

-RESEARCH ARTICLE-

FACTORS AFFECTING ORGANIZATIONAL IDENTITY IN THE TOURISM INDUSTRY: ROLE OF MARKETING CAMPAIGNS AND VISION 2030

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—Abstract—

Tourism is critical to Saudi Arabia's Vision 2030. However, it is necessary to promote the tourism business, which is dependent on organizational identity. Thus, this study

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aims to ascertain the determinants affecting organizational identity in Saudi Arabia's tourism industry. This study employs a quantitative approach by utilizing a cross-sectional research methodology. The use of survey questionnaires facilitates the data collection process. 250 responses are examined using Partial Least Squares Structural Equation Modeling (SEM) (PLS). The study's findings indicate that organizational identity is a critical component of the tourist business and is influenced by various factors. The most critical aspects are corporate social responsibility (CSR), organizational culture, brand identity, and leadership. These elements can contribute to an organization's sense of self-awareness. Additionally, tourism organizations' marketing campaigns can help promote their organizational identity. Marketing efforts can help strengthen the association between numerous elements and company identity by acting as moderating variables. As a result, tourism organizations are encouraged to strengthen their CSR, organizational culture, brand identification, leadership, and marketing campaigns to support organizational identity.

Keywords. Vision 2030, tourism industry, marketing campaigns, CSR, organizational culture, brand identity, leadership.

1. INTRODUCTION

Organizational identity is a subfield of organizational theory that focuses on determining the answer to "who are we as an organization?" (Chang et al., 2021). Additionally, it can be defined as a collection of numerous claims that company members recognize as central, unique, and sustaining to their organization. It is critical to consider the behaviors of both leaders and members in various roles within a business organization. It is a critical concept in organizational psychology that refers to how various employees see themselves as vital members of the organization and how much they feel a feeling of coherence with it. It is inextricably linked to the organizational actions that significantly impact stakeholders. It is generally associated with the firm's employees, customers, and other stakeholders who exert influence over the organization. This interaction with numerous stakeholders contributes to the organization's reputation, which affects whether business declines or increases. Thus, organizational identity is a critical component of organizations (Haslam et al., 2017; Zhu et al., 2021), playing a critical role in their performance. As a result, the organization's performance is also determined by its identity, which is why it is critical to enterprises.

Like that of other organizations, organizational identity is critical in the tourism business. In the tourism sector, the organization's identity affects travelers and contributes to their attraction. An organization's identity influences tourist activities since it reflects the organization's reputation, which may contribute to the tourist's perception. The current study examines the relationship between organizational identity and the identities of various tourism-related organizations. The current study (Organization et al., 2016) identifies organizations that promote tourism activities.

Numerous state and commercial tourism organizations are operating in Saudi Arabia. All are committed to achieving Vision 2030. Vision 2030 is a major objective of the Saudi Arabian government to reduce the country's reliance on oil and promote a variety of other economic endeavors. To wean itself off oil, the Saudi government began diversifying its economy, and tourism is one of the key sectors on which the government has placed a premium to earn sufficient revenue. Numerous earlier studies have established the critical role of tourism in achieving Vision 2030 (Chalastani et al., 2020; Ibrahim et al., 2021) and demonstrated that tourism plays a critical role in achieving this vision. To fulfill Saudi Arabia's vision 2030, it is necessary to promote organizational identity, as it significantly impacts tourism activities. The promotion of tourism activities can be boosted by promoting organizational identification.

Tourism is one of Saudi Arabia's leading sectors (Waheed et al., 2020), with various tourism types. It benefits the Saudi economy in various ways as it contributes significantly to the economy by providing more cash. Additionally, this industry in Saudi Arabia promotes different employment opportunities. Individuals traveling from various nations to Saudi Arabia have a significant impact on revenue generation. According to the numbers in Figure 1, Saudi Arabia's tourism business is thriving. Tourism performance fell in 2013 but increased steadily from 2014 to 2018. This contribution, however, is diminished during the coronavirus phase. Coronavirus has a negligible contribution in 2020 and 2021. After this period, it is anticipated that this industry's revenue would likewise expand dramatically. Revenue from this industry is predicted to reach 573.1 billion Saudi Riyals in 2028, which is one of the industry's significant achievements.

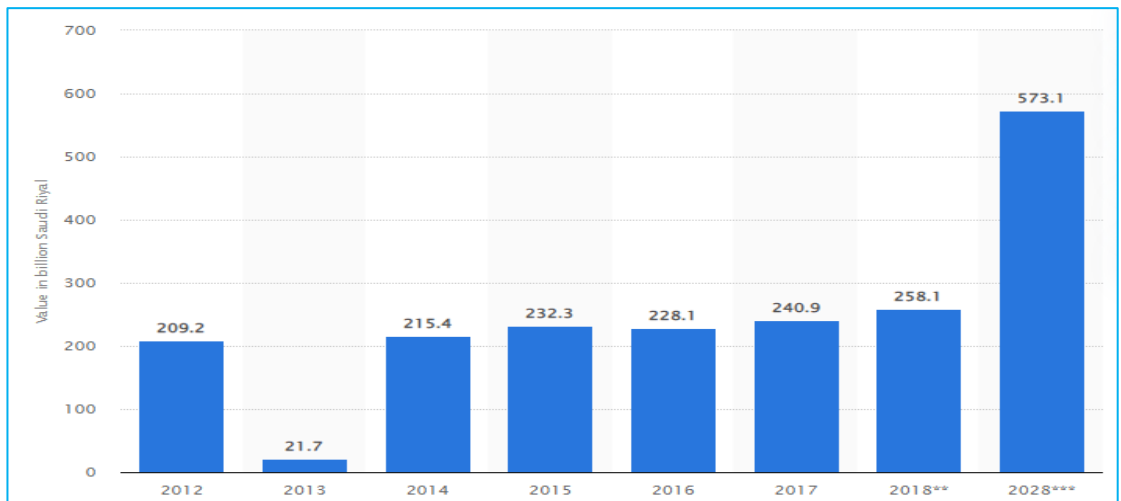


Figure 1. The total economic contribution of tourism to Saudi Arabia from 2012 to 2028
Source: Statista (2022)

