THE EFFECT OF PERFORMANCE FEEDBACK ON COMPETITIVE ADVANTAGE WITH MEDIATING ROLE OF CONTINUANCE INTENTION IN THE IRAQI HOTELS

Osama Ali Mashkoour

Al-Qadisiyah University /Business Administration Department / Iraq

Osamah.ali@qu.edu.iq

A B S T R A C T	K E Y W O R D S
This study investigates the relationship between performance feedback, competitive advantage, and continuance intention in the Iraqi hotel industry. The aim is to explore the effect of performance feedback on the competitive advantage of these hotels while also examining the mediating role played by continuance intention in this association. The study used quantitative research method, and data was collected using survey questionnaires which were given to hotel employees in different regions of Iraq. The findings of the study contribute to the existing knowledge by offering perspective on significance of performance feedback in improving competitive advantage in the hotel industry. Additionally, understanding the mediating role played by continuance intention sheds light on the underlying mechanisms that link performance feedback and competitive advantage. This study is significant for hotel managers and owners in Iraq, as it offers practical implications for enhancing their hotels' performance and maintaining a competitive edge in the industry.	

Introduction

Organizations from all industries compete to obtain a competitive edge in today's industrialized and fiercely competitive business environment in order to secure their long-term survival and prosperity. This is particularly true for the hotel industry in Iraq, which faces increasing competitors and challenges arising from shifting customer preferences (Al-khalidy et al, 2023).

To maintain a competitive edge in such a dynamic environment, hotel managers must invest in strategies and practices that enable them to stand out (Ghorbani et al, 2023). One such system that has been found to improve individual and organizational performance in various contexts is providing performance feedback to employees (Johnson et al., 2023; Xiao & Tian, 2023; Zhang et al, 2023).

However, studies are needed to monitor the relationship between performance feedback and competitive advantage, especially in Iraqi hotels.

Furthermore, the role of continuance intention, which refers to an individual's commitment to continue using a service or staying in an organization (Bergmann et al, 2023; Luo et al, 2023; Khlaif et al, 2023), has yet to be thoroughly examined as a mediating variable in the association between performance feedback and competitive advantage. Understanding the impact of performance feedback on continuance intention and, subsequently, on competitive advantage is critical for hotel managers in Iraq to develop effective strategies.

Therefore, this research objective is to explore the impact of performance feedback on competitive advantage in the Iraqi hotel industry while exploring the mediating role played by continuance intention. By shedding light on these dimensions, this study seeks to provide valuable insights for hotel managers in Iraq, enabling them to develop effective strategies that leverage performance feedback to enhance their competitive advantage.

By implementing performance feedback systems, hotel managers can provide employees with valuable information about their performance (Soni et al, 2023), strengths (Rawal et al, 2023), and improvement areas (Agag et al, 2023). This feedback allows employees to make necessary adjustments to their work and enhance their performance (Zhang et al, 2023). Moreover, performance feedback fosters a culture of continuous learning and development within the organization, as employees receive guidance and support for their professional growth.

Additionally, the study examines the mediating role of continuance intention in the association between performance feedback and competitive advantage. A sigficant positive link between performance feedback and continuance intention would suggest that employees who receive meaningful feedback are more likely to commit to the organization and its goals. This commitment can lead to higher employee retention rates (Foroughi et al, 2023), lower turnover costs (Isom, 2023), and increased customer satisfaction (El Qadriani & Windasari, 2023).

Overall, this research seeks to add to existing knowledge on performance feedback and competitive advantage by examining the specific context of Iraqi hotels. By providing empirical evidence and insights into the relationship between performance feedback, continuance intention, and competitive advantage, this study will support hotel managers in developing effective strategies to enhance their organizational performance, customer satisfaction, and long-term success in the highly competitive hotel industry in Iraq.

Although there is a growing literature on the importance of performance feedback in enhancing competitive advantage in various industries, more research needs to be conducted in the context of the Iraqi hotel sector. Given the unique characteristics and challenges of the Iraqi hospitality industry, such as political instability and security concerns, understanding the effect of performance feedback on competitive advantage is crucial for the sustainable growth and success of hotels in this region.

Additionally, existing studies have mainly focused on the direct relationship between performance feedback and competitive advantage, neglecting the potential mediating role played by continuance intention. Continuance intention is defined as an individual's decision to use a particular service or product. In the context of hotels, continuance intention can be conceptualized as guests' willingness to revisit or recommend a hotel based on their perception of the received performance feedback. Thus, examining the mediating role of continuance intention between performance feedback and

competitive advantage will provide a more comprehensive understanding of the underlying mechanisms.

