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Table Of Contents

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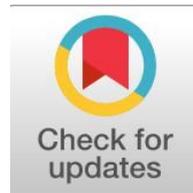
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The Impact of Recruitment and Training Strategies on Enhancing the Efficiency of Strategic Tourism Alliances: An Exploratory Study of a Sample of Tourism Companies in Baghdad

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Abstract

General Background: The tourism sector increasingly depends on strategic alliances to address competition and resource-sharing challenges. **Specific Background:** The effectiveness of these alliances is strongly linked to the quality of human resources managing partnerships. **Knowledge Gap:** Many tourism companies prioritize legal and financial aspects while neglecting recruitment and training strategies. **Aims:** This study examines the relationship between recruitment and training strategies and strategic alliance efficiency in Baghdad tourism companies. **Results:** Based on 93 valid responses, the findings show a strong positive correlation (0.800) and significant effect, with these strategies explaining 63% of alliance efficiency, where technical and behavioral training contributes the most. **Novelty:** The study connects human resource strategies with alliance performance in the tourism context. **Implications:** Aligning recruitment and training with partnership requirements can strengthen cooperation, reduce conflicts, and support better service outcomes.

Highlights:
- Strong Statistical Association Identified Between Human Resource Practices and Alliance Performance
- Training Focused on Behavioral and Technical Skills Shows Highest Contribution to Partnership Stability
- Digital Talent Acquisition Supports Coordination but Remains Secondary Compared to Skill Development

Keywords: Recruitment Strategies, Training Programs, Strategic Alliances, Tourism Companies, Alliance Efficiency.

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Introduction

The global and local tourism sector is facing accelerating challenges that force organizations to look for collaborative formulas to secure their position in the market, hence strategic alliances have emerged as a key option to enhance competitive advantage and share vital resources. However, the success of these alliances does not depend only on the signing of legal contracts, but primarily on the efficiency of the human capital that manages these partnerships and makes them a reality.

Recruitment and training strategies are the main driver of building this competence, as the qualitative recruitment process ensures that tourism companies are equipped with cadres with interactive skills and the ability to adapt to shared work cultures, while continuous training develops the specialized competencies necessary to manage complex interactions within the alliance. The integration between the selection of competent human elements and the development of their skills represents the real guarantee of raising the efficiency of strategic alliances and reducing the chances of organizational conflict between partners.

This research seeks to analyze the impact of recruitment and training strategies on enhancing the efficiency of strategic alliances, through a survey study that included a sample of leading tourism companies in Baghdad. The research is based on the hypothesis that investing in human resources through precise recruitment policies and targeted training programs is the best way to strengthen tourism cooperation, which will reflect positively on the quality of services provided and the sustainability of partnerships in a highly dynamic and competitive business environment.

First Topic: The General Framework of the Research

First Theme: Research Methodology

First: Research Problem

The research problem is manifested in the organizational gap that tourism companies face when formulating their strategic alliances, where the focus is often on the legal and financial aspects of the alliance while ignoring the role of qualified human capital to manage this complex collaborative relationship. The success of strategic alliances in the tourism environment requirescadres with high negotiation and participatory skills, which puts companies facing a real challenge related to the effectiveness of their systems in attracting the right competencies and the ability of their training programs to align the skills of their Employees with the requirements of working together with partners. Hence, the problem lies in the fact that the inadequacy of recruitment policies and the lack of specialization of training programs may lead to a weakening of the efficiency of the alliance, an increase in organizational conflicts, and a failure to achieve common goals. Accordingly, the research problem can be crystallized through the following fundamental question:

- **"How do recruitment and training strategies contribute to enhancing the efficiency of strategic alliances for tourism companies in Baghdad?"**

The following sub-questions arise from this question:

- **What is the level of awareness among management leaders in the companies surveyed about the importance of recruitment and training strategies in building sustainable alliances?**

- **Is there a statistically significant effect of recruitment strategies (as a proactive element) on the selection of cadres capable of making strategic alliances successful?**

- **How do specialized training programs contribute to raising the efficiency of operational and cooperative performance within tourism alliances?**

Second: Research Importance

The importance of the research lies in the fact that it sheds light on the human engine as a decisive factor in the success of the strategic directions of companies, and this importance is manifested in the following aspects:

-Scientific Importance: Providing the academic library with a theoretical framework that links the functions of human resource management (recruitment and training) with strategic thinking (alliances), an area that needs to be further rooted in the Iraqi tourism environment.

-Practical Importance: To provide the management of tourism companies in the city of Baghdad with a clear vision on how to select and qualify the human elements capable of representing the company in international and local alliances and contribute to reducing the waste resulting from the failure of strategic alliances by focusing on "aligning the skills of employees" with the requirements of the partnership.

Third: Research Objectives

The research mainly seeks to analyze the nature of the relationship and impact between recruitment and training strategies

and the efficiency of strategic alliances, by achieving the following objectives:

- Diagnose the reality of the recruitment strategies followed in the research tourism companies and the extent to which they are compatible with the requirements of cooperative work.

- Determine the level of effectiveness of the training programs provided to employees and the extent of their specialization in the field of managing tourism partnerships and alliances.

- Measuring the impact of recruitment and training strategies on enhancing the overall indicators of the efficiency of strategic alliances such as (achieving common goals, sustaining partnerships, reducing conflicts).