However, to achieve vision 2030, the current estimated revenue should be further enhanced. Therefore, more focus is required in this industry to contribute significantly to the vision 2030. In this direction, this study is an attempt to promote organizational identity. The promotion of organizational identity is one of the essential factors that major influences this industry's revenue. Hence, the objective of this study is to identify the factors affecting organizational identity in the tourism industry. Although several factors affect organizational identity, the current study considered; four important factors; corporate social responsibility (CSR), organizational culture, brand identity, and leadership. Several studies identified the tourism sector in Saudi Arabia (Khan et al., 2020; Sherbini et al., 2016). However, previous studies have ignored organizational identity.

Furthermore, this study also included marketing campaigns as a key element in promoting organizational identity, which is not considered by several previous studies, although marketing campaigns have a key contribution to the tourism industry (Obay, 2021). Additionally, previous studies do not present the relationship between organizational identity and the vision 2030. Therefore, this study has key importance as this study examined the relationship between CSR, organizational culture, brand identity, leadership, marketing campaign and organizational identity concerning the tourism industry and vision 2030.

2. LITERATURE REVIEW

Saudi Arabia's Vision 2030 is a strategic framework for reducing the country's reliance on various oil resources (Aboalshamat, 2020; Alomi et al., 2018), expanding its economy, and improving public service sectors such as health, education, infrastructure, recreation, and tourism. This ambition is critical for Saudi Arabia since the world's reliance on oil continues to decline. Due to the increased costs of oil, the world's oil consumption is declining, and nations are attempting to develop alternative energy sources. Nations are attempting to develop automobiles that consume less oil. Similarly, oil use increases the amount of carbon in the atmosphere, which results in an increase in pollution; this is one of the primary reasons that nations are focusing on developing other forms of energy that have a lower impact on the environment. Thus, as nations' attempts to reduce oil consumption increase, their reliance on oil decreases. On the other side, Saudi Arabia is a country that is heavily reliant on its oil resources (Faheem et al., 2020; Waheed et al., 2020). They derive the majority of their revenue from oil, and their economy is reliant on oil. The present shift away from oil toward alternative energy sources poses a challenge to the Saudi economy. That is why the Saudi government is focusing its efforts on diversifying its economy away from oil. As a result, the Saudi government is concentrating its efforts on a variety of other sectors, including health, education, infrastructure, recreation, and tourism. However, this study is limited to the tourism business. As this business is critical to Saudi Arabia's economy and generates a large quantity of income to support the Saudi economy. In Saudi Arabia, various sorts

of tourism exist, including religious tourism, sports tourism, historical tourism, commercial tourism, and medical tourism. All forms of tourism are critical to Saudi Arabia, and each type contributes to the overall contribution of the tourism industry. Religious tourism is the most influential sort of tourism. Because Saudi Arabia is home to various holy Muslim sites, and Muslims from all over the world visit Saudi Arabia each year. As a result, this tourism generates a substantial quantity of cash. This study hypothesized that tourism may be promoted by using organizational identity. Numerous organizations seek to develop the tourism business in Saudi Arabia. Numerous organizations are collaborating on Vision 2030, and these organizations are also promoting tourism and other areas. The identity of these groups is critical in promoting tourism. Because a stronger organizational identity has the potential to attract tourists. As a result, it is critical to focus on the organizational identity of organizations promoting tourism in Saudi Arabia. To this end, and in order to advance vision 2030, this study examines the numerous aspects that determine the organizational identity of tourism marketing organizations. CSR, according to this study, is critical for promoting organizational identity. Along with CSR, the organization's culture, brand, and leadership all play a critical role in determining the organization's identity. Additionally, many marketing firms are usually beneficial to enterprises in terms of promoting their products or services (Sudari et al., 2019; Sugandini et al., 2019). As a result, marketing is considered in this study in order to strengthen organizational identity. Thus, the study investigates the relationship between CSR, organizational culture, brand identity, leadership, marketing campaign, and organizational identity in relation to the tourism industry and vision 2030, as illustrated in Figure 2.