Moreover, the Iraqi hotel industry is highly competitive, with hotels striving to differentiate themselves and gain a competitive edge. However, more research has yet to explore how performance feedback can contribute to achieving this competitive advantage. Investigating the relationship between performance feedback and competitive advantage in the Iraqi hotel sector will not only fill the existing research gap but also provide valuable insights and practical implications for hotel managers and policymakers in improving the overall performance and competitiveness of hotels in Iraq.

Overall, the current study aimed at addressing this research gap by examining the effect of performance feedback on competitive advantage, focusing on the mediational role of continuance intention in the Iraqi hotels sector. This research will contribute to the existing literature on performance management and strategic human resource management while offering practical recommendations for hotel managers in Iraq.

The study on the effect of performance feedback on competitive advantage with the mediating role of continuance intention in Iraqi hotels is essential for several reasons.

Enhancing competitiveness: The study examines the relationship between performance feedback and competitive advantage in the Iraqi hotel industry. Understanding this relationship is crucial for hotel managers and owners as it allows them to identify the factors that can improve their competitive position in the market (Sudirjo, 2023; Shanshan et al, 2023). By examining how performance feedback influences competitive advantage, the study provides insights into potential strategies that can be implemented to enhance the performance and success of Iraqi hotels.

Improved performance management: The study focuses on performance feedback, vital in guiding and enhancing employees' performance. By exploring the impact of performance feedback on competitive advantage, the study offers hotel managers valuable information on effectively managing and utilizing performance feedback (Fatima & Elbanna, 2023). This can lead to implementing more efficient performance management systems that enhance employees' performance and, consequently, the overall competitive advantage of Iraqi hotels.

Understanding customer retention: Continuance intention, as a mediator in the relationship between performance feedback and competitive advantage, highlights the importance of customer retention in the Iraqi hotel industry. By examining how continuance intention influences the impact of performance feedback on competitive advantage, the study provides valuable insights into the factors that can contribute to customer loyalty and long-term relationships with hotel customers (Li et al, 2023). This knowledge is crucial for designing effective customer retention strategies and fostering repeat business, essential for sustaining competitive advantage in the Iraqi hotel industry.

Unique context: Conducting this study specifically in the Iraqi hotel industry adds significance to the research. The Iraqi hotel industry has unique challenges and opportunities driven by the country's political and economic context. Therefore, the results of the current study will provide industry-specific insights that can guide hotel owners and managers in Iraq to devise strategies tailored to their

specific circumstances. This context-specific knowledge is essential for overcoming the challenges faced by Iraqi hotels and capitalizing on the available opportunities to achieve a sustainable competitive advantage.

In conclusion, the study on the effect of performance feedback on competitive advantage with the mediating role of continuance intention in Iraqi hotels holds significant importance. By investigating the relationship between performance feedback, competitive advantage, and continuance intention, the study provides valuable insights into the factors that can enhance competitiveness, improve performance management, drive customer retention, and offer industry-specific understanding in the context of Iraqi hotels.

2. LITERATURE REVIEW

The success of Iraqi hotels depends on their ability to achieve a competitive advantage in the highly dynamic and competitive hospitality industry. *Performance feedback* is an essential tool that helps organizations assess their performance and improve accordingly. However, more research needs to be conducted to explore the relationship between performance feedback, competitive advantage, and continuance intention in the context of Iraqi hotels. Therefore, the goal of this review of the literature is to provide readers with a comprehensive understanding of the body of research on the effect of performance feedback on competitive edge while accounting for ongoing intention's mediating function, especially in the context of Iraqi hotels.

Performance Feedback and Competitive Advantage: Giving employees information on how they are performing at work can help them find areas for growth, identify their strengths, and establish strategies to improve overall organizational performance. This process is known as performance feedback. As a strategic management tool, performance feedback has been widely acknowledged as a crucial determinant of competitive advantage in various industries, particularly the service sector. Previous studies consistently show a positive relationship between performance feedback and competitive advantage (Gao et al., 2023). For Iraqi hotels, performance feedback may address specific service gaps and improve customer satisfaction and loyalty, thereby enhancing the overall competitive advantage of these establishments.