- Exploring the obstacles that prevent the recruitment and training of specialized human competencies in managing the strategic alliance files.

- Providing a roadmap (recommendations) for decision-makers in tourism companies to develop human resources policies to serve the strategic directions of the company.

Fourth: Research Methodology

In order to achieve the objectives of the research and test its hypotheses, the descriptive-analytical approach was adopted, which is compatible with the nature of administrative and exploratory studies. It is based on:

- Descriptive aspect: By reviewing the literature and theories related to recruitment, training, and strategic alliances to form the theoretical framework of the research.

- Analytical aspect: By collecting the primary data through a "questionnaire" distributed to the research sample of the tourism companies researched, and then processing and analyzing it using statistical programs to draw conclusions and test the validity of hypotheses.

Fifth: Research Population and Sample

- Research Community:

The Leading Tourism Companies sector in the capital Baghdad has been selected as a field of application, representing the research community in a group of selected companies that have weight in the Iraqi tourism market and adopt clear alliance strategies with local and international partners. The application included the following companies:

(Green Bird Travel & Tourism Company, Shabaad Iraq Travel & Tourism Company, Sama Baghdad Travel & Tourism Company, Ishtar Travel & Tourism Company, Al Zaeem International Travel & Tourism Company)

These companies were selected because they represent the front of Baghdad's private tourism sector and play a vital role in building strategic partnerships with hotels and airlines, making them the best place to measure the impact of recruitment and training strategies in enhancing the efficiency of these alliances.

- Research sample:

An intentional sample of human cadres working in the research companies, including administrative leaders and employees concerned with the tourism partnerships and operations, was selected intentionally because of their direct relevance to the research topic. The sample data were dealt with by distributing (100) questionnaire forms to the sample members.

(95) questionnaires were retrieved from the participants. While the forms valid for analysis after review and audit, the valid for measurement and statistical analysis were (93) forms, which is the percentage that the research relied on to extract the final results.

Sixth: Tools for Collecting and Analyzing Research Data

To achieve the research objectives and test its hypotheses, the researcher relied on the integration between library resources and field study according to the following:

- The theoretical aspect (secondary data collection sources):

The conceptual framework of research variables (recruitment and training strategies, efficiency of strategic alliances) is covered by relying on recent literary sources, including specialized foreign references, research published in reputable scientific journals, and related university theses and theses, to ensure the construction of a solid theoretical foundation for research.

- Practical Aspect (Raw Data Collection and Analysis Tools):

The questionnaire form was relied on as the main tool to collect data from the research sample of the tourism companies

researched, and the form was designed according to the international standards adopted in the department, and the data was processed using statistical software, and relied on the following methods:

- Cronbach's **Alpha Coefficient**: To verify the stability and validity of the research tool.

- Descriptive methods: These include (frequencies, percentages, weighted mean and standard deviation) to describe sample responses and determine importance levels.

- Inferential methods: These include the correlation coefficient (Pearson) and the regression analysis to test the influence relationships between (recruitment and training) and (the efficiency of alliances).

- **Likert Scale:** To determine the level of agreement of the sample members on the questionnaire paragraphs, as shown in the table below:

Table (1): The five-point Likert scale used in the research

Totally disagree	Disagree	Neutral	OK	Totally OK
Scale Weight				
1	2	3	4	5

Source: Prepared by the researcher

Seventh: The hypothetical outline of the research

The hypothetical diagram below illustrates the correlation and impact between the research variables, where (recruitment and training strategies) represents the independent variable, while (the efficiency of strategic alliances) represents the dependent variable. The dimensions have been selected to cover the essential aspects that ensure the success of cooperative work in tourism companies:

- **Independent Variable: Strategies for Recruitment and Training and its Dimensions :** (Competency-Based Polarization , E-Polarization Participatory Training , Technical and Behavioral Training)

- **The dependent variable: the efficiency of strategic alliances and its dimensions :** (common vision. , communication and coordination. , cooperation. , Conflict Resolution)

The blueprint shows that enhancing the dimensions of recruitment and training directly leads to strengthening the pillars of the strategic alliance; the more accurate the selection and the more targeted the training, the greater the ability to build a common vision and reduce organizational conflicts, which raises the overall efficiency of the alliance between tourism companies.

Figure (1) Research Hypothetical Scheme
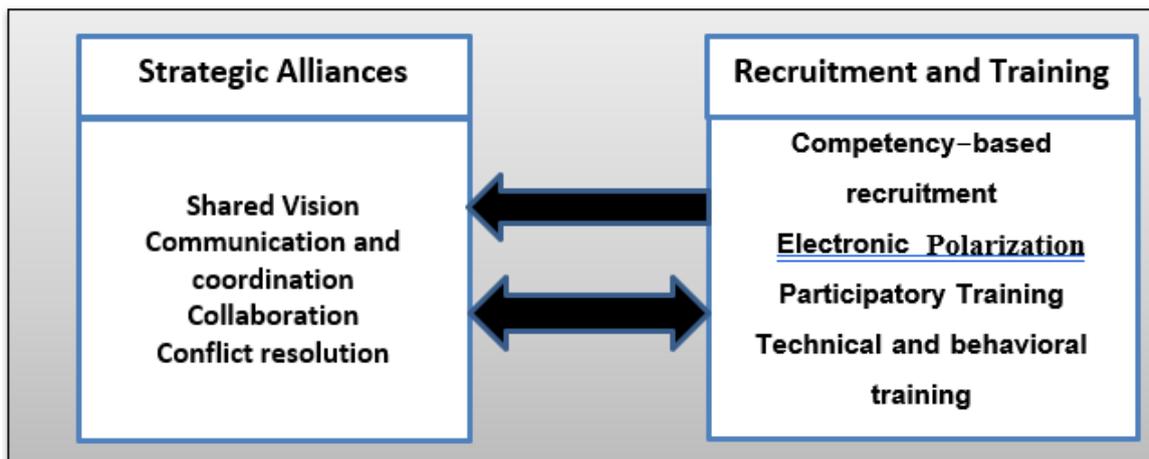
Source: Prepared by the researcher