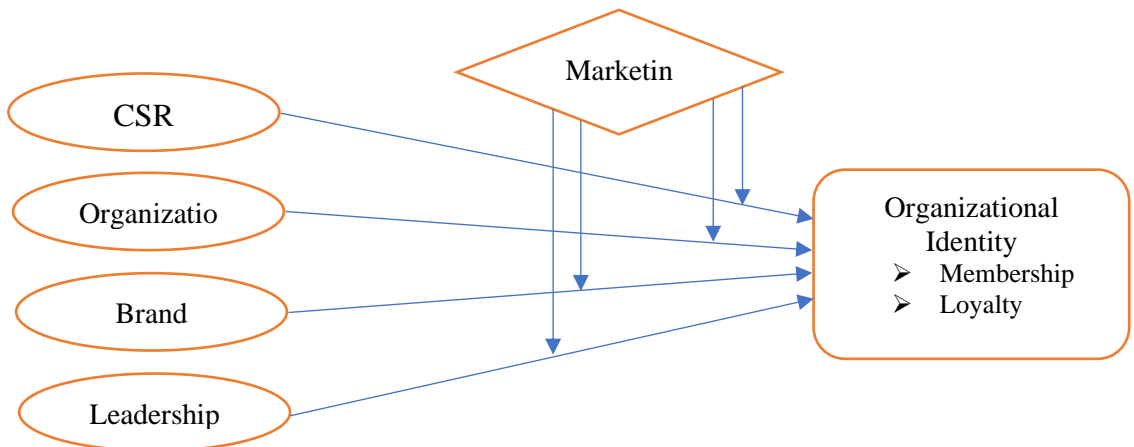


Figure 2. The framework of the study shows the relationship between CSR, organizational culture, brand identity, leadership, marketing campaign, and organizational identity concerning the tourism industry and vision 2030

2.1 Corporate Social Responsibility (CSR)

CSR is a form of worldwide private business self-regulation which seeks to promote social objectives of a philanthropic, activist, or charitable nature by participating in or encouraging volunteering or ethically oriented activities. CSR refers to different practices and policies commenced by different corporations that aim to positively impact the world through welfare at local, community, and national levels. The main idea behind CSR practices is for companies to engage in other pro-social goals and boost and boost profits and other personal goals of the organization. For instance, CSR objectives may include reducing environmental externalities (Shahzad et al., 2020), encouraging volunteerism among corporation employees, and contributing to charity. Therefore, CSR activities are based on the activities related to society's welfare, which shows a positive effect at the national and international levels. These activities have significant importance in building the company's reputation and organizational identity.

Similarly, CSR activities also have an important role in the tourism industry (Mao et al., 2020; Uduji et al., 2019). CSR activities promote the awareness of the company among the general people. CSR activities carried out by any organization recognize the business products and services among the society. It can set a significant image of the business in people's minds. It can create better word of mouth and create a better image. Therefore, CSR activities by tourism organizations can promote tourism organizational identity.

Hypothesis 1. CSR has a positive effect on organizational identity.

2.2 Organizational Culture

The organizational culture is a collection of values, beliefs, and practices that govern and guide the activities of the organization's numerous team members. It can also be defined as the collection of characteristics that define the corporation. Culture is formed by trustworthy and authentic behaviors, not press announcements or policy documents. Customers, employees, and other stakeholders place a higher premium on an organization's culture. Businesses will always have a positive or negative culture, which will affect the business's overall performance.

Similarly, it can be defined as one of how an organization interacts with its internal and external stakeholders. Occasionally, organizational identity is determined by organizational culture. A strong organizational culture establishes a strong basis for the organization, ensures that it remains committed to the welfare of its stakeholders, and builds a positive reputation in the market, which results in increased performance. Additionally, the literature demonstrates that organizational culture and identity are inextricably linked (Cian et al., 2014a; Hatch, 2011). Organizational culture has a significant impact on developing an organization's identity. According to Bingöl et al. (2013), a distinct organizational culture critical for employees' organizational identification might help them build positive opinions of the organization.

Hypothesis 2. Organizational culture has a positive effect on organizational identity

2.3 Brand Identity

Brand identity refers to the visible components, such as the brand's color, design, and logo, that help consumers identify and differentiate the brand from competing brands. Designing the brand's logo, colors, shapes, and other visual aspects in products and promotional materials is critical for businesses. Additionally, the language used in various advertising reflects the brand's identity. Brand identity is inextricably tied to corporate image, critical to organizational identity. The organizational identity evolved from the brand identity. The literature demonstrates that brand identity is related to organizational identity (Zachary et al., 2011). Branding is critical in the tourism business (Pamungkas et al., 2020; Seraphin et al., 2018), and as a result, the establishment of brand identity is critical to the organization's identity. Improved brand identity development has the potential to strengthen company identity. As a result, brand identity is critical for tourism organizations to build organizational identity.

Hypothesis 3. Brand identity has a positive effect on organizational identity.

2.4 Leadership

Leadership is a critical practical talent for companies. It refers to the ability of an individual, such as a manager, employee, or owner of the organization, a group of people, or an organization, to "lead," influence, or provide instructions to other individuals, teams, or entire organizations. The term "leadership" is sometimes viewed as a contentious concept that has significant weight within companies. Within a company, leadership has the power to guide the entire organization toward success and increased performance. As a result, stronger leadership establishes a strong company identity. Together with organizations, leadership plays a critical role in the tourism business.

The finest leadership style among tourism promotion organizations is critical. Leadership is critical in the tourism business, as evidenced by the literature (Na et al., 2020; Rüzgar, 2018). Improved leadership has a good effect on the personnel of tourism firms. It increases employee satisfaction, which positively affects the organizational identity. Previous research has also established a link between organizational identity and leadership (Ali et al., 2019).

Hypothesis 4. Leadership has a positive effect on organizational identity

2.5 Marketing Campaigns

Marketing is an essential part of any business organization because supporting the products and services are important through marketing activities. Marketing is most important when launching a new product service and introducing to the public. Various marketing companies help to promote the products. Almost all the organizations use

different marketing companies to promote their products. A marketing campaign is a planned marketing attempt to promote a particular venture or objective on behalf of the organization, a specific brand, or any individual. These campaigns are intended to get customers' attention in various ways, such as television, print advertising, social media, and email marketing. These marketing campaigns have key importance in the tourism industry (Aliperti et al., 2018; Vlasi et al., 2020). These marketing activities set a better image of the companies and contribute to promoting organization identity.

