



**Journal of Tourism Planning  
and Development**

**Vol.7, No.24, Spring 2018**

**Pages 14-17**

## **The Effect of Competitive Intensity on Organizational Performance with the Mediating Role of Strategic Human Resource Management and Brand Image: A Study of Mazandaran Hotels**

**Aboalhasan Hosseini<sup>1</sup>**

**Mohammadreza Tabibi<sup>2</sup>**

**Parisa Alinataj Khorasani<sup>3</sup>**

### **Extended Abstract**

This study aims to evaluate the effect of competitive intensity on organizational performance. Researchers believe brand image and strategic human resource management may mediate this effect. This is an applied descriptive survey on a random sample of Mazandaran hotels. The sample consists of thirty-two hotels out of forty-eight total populations. We conducted the survey on a questionnaire contains thirty-eight factors. A partial least squares(PLS) confirmatory factor analysis (CFA) is used to verify the factor structure of observed variables. While indirect positive effect of competitive intensity on organization performance with mediating role of brand image is reported, similar role for strategic human resource management as a is not supported. As a result of this effect, customer interest must be in the center of all other hotels marketing activities. The establishment of online reservation systems and to keep on updating website assist preferable expression of customer interest.

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<sup>1</sup> Corresponding Author: Assistant Professor in Management, University of Mazandaran (Hosseini@umz.ac.ir)

<sup>2</sup> Assistant Professor in Management, University of Mazandaran

<sup>3</sup> Master student in Executive Management, University of Mazandaran

## Introduction

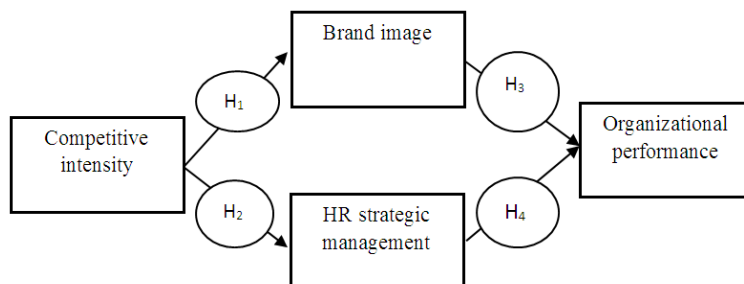
Today fast pacing global businesses environment forces companies seek competitive advantages. Directors needs to improve organizational performance while they adopt external environment. It seems that human resource and brand strategies are among most influential adaptors. Competition among hotels as a main part of tourism industry is improving. Successful hotels keep on customer satisfaction as their secret of competitiveness. They spend more money on service innovation and operation creativity.

Regards to other tourism advances, the progresses of Iran developing hotel industry are acceptable. Iran has prized and well-known hotels who try to serve foreign tourist with best quality. Mazandaran modern hotel industry has begun with Ramsar hotel construction in 1927. It is the most popular place of destination among other states. Weak branding, and lack of innovate beside insufficient training are believed as the main challenges for industry improvement. This study aims to evaluate effect of competitive intensity on organizational performance. Researchers believe brand image and strategic human resource management may mediate this effect.

This study aims to evaluate effect of competitive intensity on organizational performance concerning brand image and strategic human resource management.

## Materials and Methods

This is an applied descriptive survey on a random sample of Mazandaran hotels. The sample consists of thirty-two hotels out of forty-eight total populations. We conducted the survey on a questionnaire contains thirty-eight factors. A partial least squares(PLS) confirmatory factor analysis (CFA) is used to verify the factor structure of observed variables. Regards to literature review a theoretical framework was developed. As it is shown in below illustration, the model consists of four related variables.



## Discussion and Results

Indirect positive effect of competitive intensity on organization performance with mediating role of brand image is reported. indirect positive effect of competitive intensity on organization performance with mediating role of HR

strategic management is not verified. As expected, competitive intensity is significantly related to brand image with 2.07 t statistic and 0.41 coefficient. Furthermore, brand image is significantly related to organizational performance with 2.73 t statistic and 0.46 coefficient. On the other site, while competitive intensity is not significantly related to HR strategic management with 0.38 t statistic, HR strategic management is not significantly related to organizational performance with 1.92 t statistic as well.

### **Conclusions**

It is concluded that customer interest must be in the center of all other hotels marketing activities Alongside Altuntaş et al (2014), and Lahap et all (2016), and Ryu et all (2008) conclusions. The establishment of online reservation systems and to keep on updating website assist preferable expression of customer interest. The evidence pointed to the conclusion that Yaman et all (2011) theory of relationship between HR strategic management and organizational performance is not work in our research domination.

**Keywords:** Competitive Intensity, Brand Image, Strategic Human Resource Management, Organizational Performance.

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