Eighth: Research Hypotheses

In light of the research problem and its objectives, the following hypotheses were formulated to test the effect relationships between the variables:

The first main hypothesis:

- "There is a significant correlation between recruitment and training strategies in enhancing the efficiency of strategic alliances among the studied tourism companies".

- The following sub-hypotheses emerge from it:

- The first sub-hypothesis: There is a significant correlation between (competency-based polarization) and strategic alliances.

- The second sub-hypothesis: There is a significant correlation between (e-polarization) and strategic alliances.

- The third sub-hypothesis: There is a significant correlation between (participatory training) and strategic alliances.

- Fourth sub-hypothesis: There was a significant correlation between (technical and behavioral training) and strategic alliances.

The second main hypothesis:

- "There is a significant effect of recruitment and training strategies in enhancing the efficiency of strategic alliances among the studied tourism companies".

The following sub-hypotheses emerge from it:

- The first sub-hypothesis: There is a significant effect of (competency-based polarization) in achieving the (common vision) among the partners in the tourism alliance.

- The second sub-hypothesis: There is a significant effect of (electronic polarization) on the activation of (communication and coordination) channels within strategic alliances.

- The third sub-hypothesis: There is a significant effect of (participatory training) in increasing the level of technical and operational (cooperation) between the parties of the alliance.

- Fourth sub-hypothesis: There is a significant effect of (technical and behavioral training) in enhancing the capacity for organizational (conflict resolution) within the coalition.

Second Topic – The Theoretical Framework of the Research

The first theme: Recruitment and training strategies

First: The Concept of Recruitment Strategies and training :

The concept of recruitment and training strategies refers to an integrated system of planned management activities that begin with attracting and assigning human competencies with behavioral and technical characteristics that are compatible with the organization's goals, followed by continuous processes of refinement and development of these competencies to ensure their alignment with environmental changes and alliance trends. This concept represents the link between human inputs and strategic outputs, where recruitment acts as a tool for selecting potential potential, while training serves as a tool to transform these capabilities into actual capabilities that serve the efficiency of alliances Strategy (Noe, 2019: 45(.and (Armstrong & Taylor, 2020: 112).

Second: Dimensions of Recruitment and Training Strategies

-Competency-Based Recruitment:

This dimension focuses on selecting individuals based on a set of behaviors and abilities that go beyond traditional qualifications. It is the process of identifying the behavioral and leadership skills required to succeed in a given role and using them as a benchmark for comparison (Suppiah & Sandhu, 2011: 65). In an alliance environment, this type ensures that employees who are flexible and able to work with teams from different partner organizations are selected, facilitating the building of a shared vision (Tsai & Ghoshal, , 1998 : 87)

- E-Recruitment:

It reflects the company's novelty and sophistication in talent access, which is the use of technology and online platforms to attract and evaluate talent, reducing time and cost and increasing the quality of applicants (Dhamija, 2012, p. 15). It also provides companies with access to digital cadres with technical skills that support the electronic "communication and coordination" channels between the alliance's parties.

- Collaborative Training:

The most influential dimension is the collaboration between partners, which encourages knowledge exchange and collective learning among employees from different organizations with the aim of enhancing organizational synergies (Serrat, 2017, p. 88). By training staff on how to work in a partnership environment, levels of trust and operational cooperation are increased (Morgan & Hunt, 1994:25).

- Technical & Behavioral Training:

This dimension combines hard and soft skills, as it aims to improve technical operational abilities and behavioral skills such as emotional intelligence and negotiation (Noe, 2019: 130). Technical competence ensures the quality of service, while behavioral skills are the primary tool for conflict resolution and crisis management with partners Mohr & Spekman, 1994: 40).

The second axis: strategic alliances

First: The Concept of Strategic Alliances:

The business map has witnessed a radical shift towards adopting the model of alliances to face the complexities of the market, as it has become a vital way for companies to penetrate new markets and share costs (Salama et al., 2022, 5).An alliance is an advanced form of cooperation that aims to integrate resources to achieve common goals (Sari et al., 2024: 12). Oladele also points out that they are formal contracts that seek to invest complementary capabilities to obtain a sustainable competitive advantage, and their importance in giving the company a central position within the network of relationships (Dyer & Singh, 1996: 65).