In this study, marketing campaigns are considered a moderating variable that influences the relationship between factors affecting organization identity and organization identity. Moderating variable may strengthen or weaken the relationship between two variables (Baron et al., 1986). For instance, marketing campaigns as moderating variables may influence the relationship between CSR and organizational identity, organizational culture and organization identity, brand identity, and leadership and organization identity. Previous studies also supported that marketing campaigns affects organization identity (Cian et al., 2014b; He et al., 2010; Smith et al., 2010). Therefore, along with the direct effects, following moderation effect are also proposed by the current study;

Hypothesis 5. Marketing campaigns have a positive effect on organizational identity.

Hypothesis 6. Marketing campaigns moderate the relationship between CSR and organizational identity.

Hypothesis 7. Marketing campaigns moderate the relationship between organizational culture and organizational identity.

Hypothesis 8. Marketing campaigns moderate the relationship between brand identity and organizational identity.

Hypothesis 9. Marketing campaigns moderate the relationship between leadership and organizational identity.

3. METHODOLOGY

There are numerous ways to conduct a research study; however, selecting the most appropriate approach is critical for obtaining the best findings. Similarly, this study chose the most acceptable research method for this topic. The relationship between CSR, organizational culture, brand identity, leadership, marketing campaign, and organizational identity was explored in this study. Several past studies used quantitative research to investigate corporate identity, CSR, organizational culture, brand identity, leadership, and marketing techniques. While quantitative research was performed in these studies, primary data was also used. Thus, this study incorporated primary data while adhering to quantitative research principles. Additionally, cross-sectional research is used, which offers several advantages. (MacDonald et al., 2011).

The report is based on the activities of tourism groups in Saudi Arabia. Tourism organizations promote tourism at the local, national, and worldwide levels. These organizations may be public or private in nature. The current analysis considered both public and private entities. As a result, this study's population is comprised of tourism-related firms operating in Saudi Arabia. The study's respondents were employees from these organizations. To collect data from these organizations, a questionnaire was created. The data collection process involved the use of 600 questionnaires. 260 employees from tourism organizations returned the questionnaire, but ten were incomplete and omitted from the poll. Finally, data analysis was performed on 250 valid questionnaires.

The variables' measures were derived from previous studies when developing the survey questionnaire. Membership and loyalty are used to determine an organization's identity. It is quantified using ten scale items derived from [Ariffin \(2014\)](#). Five items from Ariffin are used to assess brand [Ariffin \(2014\)](#). Five components from [Ul-Hameed et al. \(2019\)](#), are used to assess leadership

Additionally, four scale items adapted from Umrani, Kura, and Ahmed are utilized to assess corporate [Umrani et al. \(2018\)](#). CSR communication is evaluated using [Kim et al. \(2014\)](#) metrics and is based on the company's environmental efforts. The five scale components were adapted from [Hameed et al. \(2018\)](#) for marketing activities. Few errors were discovered during data entry. To begin, the missing value was located in the data. Two missing values were discovered in organizational culture, one in leadership and two in organizational identity. Because the missing value can skew the results ([Yang et al., 2020](#)), it was corrected before data analysis.

Additionally, this study studied outliers. Nevertheless, no outlier was discovered in the data. According to [Table 1](#), there are no errors in the data due to missing values or outliers.

4. Data Analysis

After the data screening, data analysis was conducted to examine the relationship between CSR, organizational culture, brand identity, leadership, marketing campaign, and organizational identity.

However, while using Partial Least Square (PLS), it is important to address the reliability and validity of the instrument in the first part of PLS-SEM, which is the measurement model ([García-Fernández et al., 2018](#); [J. F. Hair et al., 2012](#); [Hair Jr et al., 2016](#)). First of all, factor loadings are examined in [Table 2](#). This study proposed that none of the items should have factor loading below 0.5. Few items were deleted due to low factor loadings. Four items were deleted from organizational identity, and one item was deleted from marketing campaigns. CSR has factor loadings between 0.884 to 0.775, organizational culture has factor loadings between 0.742 to 0.871, brand identity has

factor loadings between 0.729 to 0.884, leadership has factor loadings between 0.641 to 0.829, marketing campaigns have factor loadings between 0.761 to 0.855, and finally, organizational identity has factor loadings between 0.777 to 0.879. The PLS measurement model is given in [Figure 3](#).