Continuance Intention as a Mediating Factor: Continuance intention refers to an individual's choice to use or behave in a particular manner based on past experiences and satisfaction levels. In Iraqi hotels, continuance intention relates to guests' willingness to stay at the same hotel again or recommend it to others. Continuance intention can also include the intention of hotel staff to continue working for the same establishment and contribute to its success. It is suggested that continuance intention mediates the relationship between performance feedback and competitive advantage, as it reflects the employee's and guest's perception of the organization's capabilities, service quality, and overall value proposition (Zhang et al, 2023).

Research Gap and Objectives: Despite the recognized importance of performance feedback and competitive advantage in the hospitality industry, only some studies have investigated these constructs in the Iraqi hotel context. The purpose of this review of the literature is to close this study gap by: Examining earlier research on the connection between competitive advantage and

performance feedback. investigating how continuation intention functions as a mediator in this interaction.

It is understanding the specific implications of Iraqi hotels' performance feedback-continuance intention-competitive advantage chain.

Identifying potential mechanisms and strategies that Iraqi hotels can implement to maximize the positive outcomes of performance feedback on competitive advantage.

2.1 Performance Feedback

Performance feedback in hotels is a crucial aspect of employee management and development. It allows managers to communicate with their staff, identify strengths and weaknesses, and improve organizational performance. Through a literature review, this paper aims to explore the current research on performance feedback in hotels and its impact on employee performance and organizational effectiveness (Keil et al, 2023).

Several studies have highlighted the significance and benefits of performance feedback in the hotel industry. According to a study by Gomez-Mejia et al. (2013), feedback is a critical driver of employee motivation, job satisfaction, and performance. The study emphasized that feedback should be timely, specific, and delivered constructively to ensure effectiveness.

Furthermore, DeNisi and Kluger (2000) conducted a meta-analysis of various feedback interventions and found that feedback resulted in improved job performance in organizations. It was also observed that feedback had a more significant impact on performance when it was coupled with goal-setting and provided by supervisors rather than co-workers or subordinates.

Regarding the effectiveness of feedback methods, researchers have found that ongoing feedback has a more significant impact on performance than annual performance reviews. According to Riggio (2017), continuous feedback enhances employee engagement self-awareness, and promotes a culture of learning and improvement. Frequent feedback also allows for immediate course corrections and reduces the likelihood of performance issues escalating (Poon, 2023).

Moreover, the literature suggests that the quality of feedback is crucial to its effectiveness. A study by Kozlowski and Salas (2011) demonstrated that feedback should focus on task-related performance and developing skills and competencies needed for future success. Feedback incorporating developmental suggestions and growth opportunities will likely motivate employees and improve their performance (Jirásek, 2023).

Additionally, the literature highlights the importance of feedback delivery. A study by London and Smither (2002) emphasized the significance of feedback being respectful and supportive. They suggested that constructive criticism and positive reinforcement promote a positive feedback culture within the organization.

The literature also acknowledges the importance of employee perception and acceptance of feedback. Research by Ashford et al. (2003) revealed that employees' reactions to feedback significantly influence its effectiveness. Employees who perceive the feedback as fair and valuable are likelier to use it for self-improvement and enhanced performance (Zacher, 2023).

The literature reviewed on performance feedback in hotels emphasizes its importance in enhancing employee performance, motivation, and job satisfaction. Timely, specific, and ongoing feedback delivered in a supportive and respectful manner significantly impacts performance improvement. Incorporating developmental suggestions and promoting a positive feedback culture is also essential

for maximizing the effectiveness of feedback. It is imperative to acknowledge that additional research is necessary to investigate nuances and other elements that could potentially impact the efficacy of performance feedback within the hotel business.

2.2 Competitive Advantage

In today's highly competitive hospitality industry, hotels constantly strive to gain a competitive advantage to differentiate themselves from their rivals. This literature review aims to explore the concept of competitive advantage in the context of hotels and identify the factors contributing to achieving and sustaining competitive advantage within this sector (Kim et al, 2023).

The special qualities and assets that provide a company a competitive edge are what enable it to outperform rivals. In the hotel business, value is created for clients by offering better experiences, services, or goods. This section focuses on the theoretical frameworks and various perspectives in defining and understanding hotel competitive advantage (Horng et al, 2023).

Core Competencies and Resources:

In order to gain a competitive advantage, hotels must identify and develop their core competencies and distinctive resources. This section outlines the essential resources that hotels can leverage, including physical assets like location and infrastructure and intangible assets such as brand reputation, customer loyalty, and human capital (Saputra et al, 2023).