Second: Dimensions of the Efficiency of Strategic Alliances

- Shared Vision:

It is the cornerstone, and it is a deep consensus among partners about the long-term goals and core values of the alliance (Tsai & Ghoshal, 1998:470). It contributes to directing employee behavior towards a single goal, which reduces administrative distraction and enhances the mental image of the organization (Al-Ajmi, 2022: 18).

- Communication and Coordination:

It refers to the effective and regular flow of information between partners, and the harmonization of activities to ensure non-conflict (Mohr & Spekman, 1994: 145). Efficiency here depends on the compliance of the staff with the communication protocols that have been trained.

- Cooperation:

It represents the behavioral aspect of the alliance, where formal commitment goes beyond the voluntary willingness to help the partner and share resources for mutual benefit (Morgan & Hunt, 1994: 28). This is where the impact of competency-based polarization in enhancing the value of field cooperation is highlighted (Tan & Adejuwon, 2024: 85).

- Conflict Resolution:

Efficiency lies in the existence of professional mechanisms for resolving disputes in a win-win manner that ensures the continuity of the relationship (Garrette & Dussauge, 1995: 90). This dimension is directly related to behavioral training and the ability to build trust between the parties to the alliance (Le Gall, 2012: 115).

Third Topic – The Practical Aspect of the Research

First: Reliability of Research Tool

Using Cronbach's Alpha Coefficient: Consistency is an essential indicator of the accuracy and consistency of a measurement tool (questionnaire) in measuring target variables, as it indicates the ability of the instrument to give close and stable results if applied repeatedly to the same sample and under similar conditions. To verify this, Cronbach's alpha coefficient was used to estimate the internal consistency of the) 93 (questionnaire items distributed to a sample of tourism companies in Baghdad, which were valid for analysis.

According to the approved statistical standards, a value of (0.70) or more is an acceptable indicator of the stability and suitability of the instrument for statistical tests. The results obtained in Table 2 show that all the values of Cronbach's alpha coefficient for the independent variables (recruitment and training strategies in their four dimensions) and the dependent variable (the efficiency of strategic alliances in their four dimensions) significantly exceeded the acceptable minimum.

These results reflect a high degree of consistency and coherence between the questionnaire paragraphs, which confirms the reliability of the tool in collecting field data, and gives the researcher full confidence in generalizing the results and analyzing the impact relationships between the study variables in the subsequent steps.

Table (2): Cronbach's alpha coefficients for research variables and their dimensions

Cronbach's alpha coefficient	Number of paragraphs	Symbol	Scale	
0.890	4	CBR	Competency-Based Recruitment	Competency-based recruitment
0,880	4	ER	E-Recruitment	Electronic Polarization
0,888	4	CT	Collaborative Training	Participatory Training
0,890	4	TBT	Technical & Behavioral Training	Technical and behavioral training
0,913	16	RTS	Recruitment and Training Strategies	Inquiry and Training Strategies
0,887	4	SV	Shared Vision	Shared Vision
0.890	4	CC	Communication and Coordination	Communication and coordination
0,870	4	C	Cooperation	Collaboration
0,882	4	CR	Conflict Resolution	Conflict resolution
0,912	16	SA	Strategic Alliances	Strategic Alliances

Source: Prepared by the researcher based on the results of the statistical analysis (SPSSV.28).

We can see from the table above that all the values of Cronbach's alpha coefficient for the eight dimensions ranged between (0.879 and 0.891), which are very high values that reflect a great coherence between the constituent paragraphs of each dimension.

The total stability value of the independent variable was (0.913) and the dependent variable (0.911), which are excellent statistical indicators that confirm that the research tool has a high degree of reliability and applicability to the sample of tourism companies in Baghdad.

Second: Internal Consistency of the Scale (Split-Half Reliability)

In addition to Cronbach's alpha coefficient, the researcher sought to enhance the statistical reliability of the research tool by using the half-segmentation test. This method relies on dividing the questionnaire paragraphs (the 32 items for the two variables) into two halves (odd vs. even paragraphs), and then finding the correlation coefficient between them to ensure the consistency of the tool internally.

The statistical results showed a significant stability in the answers of the (93) members of the research sample, as the indicators were as follows:

- The Spearman-Brown corrective coefficient for the overall resolution was (0.934).

- Guttman's half-hash coefficient was (0.934).

These values are a very strong indicator (Excellent Reliability), as they are close to the correct one and well exceed the statistically acceptable minimum (0.70). These results reflect the scale's high ability to provide consistent and reliable results when applied in similar conditions, giving the data from the sample of tourism companies in Baghdad a high degree of validity for future inferential tests.

Table (3): Results of the Questionnaire Stability Semi-Segmentation Test (N=93)

			Cronbach's Alpha
0.936	Value	Part 1	
16	N of Items		
0.953	Value	Part 2	
16	N of Items		

32	**Total N of Items**	
0,800	**Correlation Between Forms**	
0.889	**Equal Length**	**Spearman-Brown Coefficient**
0,888	**Unequal Length**	
0.884	**Guttman Split-Half Coefficient**	

Source: Prepared by the researcher based on the results of the statistical analysis (SPSSV.28).

Second: Confirmatory Factor Analysis (CFA)

1. Variable Recruitment and Training Strategies:

The measurement model of (Recruitment and Training Strategies) is embodies as a main variable that includes four essential dimensions: (competency-based polarization, e-recruitment, participatory training, and technical and behavioral training), and these dimensions have been measured in (16) paragraphs.