Table 1. Data Statistics

	No.	Missing	Mean	Median	Min	Max	SD	Kurtosis	Skewness
CSR1	1	0	1.837	1	1	5	1.172	1.146	1.426
CSR2	2	0	2.556	2	1	5	1.465	-1.105	0.574
CSR3	3	0	2.4	2	1	5	1.388	-0.674	0.768
CSR4	4	0	2.394	2	1	5	1.265	-0.779	0.587
CSR5	5	0	2.031	2	1	5	1.159	0.166	1.058
ORGC1	6	0	2.719	2	1	5	1.379	-1.008	0.475
ORGC2	7	0	2.062	2	1	4	0.973	-0.29	0.779
ORGC3	8	0	2.294	2	1	5	1.028	0.708	0.916
ORGC4	9	0	2.388	2	1	5	1.351	-0.442	0.863
LEDR1	10	0	2.631	3	1	5	1.321	-0.821	0.427
LEDR2	11	0	2.144	2	1	5	1.123	-0.705	0.622
LEDR3	12	0	2.375	2	1	5	1.386	-0.634	0.852
LEDR4	13	0	2.1	2	1	5	1.226	0.235	1.123
LEDR5	14	0	2.281	2	1	5	1.261	0.046	0.966
BI1	15	0	2.438	2	1	5	1.359	-0.802	0.692
BI2	16	0	2.125	2	1	5	1.182	0.433	1.108
BI3	17	0	2.138	2	1	5	1.252	-0.437	0.874
BI4	18	0	2.106	2	1	5	1.121	0.469	1.104
BI5	19	0	2.263	2	1	5	1.277	-0.373	0.877
MC1	20	0	2.156	2	1	5	0.997	-0.019	0.712
MC2	21	0	2.413	2	1	5	1.403	-0.719	0.771
MC3	22	0	2.006	2	1	5	1.009	0.318	0.945
MC4	23	0	2.056	2	1	5	1.05	0.556	1.063
OI1	24	0	2.481	2	1	5	1.405	-0.831	0.694
OI2	25	0	2.381	2	1	5	1.249	-0.223	0.817
OI3	26	0	1.994	2	1	5	1.052	0.813	1.184
OI4	27	0	2.112	2	1	5	1.194	-0.028	0.916
OI5	28	0	2.194	2	1	5	1.175	0.451	1.039
OI6	29	0	2.35	2	1	5	1.319	-0.336	0.898

Note: CSR = “Corporate Social Responsibility”; ORGC = Organizational Culture; BI = Brand Identity; LEDR = Leadership; MC = Marketing Campaign; OI = Organizational Identity

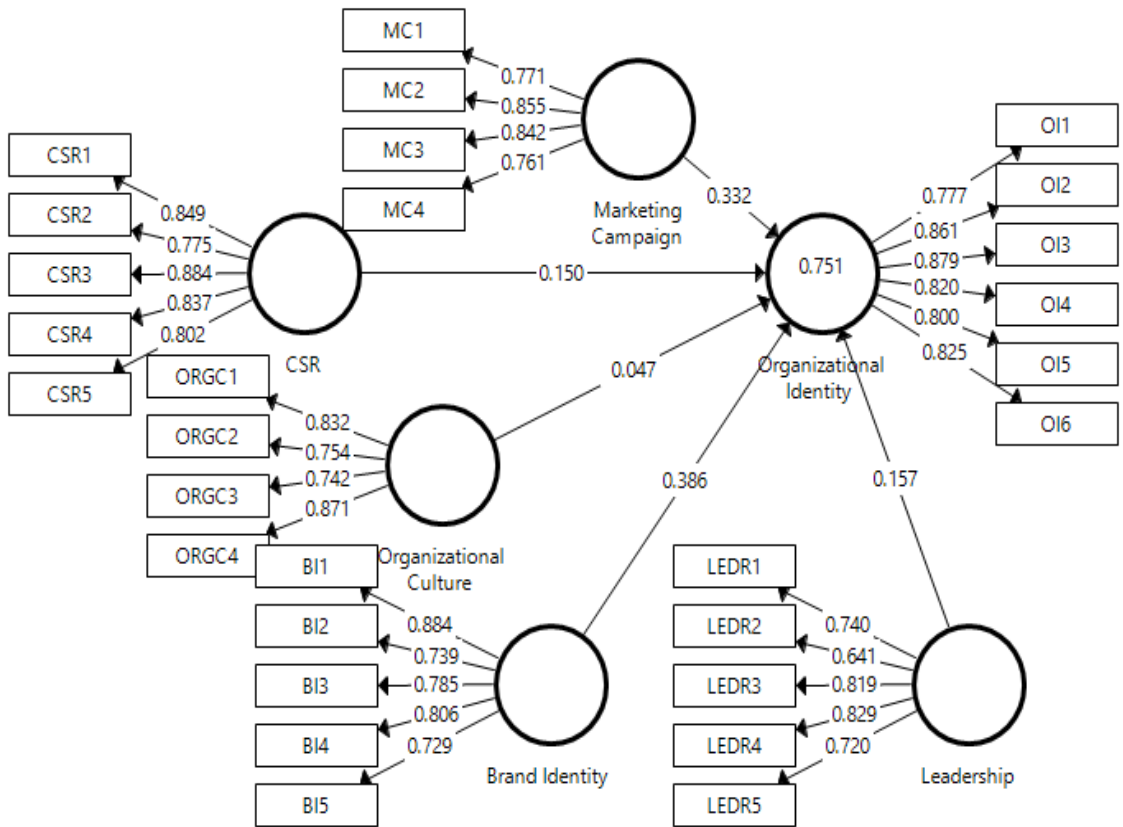


Figure 3. Measurement Model

Note: CSR = “Corporate Social Responsibility”; ORGC = Organizational Culture; BI = Brand Identity; LEDR = Leadership; MC = Marketing Campaign; OI = Organizational Identity

After assessing factor loadings, composite reliability (CR) is examined, which must be higher than 0.7. The average variance extracted (AVE) is also examined, which must be higher than 0.5. Results given in Table 2 show that all the values are above 0.7 and 0.5, respectively, for CSR, organizational culture, brand identity, leadership, marketing campaign, and organizational identity. AVE above 0.5 and CR above 0.7 confirm convergent validity (J. Hair et al., 2017). Furthermore, along with the convergent validity, the discriminant validity (Henseler et al., 2015) is also confirmed, given in Table 3 by using cross-loadings.

The second part of PLS is based on the structural model, which is examined by using bootstrapping to examine the relationship (F. Hair Jr et al., 2014; J. F. Hair et al., 2013; Henseler et al., 2010; Henseler et al., 2014) between CSR, organizational culture, brand identity, leadership, marketing campaign, and organizational identity. In this part of the

data analysis, the effect of CSR is examined on organizational identity. The effect of organizational culture is examined concerning the organizational identity.

