organizational proficiency It leads to a change in the customer's delight by (61.7%),, the value of the interpretation coefficient was (0.425) ) That is (42.5%) of the customer's happiness was from organizational ingenuity and the rest from other variables or random errors, and these results are positive.

**H2.1: there is a positive, statistically significant effect of exploitation on customer delight by its dimensions.**

**Table (5): Testing the effect of exploitation on customer delight**

Total customer delight	customer experience	customer expectations	Indications	
.617	.632	.605	$\beta$	exploitation
.425	.456	.310	RS	
.000	.000	.000	SIG	
morale	morale	morale	the decision	

*The table was prepared by the researchers based on the outputs of SPSS.25*

It is clear from table (5) that the value of (sig) was (0.000) at the level of significance (0.01), and (0.05), and this indicates the significant regression between them, And the strength of the influence after (independence) on the customer's happiness amounted to (0.617) That is, the relationship is direct, and this indicates that changing one unit of exploitation leads to a change in customer satisfaction by (61.7%), As for the value of the interpretation coefficient, it amounted to (0.425) That is, (42%) of the customer's happiness was from exploitation and the rest from other variables or random errors , These results indicate the acceptance of the first sub-hypothesis of the fourth main hypothesis, according to which (there is a positive, statistically significant effect of exploitation).

**H2.2: there is a positive, statistically significant effect of exploration on customer delight by its dimensions.**

**Table (6) Testing the effect of exploration on customer delight**

Total customer delight	customer experience	customer expectations	Indications	
.603	.599	.605	$\beta$	exploration
.462	.466	.354	RS	
.000	.000	.000	SIG	
morale	morale	morale	the decision	

*The table was prepared by the researchers based on the outputs of SPSS.25*

It is clear from table (6) that the value of (sig) reached (0.000) at the level of significance (0.01) , and (0.05), and this indicates the significant regression between them, And that the influence of the dimension (Exploration) on the customer's joy was (0.603) That is, the relationship is positive, and this indicates that changing one unit of exploration leads to a change in the customer's delight by (60.3%), As for the value of the interpretation coefficient,

it reached (0.462) That is, (46%) of the customer's happiness was from exploration and the rest from other variables or random errors These results indicate the acceptance of the second sub-hypothesis of the fourth main hypothesis, according to which (there is a positive, significant, and statistically significant effect on its results).

#### **4. Conclusions and recommendations**

The main conclusion of the research is that hotels have employed organizational ingenuity and emotional marketing to enhance customer delight, As it was found that there is interest and willingness of the researched hotels to exploit the opportunities available in the markets and to take advantage of the opportunities discovered by the research department, And it became clear that the researched sample is constantly making adjustments to its services and hotels strive to raise the quality to the highest possible degree and from all aspects, whether in terms of staff dealing with the customer or designing rooms and providing the necessary amenities or keeping their private information strictly confidential.

One of the most important recommendations put forward by the researchers is that marketing research should be invested and improved exploitation of opportunities in order to make adjustments and the need to stimulate human resources. Innovative means should be explored, continuity in keeping pace with changes and providing high quality services, and the need for management to show full commitment towards customers and facilitate the customer. To obtain the service and the need to satisfy the customer's desires and achieve what exceeds his expectations.

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