The results of the confirmatory structural analysis revealed that all the values of the "load weights" of the paragraphs on their dimensions, as well as the indicators of good conformity extracted, fall within the acceptable statistical ranges and standards. This confirms the quality and efficiency of the model in representing the theoretical dimensions of the independent variable, which enhances the structural strength of the instrument and makes it fully fit for statistical analyses and testing subsequent hypotheses with high accuracy and effectiveness.

Second: Results of Indicators of Constructive Honesty for a Variable

- (Recruitment and Training Strategies)

Table (4) shows the results of the confirmatory factor analysis of the paragraphs of the variable of recruitment and training strategies, and the results can be read as follows:

It is clear that the estimates of the answers for all the paragraphs of the variable ranged between (0.529 - 0.847), which are values that fall within the statistically acceptable range (higher than 0.50), which confirms a strong and significant correlation between the field paragraphs and the theoretical dimensions of the independent variable. The results revealed that the extracted critical values ranged between (5.354 - 9.410), all of which exceed the standard value specified in (1.96) at the significance level of (0.05). , exceeding the critical values of the required level enhances the explanatory power of the questionnaire paragraphs and confirms their constructive validity in measuring the dimensions of recruitment and training among the tourism companies studied These indicators are conclusive statistical evidence that the tool has a high construct validity, which reflects the quality and reliability of the scale construction, which supports its use as a solid scientific tool in the stages of inferential analysis and testing subsequent research hypotheses.

Table (4) Estimates of the Dimensions of the Variable of Recruitment and Training Strategies

P	C.R	Estimates	Dimensions	Path	Questions
		.748		--->	CBR1
***	6.265	.612	**Competency-based recruitment**	--->	CBR2
***	8.271	.793		--->	CBR3
***	7.756	.747		--->	CBR4
		.723		--->	E-R1
***	5.354	.529	**Electronic Polarization**	--->	E-R2
***	7.737	.758		--->	E-R3
***	7.107	.698		--->	E-R4
		.614	**Participatory Training**	--->	CT1

P	C.R.			Path	
***	6.761	.687		--->	CT2
***	6.662	.810		--->	CT3
***	6.508	.783		--->	CT4
		.847	**Technical and behavioral training**	--->	TBT1
***	8.590	.727		--->	TBT2
***	7.660	.674		--->	TBT3
***	9.410	.775		--->	TBT4

Source: AMOS V.28

- Strategic Alliances Efficiency

The measurement model for the variable (efficiency of strategic alliances) is embodied as a dependent variable, which is built on the basis of four core dimensions: (shared vision, communication and coordination, cooperation, and conflict resolution), as these dimensions were measured across (16) evenly distributed paragraphs.

The results of the Affirmative Factor Analysis (CFA) process indicate that all the Goodness of Fit Indicators extracted were within the statistically acceptable standard ranges, demonstrating the high ability of the model to represent the theoretical dimensions of the strategic alliance variable. This strong correspondence between the theoretical construction and the field data obtained from the tourism companies surveyed enhances the reliability of the tool and confirms its full suitability for moving to the analysis stage Inference and test the influence relationships accurately and effectively.

- Results of Structural Honesty Indicators for Variable (Strategic Alliances)

Table (5) shows the details of the statistical analysis of the paragraphs of the strategic alliances variable, where the results reflect that the estimates of the saturation of the paragraphs in their dimensions (shared vision, communication and coordination, cooperation, conflict resolution) ranged between (0.554 - 0.905). These values are a strong indicator of the correlation strength of the paragraphs, as they all fall within the statistically acceptable ranges (above 0.50), which confirms the ability of the paragraphs to accurately measure their specific dimensions. The statistical treatment showed that the extracted critical values ranged between (6.084 - 13.369), which are values that far exceed the standard value specified in (1.96) at the significance level of (0.05).

In other words, the significant increase in critical values (C.R) enhances the statistical significance of the paragraphs that make up the scale, and confirms that they contribute significantly and vitally to building the structural model of the strategic alliances variable.

These statistical results are conclusive proof that the tool has a high construct validity, which reflects the quality of the design and the consistency between the theoretical and field aspects. Accordingly, the tool gains strong scientific legitimacy for its adoption in the stages of inferential analysis and testing of the hypotheses of the study.

Table (5) Estimates of the Dimensions of the Strategic Alliance Efficiency Variable

P	C.R.	Estimates	Dimensions	Path	Questions
		.799	**Shared Vision**	--->	SV1
***	8.900	.786		--->	SV2
***	8.138	.734		--->	SV3
***	9.830	.849		--->	SV4
		.823	**Communication and coordination**	--->	CAC1
***	9.805	.807		--->	CAC2
***	11.171	.883		--->	CAC3
***	10.508	.847		--->	CAC4
		.876	**Collaboration**	--->	C1
***	10.036	.771		--->	C2
***	13.369	.905		--->	C3
***	10.840	.874		--->	C4
		.847	**Conflict resolution**	--->	CR1
***	9.905	.796		--->	CR2
***	6.084	.554		--->	CR3
***	7.296	.640		--->	CR4

Source: AMOS V Program Output.28

Third: Descriptive Analysis of Research Variables

1. Recruitment and Training Strategies:

Table (6) reviews the descriptive statistical indicators of the variable "Recruitment and Training Strategies", which reflect the response levels of the sample members in the studied tourism companies, as follows:

The results showed that the "electronic polarization (ER)" dimension ranked first with the highest arithmetic average of (3.677), which indicates a clear trend among tourism companies in Baghdad towards adopting digital means to attract talents. This dimension also recorded a standard deviation of (0.772) and a coefficient of difference (20.99), which confirms that there is a high consistency and homogeneity in the participants' opinions about the efficiency of this track.