Table 2. Factor Loadings, CR, AVE

Variables	Items	Loadings	Alpha	CR	AVE
Brand Identity	BI1	0.884	0.85	0.892	0.625
	BI2	0.739			
	BI3	0.785			
	BI4	0.806			
	BI5	0.729			
CSR	CSR1	0.849	0.887	0.917	0.689
	CSR2	0.775			
	CSR3	0.884			
	CSR4	0.837			
	CSR5	0.802			
Leadership	LEDR1	0.74	0.809	0.867	0.567
	LEDR2	0.641			
	LEDR3	0.819			
	LEDR4	0.829			
	LEDR5	0.72			
Marketing Campaign	MC1	0.771	0.823	0.883	0.653
	MC2	0.855			
	MC3	0.842			
	MC4	0.761			
Organizational Culture	OI1	0.777	0.815	0.877	0.643
	OI2	0.861			
	OI3	0.879			
	OI4	0.82			
	OI5	0.8			
	OI6	0.825			
Organizational Identity	ORGC1	0.832	0.908	0.929	0.685
	ORGC2	0.754			
	ORGC3	0.742			
	ORGC4	0.871			

Note: CSR = “Corporate Social Responsibility”; ORGC = Organizational Culture; BI = Brand Identity; LEDR = Leadership; MC = Marketing Campaign; OI = Organizational Identity

Furthermore, the effect of brand identity is addressed concerning the organizational identity. The relationship between leadership and organizational identity is also examined. Finally, the moderating role of a marketing campaign is also examined, along with the direct effect on organizational identity. Results are given in [Table 4](#) and [Table 5](#). [Table 4](#) shows the direct effect. CSR has a significant relationship with organizational identity as the t-value is 2.192. However, organizational culture does not affect organizational identity.

Furthermore, leadership significantly affects organizational identity, with a t-value of 1.983. The relationship between brand identity and organizational identity is also significant, with a t-value of 3.965. Finally, marketing campaigns have a significant relationship with organizational identity with a t-value of 3.407. PLS structural model is given in [Figure 4](#). The moderation effect of marketing campaigns is given in [Figure 5](#) and the results in [Table 5](#). Four moderation effects are examined in this part of the data analysis. First, the moderation effect of marketing campaigns is examined between CSR and organizational identity. Second, the moderation effect of marketing campaigns is examined between organizational leadership and organizational identity. Third, the moderation effect of marketing campaigns is examined between leadership and organizational identity. Four, the moderation effect of marketing campaigns is examined between brand identity and organizational identity.

The results in [Table 5](#) show that the moderation effect of marketing campaigns between CSR and organizational identity is not significant, as the t-value of 0.543 is below 1.96. The moderation effect of marketing campaigns between organizational leadership and organizational identity is not significant, as the t-value is 0.025. The moderation effect of marketing campaigns between leadership and organizational identity is significant, with a t-value of 4.344. The moderation effect of marketing campaigns between brand identity and organizational identity is also significant, with a t-value of 4.115.

Moreover, it is important to examine the quality of the model. Literature suggested that the quality of the model can be obtained through predictive relevance (Q^2) ([Qazi et al., 2020](#)). This study gives predictive relevance (Q^2) in [Table 6](#), which must be higher than 0.5. Results in [Table 6](#) show that predictive relevance (Q^2) for organizational identity is 0.508, which has achieved the minimum level set by the current study. Predictive relevance (Q^2) is the alternative to the goodness of fit. In addition to this, the current study examined the r-square value. The r-square values show the variance explained by the independent variables in the dependent variable. The r-square value is given in [Figure 3](#), which is 0.751 for organizational identity. It shows that; CSR, organizational culture, brand identity, leadership, and marketing campaign are expected to bring a 75.1% change in organizational identity.

Table 3. Cross-Loadings

	Brand Identity	CSR	Leadership	Marketing Campaign	Organizational Culture	Organizational Identity
BI1	0.884	0.533	0.729	0.61	0.559	0.786
BI2	0.739	0.41	0.432	0.615	0.447	0.486
BI3	0.785	0.516	0.64	0.612	0.595	0.57
BI4	0.806	0.48	0.595	0.707	0.553	0.748
BI5	0.729	0.461	0.645	0.365	0.52	0.548
CSR1	0.494	0.849	0.543	0.429	0.632	0.586
CSR2	0.5	0.775	0.66	0.246	0.706	0.454
CSR3	0.505	0.884	0.602	0.349	0.763	0.502
CSR4	0.448	0.837	0.549	0.433	0.622	0.425
CSR5	0.561	0.802	0.576	0.597	0.688	0.584
LEDR1	0.534	0.555	0.74	0.427	0.394	0.558
LEDR2	0.415	0.596	0.641	0.486	0.576	0.355
LEDR3	0.635	0.507	0.819	0.387	0.681	0.676
LEDR4	0.604	0.502	0.829	0.405	0.448	0.575
LEDR5	0.704	0.55	0.72	0.687	0.638	0.534
MC1	0.636	0.399	0.442	0.771	0.419	0.502
MC2	0.7	0.493	0.622	0.855	0.423	0.727
MC3	0.57	0.384	0.445	0.842	0.267	0.628
MC4	0.487	0.348	0.468	0.761	0.439	0.599
OI1	0.55	0.354	0.496	0.746	0.863	0.777
OI2	0.668	0.643	0.641	0.603	0.687	0.561
OI3	0.672	0.663	0.61	0.643	0.824	0.579
OI4	0.687	0.578	0.665	0.551	0.865	0.82
OI5	0.672	0.444	0.543	0.692	0.816	0.8
OI6	0.68	0.398	0.687	0.596	0.844	0.825
ORGC1	0.592	0.747	0.735	0.441	0.832	0.857
ORGC2	0.398	0.599	0.401	0.158	0.754	0.838
ORGC3	0.588	0.45	0.504	0.406	0.742	0.865
ORGC4	0.565	0.806	0.616	0.464	0.671	0.824