On the other hand, the "Technical and Behavioral Training (TBT)" dimension obtained the lowest arithmetic mean between the dimensions with a value of (3.457), and although it is within the good range, the increase in the standard deviation to (0.892) and the coefficient of difference to (25.81) indicate a noticeable difference in the views of the sample. This statistical dispersion requires the management of tourism companies to review and develop technical training programs to keep pace with the accelerated environmental changes. The total mean of the "Recruitment and Training Strategies" variable (3.592) indicates a very good performance overall. This is supported by an overall standard deviation of (0.744) and a coefficient of difference (20.72), which reflects stability in the policies followed by the companies researched in this field and a convergence in the evaluation of the leadership cadres of these strategies.

- Efficiency of Strategic Alliances:

Table (6) reviews the descriptive statistical indicators of the variable "Efficiency of Strategic Alliances" and its sub-dimensions, as follows: The most important dimension of relative importance (conflict resolution): The dimension of "conflict resolution" ranked first with the highest arithmetic average of (3.557), which indicates a level of performance (good). This was accompanied by a standard deviation of (0.850) and a coefficient of difference (23.91%). This result reflects a great consensus and homogeneity in the opinions of the sample members about the ability of the studied tourism companies to manage organizational disputes and ensure the sustainability of the work Participants within the Alliance. Least Dimension of Relative Importance (Common Vision): On the other hand, the "Common Vision" dimension obtained the lowest arithmetic mean of (3.464), and although it was within the level of (good), it recorded a relatively high standard deviation of (1.034) and a coefficient of difference of (29.85%). This statistical variance indicates that there is a disparity in the perceptions of the sample members about the clarity of the unified strategic objectives among the partners, which calls for strengthening communication channels to unify the future visions of the alliance. The variable of "Efficiency of Strategic Alliances" as a whole achieved a general arithmetic average of (3.523) with a level of (good), a standard deviation of (0.859) and a coefficient of difference (24.38%). These values place the variable in second most relative importance in the study, confirming that tourism companies in Baghdad have a good base of coalition work, but they still need to improve aspects of coordination and unified vision to raise the efficiency of these alliances to excellent levels.

Table (6) Descriptive Statistics of Research Variables

Relative importance	CV	S	M	Dimensions of Research Variables
2	22.90	0.826	3.609	**Electronic Polarization**
1	20.99	0.772	3.677	**Competency-based recruitment**
3	23.39	0.848	3.625	**Participatory Training**
4	25.81	0.892	3.457	**Technical and behavioral training**
First	20.72	0.744	3.592	**Recruitment and Training Strategies**
4	29.85	1.034	3.464	**Shared Vision**
2	27.54	0.975	3.541	**Communication and coordination**
3	28.28	0.999	3.532	**Collaboration**
1	23.91	0.850	3.557	**Conflict resolution**
The second	24.38	0.859	3.523	**Strategic Alliances**

Source: SPSS V Program Outputs.28

Fourth: Research Hypotheses Testing

- Testing correlation hypotheses

a. Testing the first main hypothesis :

The main hypothesis states that: "There is a significant correlation between recruitment and training strategies in enhancing the efficiency of strategic alliances among the tourism companies studied."

The results of the statistical analysis shown in Table (7) show that the value of the strong correlation coefficient (0.800**) was positively reflected on the value of the impact coefficient, as it recorded a significant significance at the level of (0.000),

which is lower than the approved significance level (0.05). This result indicates that the trend of tourism companies in Baghdad towards adopting modern strategies in recruitment and training contributes directly and significantly to raising the level of efficiency of their strategic alliances.

This finding supports the acceptance of the main hypothesis and the rejection of the no-it-go hypothesis, confirming that investing in human capital through smart recruitment mechanisms and advanced training programs is a key driver of alliance success, as these strategies allow companies to access better resources and information and enhance their competitive position within the alliance network.

Table (7) Correlation Values between Recruitment Strategies, Training and Strategic Alliances

Sample size	Decision	Sig	Significance	R	Independent variable	Dependent variable
93	Acceptance of the Alternative Hypothesis	0.000	Moral	0.800**	Recruitment and Training Strategies	Strategic Alliances

Source: Output SPSS V.28

B. Testing the sub-hypotheses of the relationship between the dimensions of (recruitment and training strategies) with the efficiency of strategic alliances

Table (8) reviews the matrix of correlation coefficients between the dimensions of the independent variable and the dependent variable, where the following results can be extrapolated:

- General correlation indicators: The values of the correlation coefficient (R) for the four dimensions achieved values ranging between (0.654 and 0.829) at the significance level of (0.000), which is lower than the approved significance level (0.05). These results indicate that there is a direct significant correlation between medium and very strong, which reflects the close correlation between the mechanisms of recruitment and training and the success of the strategic alliances of the tourism companies researched.