Note: CSR = “Corporate Social Responsibility”; ORGC = Organizational Culture; BI = Brand Identity; LEDR = Leadership; MC = Marketing Campaign; OI = Organizational Identity

Table 4. Direct Effect Results

	β	Mean	SD	T Statistics	P Values
Brand Identity -> Organizational Identity	0.386	0.385	0.097	3.965	0
CSR -> Organizational Identity	0.15	0.149	0.068	2.192	0.029
Leadership -> Organizational Identity	0.157	0.168	0.079	1.983	0.048
Marketing Campaign -> Organizational Identity	0.332	0.327	0.097	3.407	0.001
Organizational Culture -> Organizational Identity	-0.047	-0.047	0.08	0.585	0.559

Table 5. Moderation Effect

	β	Mean	SD	T Statistics	P Values
Brand Identity -> Organizational Identity	0.271	0.266	0.098	2.777	0.006
CSR -> Organizational Identity	0.085	0.086	0.107	0.795	0.427
Leadership -> Organizational Identity	0.38	0.376	0.109	3.476	0.001
Marketing Campaign -> Organizational Identity	0.259	0.267	0.099	2.619	0.009
Moderating Effect 1 -> Organizational Identity	0.058	0.066	0.106	0.543	0.587
Moderating Effect 2 -> Organizational Identity	0.003	0.001	0.12	0.025	0.98
Moderating Effect 3 -> Organizational Identity	0.596	0.578	0.137	4.344	0
Moderating Effect 4 -> Organizational Identity	0.477	0.456	0.116	4.115	0
Organizational Culture -> Organizational Identity	0.014	0.022	0.092	0.15	0.881

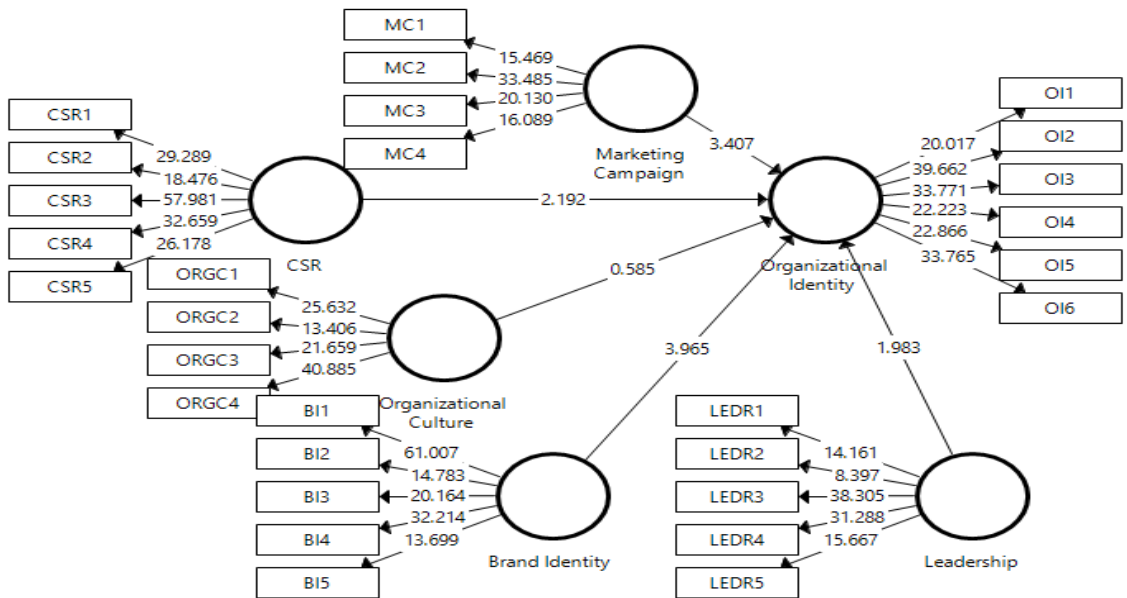


Figure 4. Structural Model

Note: CSR = “Corporate Social Responsibility”; ORGC = Organizational Culture; BI = Brand Identity; LEDR = Leadership; MC = Marketing Campaign; OI = Organizational Identity