- The most influential dimension (technical and behavioral training): The results proved that the dimension of "technical and behavioral training" is the most correlated factor with the efficiency of strategic alliances, with the highest correlation value (0.829). This reflects that providing employees with advanced technical and behavioral skills is key to enhancing the company's ability to integrate and collaborate within complex alliance networks.

- Least correlated dimension (e-polarization): On the other hand, the "e-polarization" dimension achieved the lowest correlation value within the group of (0.654). Despite being of lower value, it remains a strong correlation, demonstrating that relying on digital means of recruitment effectively contributes, albeit to a relatively lesser degree of training, to support the stability of alliances.

These results show that recruitment and training strategies play a critical and direct role in developing the efficiency of strategic alliances. The integration of the selection and continuous development of appropriate competencies ensures that organizational gaps between partners are reduced and the capacity to respond to environmental changes is increased.

Based on the above, Table (9) shows the summary of the final decisions on the sub-hypotheses:

Table (8) Correlation Values between the Dimensions of Recruitment Strategies, Training and Strategic Alliances

Sample size = 93	Technical and behavioral training	Participatory Training	Electronic Polarization	Competency-based recruitment	Dimensions of the independent variable	Dependent variable
	.829**o	.694**o	.654**o	0.663**	RTS	Efficiency of strategic alliances
	0.000	0.000	0.000	0.000	SA	

Table (9) Testing the Hypotheses of the Sub-Correlation between the Dimensions of Recruitment Strategies, Training and Strategic Alliances

Correlation hypotheses	Hypothesis code
There is a significant correlation between (competency-based polarization) and strategic alliances. 0.663 0.000 Acceptance of the alternative hypothesis	H11
There is a significant correlation between (e-polarization) and strategic alliances. 0.654 0.000 Acceptance of the alternative hypothesis	H12
There is a significant correlation between participatory training and strategic alliances. 0.694 0.000	H13

Acceptance of the alternative hypothesis		
A significant correlation was found between (technical and behavioral training) and strategic alliances. 0.829 0.000 Acceptance of the alternative hypothesis		**H14**
Interpretation of the results: Acceptance of alternative hypotheses, i.e. the existence of a significant correlation between the dimensions of recruitment strategies, training and strategic alliances.		

Source: Prepared by the researcher based on the results of the statistical analysis

- Testing Impact Hypotheses

A. Testing the second main hypothesis:

The hypothesis states that: "There is a significant effect of recruitment and training strategies on the efficiency of strategic alliances."

The results of the statistical analysis presented in Table (10) show the following:

- Testing the significance of the model (F): The value (F) extracted for the model of the impact of recruitment and training strategies in strategic alliances was recorded (191.750), which is greater than the value of (F) of tabular (3.94) at the significance level of (0.05). This result is a strong statistical indicator for the acceptance of the alternative hypothesis, which confirms that the adopted model has a high explanatory validity.

- Determination coefficient (R^2): The results showed that the strategies of recruitment and training have a high explanatory ability, as they were able to explain (63%) of the changes and variations that occur in the efficiency of strategic alliances in the studied companies , while the remaining percentage is due to other factors outside the scope of the current model.

- Parameter significance test (t): The extracted value (t) of the independent variable was recorded (13.847), which is greater than the tabular value of (1.984). This proves the significance of the coefficient (β) and confirms the intrinsic effect of this variable on the dependent variable.

- Impact Factor (β): It is clear from the value of β that increasing the interest in recruitment and training strategies by one unit will lead to an improvement and enhancement of the efficiency of strategic alliances by (92%).

These results demonstrate that proper recruitment planning and intensification of technical and behavioral training programs are the cornerstone of building successful and sustainable strategic alliances for tourism companies in Baghdad.

Investing in human capital ensures that regulatory conflicts are reduced and cooperation between coalition parties is increased.

Table (10) Analysis of the Impact of Polarization Strategies on the Efficiency of Strategic Alliances

Dependent variable	Sig	(t)	(F)	(R2) Adj	(R2)	Independent variable		
Efficiency of strategic alliances	0.000	13.847	191.750	0.636	0.640	0.206	(α)	**Recruitment and Training Strategies**
						0.923	(β)	

Source: SPSS V.28 Output

B. Testing the sub-hypotheses of the impact of the dimensions of (recruitment and training strategies) on the efficiency of strategic alliances

Table (11) reviews the results of the regression analysis to test the significance of the effect of each dimension of the independent variable on the dependent variable (the efficiency of strategic alliances), as follows:

- Significance Indicators of Model (F): The values of (F) extracted for the dimensions of the study (competency-based polarization, e-polarization, participatory training, and technical and behavioral training) achieved the following values respectively: (84.681, 80.655, 100.306, and 237.854).

- Statistical significance: It is noted that all the extracted values of (F) are significant and positive, which is much greater than the tabular value, which confirms the existence of a statistically significant effect for each dimension of recruitment and training strategies in enhancing the efficiency of the strategic alliances of the studied companies.

- Statistical Decision: In the light of these findings, alternative hypotheses (H11, H12, H13, H14) are accepted and non-existence hypotheses are rejected, demonstrating that each recruitment and training practice contributes individually and substantially to the development of the coalition performance of tourism companies in Baghdad.