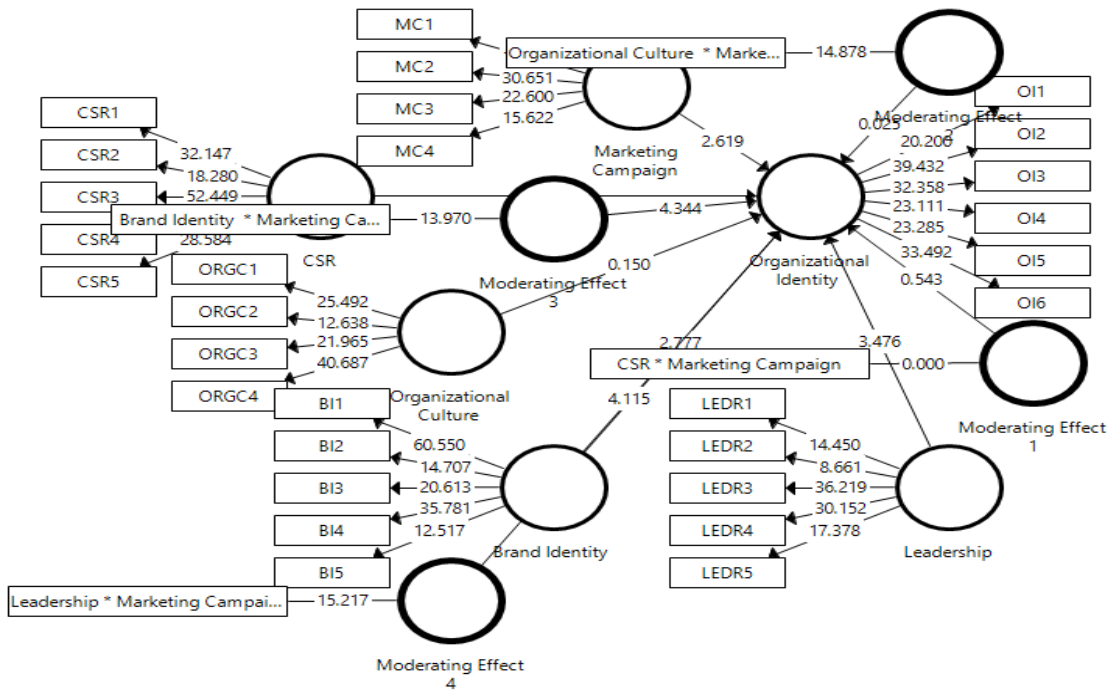


Figure 5. Moderation Effect

Note: CSR = “Corporate Social Responsibility”; ORGC = Organizational Culture; BI = Brand Identity; LEDR = Leadership; MC = Marketing Campaign; OI = Organizational Identity

Table 6. Predictive Relevance (Q²)

	SSO	SSE	Q ² (=1-SSE/SSO)
Brand Identity	800	800	
CSR	800	800	
Leadership	800	800	
Marketing Campaign	640	640	
Moderating Effect 1	160	160	
Moderating Effect 2	160	160	
Moderating Effect 3	160	160	
Moderating Effect 4	160	160	
Organizational Culture	640	640	
Organizational Identity	960	472.089	0.508

5. CONCLUSION

This study explored the relationship between corporate social responsibility (CSR), organizational culture, brand identity, leadership, marketing campaign, and organizational identity concerning the tourism industry and vision 2030. This relationship is examined using nine hypotheses, and data were gathered using a survey questionnaire distributed to tourism organizations in Saudi Arabia. Five hypotheses were based on direct effects and four on moderating effects.

According to Hypothesis 1, CSR has a beneficial effect on corporate identity. As a result, increasing tourist organizations' CSR initiatives might help strengthen their organizational identity. As a result, tourism firms should work to strengthen their organizational identity through enhanced CSR efforts. These findings corroborate prior research, as [Albasu et al. \(2017\)](#) and [Song et al. \(2019\)](#) discovered a substantial association between corporate identity and CSR. However, as demonstrated by hypothesis 2, organizational culture does not affect organizational identity.

Additionally, the relationship between brand identity and organizational identity is determined by investigating hypothesis 3, which indicates that brand identity has a beneficial effect on organizational identity. Improved brand identity for tourism resulted in the establishment of organizational identity. There is a strong correlation between brand identity and organizational identity, as previously demonstrated in research ([Soenen et al., 2002](#)). Similarly, as demonstrated by premise 4, leadership affects organizational identity. Any shift in the leadership style of tourism organizations results in a shift in the organization's identity. As a result, tourism businesses' leadership styles

must improve to develop organizational identity. The literature demonstrates a strong correlation between leadership and organizational identity (Boehm et al., 2015).

Additionally, marketing campaigns are effective in enhancing an organization's identity. As the literature highlights, increased marketing activities by tourism groups can help strengthen brand identification (Smith et al., 2010). As a result, CSR, brand identity, leadership, and marketing initiatives all significantly impact corporate identity. Additionally, the moderating effect of marketing campaigns affects the organization's identity. While hypotheses 8 and 9 demonstrate that marketing campaigns amplify the beneficial influence of leadership and brand identity on organizational identity, hypotheses 6 and 7 demonstrate that the moderation effect of marketing campaigns does not affect CSR and organizational culture.

6. IMPLICATIONS

The current study has various theoretical implications, as it evaluated the relationship between CSR, organizational culture, brand identification, leadership, marketing campaign, and organizational identity, a unique relationship. The prior studies made no mention of this link. Although various studies examined corporate identity, it is not discussed in conjunction with CSR, organizational culture, brand identity, leadership, and marketing campaigns in the tourism industry. Although various earlier studies have explored organizational identity, it is not discussed in detail regarding the Saudi Arabian tourism business. Most significantly, this study examined Saudi Vision 2030 in connection to organizational identity, which has not been addressed previously. Practically, this study is also more beneficial for practitioners, as the findings may be used to develop ways to boost tourism to accomplish Vision 2030. This study discovered numerous characteristics that determine the organizational identity of tourism businesses. This study established that CSR, brand identity, leadership, and marketing campaigns might contribute to organizational identity; hence, tourism company management should encourage these characteristics. Additionally, because marketing strategies are critical for organizational identification, management must promote tourism. As a result, the study's findings provide critical insights for tourist organization management and other practitioners interested in promoting organizational identity through the use of study findings.

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