Table (11): Summary of the results of the sub-effect hypothesis test (N=93)

Impact hypotheses	Hypothesis code
There is a significant effect of (competency-based polarization) in enhancing the efficiency of strategic alliances.	H21
There is a significant effect of (e-polarization) in enhancing the efficiency of strategic alliances.	H22
There is a significant impact of (participatory training) in enhancing the efficiency of strategic alliances.	H23
There is a significant effect of (technical and behavioral training) in enhancing the efficiency of strategic alliances.	H24
Acceptance of alternative hypotheses: All extracted indicators showed significant values (P-value < 0.05), which means accepting alternative hypotheses and rejecting nihilistic hypotheses, i.e., there is a positive and significant effect of the dimensions of recruitment and training strategies on the efficiency of strategic alliances. Efficiency of impact: The results indicate that attention to qualitative recruitment (traditional and e-learning) and skills development (through participatory and technical training) directly contribute to the success of tourism companies in building solid strategic partnerships, as these strategies provide human capital capable of managing cooperation and resolving organizational conflicts effectively.	

Source: Prepared by the researcher

A detailed analysis of the regression results in the statistical tables shows the following:

-Corrected determination coefficient (Adj. R^2): The dimensions of the independent variable achieved different values in their interpretive ability, reaching (0.434, 0.422, 0.477, and 0.685) respectively. It is clear that the highest explanatory percentage was in favor of the "technical and behavioral training" dimension, as it was able to explain (68.5%) of the variables that occur in the efficiency of strategic alliances. While the "electronic polarization" dimension recorded the lowest explanatory percentage (42.2%), which remains a good percentage that reflects the role of digital channels in supporting alliances.

- Significance test (t-test): The values of (t) extracted for the marginal slope coefficient of the four dimensions (9.202, 8.981, 10.015 and 15.423) respectively. Considering that all these values are greater than the tabular value of (1.984) at the significance level of (0.05), this confirms the statistical significance of the marginal slope coefficient for all dimensions of recruitment and training strategies (competency-based polarization, e-polarization, participatory training, and technical and behavioral training).

- Regression coefficient (β): The values of β (0.689, 0.728, 0.703, 0.799) indicate a clear variation in the strength of the impact of each of the recruitment and training practices on the efficiency of alliances, as follows:

- Highest Impact Strength: The "Technical and Behavioral Training" dimension was recorded with a value of (0.799), which means that increasing the attention to this dimension by one unit will lead to an increase in the efficiency of strategic alliances by (79.9%).

- Lowest Impact: The "competency-based polarization" dimension was recorded at (0.689), which means that increasing this dimension by one unit will increase the efficiency of alliances by (68.9%).

Table (13): Summary of Impact Factors and Interpretive Significance of Dimensions (N=93)

Sig	(t)	(F)	Adj (R2)	(R2)	Dimensions of the Variable of Recruitment and Training Strategies			Dependent variable
0.000	9.202	84.681	0.434	0.439	1.036	(α)	Competency-based recruitment	Strategic Alliances
					0.689	(β)		
0.000	8.981	80.655	0.422	0.428	0.847	(α)	Electronic Polarization	
					0.728	(β)		
0.000	10.015	100.306	0.477	0.482	0.974	(α)	Participatory Training	
					0.703	(β)		
0.000	15.423	237.854	0.685	0.688	0.763	(α)	Technical and behavioral training	
					0.799	(β)		

Source: SPSS V.28 Output

Fourth Topic – Conclusions and Recommendations

First: Conclusions

- The results of the research revealed that the reliance of the tourism companies on e-recruitment strategies has effectively contributed to enhancing their competitive position, as it has enabled them to reach human competencies capable of managing complex communication and coordination channels within strategic alliances.

- The results showed that companies' commitment to competency-based recruitment led to them being staffed with the same values and goals, which reflected positively on building a solid "shared vision" with partners, which is a key pillar for the success of any tourism alliance.

- Tourism companies that integrate sustainability concepts into their training and technology programs have become more attractive to international strategic partners, which has strengthened their image as responsible and global standards.

- The research concluded that tourism companies have taken advantage of the competitive advantages of their trained cadres (behavioral and technical) in turning field challenges into opportunities for collaboration, which has contributed to attracting new local and international strategic partners.

- The study demonstrated that the focus on technical and behavioral training for workers played the most prominent role in enhancing the ability to resolve conflicts within alliances, leading to the stability of cooperative relationships and the expansion of the base of strategic partners.

Second: Recommendations

- The research recommends that tourism companies design online recruitment campaigns that target specialized competencies in "partnership management", highlighting the professional advantages that the company gives to its partners through the quality of its human resources.

- The need to intensify efforts to integrate sustainability initiatives and digital innovation into training strategies, thereby enhancing the tourism company's image as a responsible and reliable partner in the international alliance market.

- Tourism companies should conduct periodic research to understand the needs of partners and the changing market requirements for skills, enabling them to develop their training programs to serve the objectives of strategic alliances.

- Providing intensive specialized training programs for employees in vital departments to enhance their skills in managerial negotiation and partnership building, to ensure optimal management of relationships with partners.

- Expanding strategic alliances to complementary sectors such as airlines and cultural and technical institutions, to enhance the market position of tourism companies and ensure their sustainability.

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