2.3 Continuance Intention

Continuance intention, also known as post-adoption behavior, refers to an individual's decision to continue using a product, service, or technology after its initial adoption. Understanding the factors influencing continuance intention is crucial for organizations to retain customers and maintain long-term success (Jo, 2023).

Satisfaction and perceived value:

Customer satisfaction and perceived value are both vital determinants of continuance intention. Customers who perceive a product or service as valuable and are satisfied with their overall experience are likelier to continue using it. Literature highlights the importance of ensuring customer satisfaction and enhancing perceived value to foster continuance intention (Rasoolimanesh et al, 2023).

Switching costs:

Switching costs, including monetary costs, time investment, and psychological discomfort, are barriers to discontinuing a product or service. Higher switching costs decrease the likelihood of individuals switching to alternative offerings, thus positively impacting continuance intention.

Social influence and subjective norms:

The influence of social factors, including peer opinions and subjective norms, significantly shapes continuance intention. Individuals continue using a product or service if it aligns with social norms and if they perceive positive social pressure from their peers or reference groups.

The literature study elucidates several aspects that influence the intention to continue, such as perceived utility, perceived ease of use, perceived satisfaction, perceived enjoyment, perceived value, switching costs, and social influence. Businesses must comprehend these factors in order to create customer retention plans that work and guarantee long-term success. Additional investigation into

various scenarios and the incorporation of these elements into all-encompassing models would yield significant understandings of the dynamics of continuance intention.)

2.2. Theoretical constructs and hypotheses

Theoretical constructs:

Performance feedback: This construct refers to the evaluation and information provided to individuals or organizations about their performance. In the context of Iraqi hotels, performance feedback can include data on customer satisfaction, employee productivity, financial performance, and other relevant metrics.

Competitive advantage: This construct includes the special qualities or benefits that let a company perform better in the market than its rivals. Competitive advantage can be attained in the area of Iraqi hotels in a number of ways, including through excellent customer service, novel products and services, economical operations, or successful marketing plans.

Continuance intention: This construct refers to an individual's or organization's intention to continue using a particular product or service over time. In the context of Iraqi hotels, continuance intention can relate to customers' likelihood of returning to the same hotel in the future, as well as employees' commitment to remain employed in the hotel industry.

Hypotheses:

H1: Higher levels of performance feedback in Iraqi hotels will positively influence competitive advantage. This hypothesis proposes that regular and meaningful performance feedback can help hotels identify areas of improvement, make necessary adjustments, and ultimately increase their competitive stand in the market.

H2: The effect of performance feedback on competitive advantage will be mediated by continuance intention. This hypothesis suggests that continuance intention plays a mediating role, meaning that the positive effect of performance feedback on competitive advantage is partially explained by customers' and employees' intention to continue their relationship with the hotel.

H3: Continuance intention will mediate the relationship between performance feedback and competitive advantage in Iraqi hotels. This hypothesis suggests that the effect of performance feedback on competitive advantage will be fully or predominantly mediated by continuance intention. In other words, the impact of performance feedback on competitive advantage will be entirely explained by the intention of customers and employees to continue their engagement with the hotel.

3. METHOD

To examine the effect of performance feedback on competitive advantage in Iraqi hotels, with the mediating role of continuance intention, the following methodology was adopted:

Research Design:

The research design was quantitative, utilizing a survey questionnaire to collect data.

A cross-sectional design would be appropriate to capture the relationships between the variables at a specific time. A purposive sampling technique was used to select a representative sample of hotels operating in Iraq. The sample of the study was calculated according to the statistical power and precision. The sample size was 384.

Data Collection:

Develop a self-administered questionnaire consisting of items related to performance feedback, competitive advantage, and continuance intention. Include established scales or items with proven reliability and validity. Clearly explain the purpose of the study and provide assurances of anonymity and confidentiality to participants. Translate the questionnaire into Arabic and pre-test it to ensure its validity and appropriateness for the Iraqi context. Depending on participant preferences and practicalities, data can be gathered by email, in-person interviews, or an online survey platform.

Variables: Dependent Variable: Competitive Advantage - measured through items assessing the perceived competitive advantage of the hotel, such as market share, customer satisfaction, and profitability. Independent Variable: Performance Feedback - measured through items examining the extent and quality of performance feedback provided to employees in hotels.

Mediating Variable: Continuance Intention - measured through items assessing the intention of employees to continue working in the hotel industry based on their perception of performance feedback and competitive advantage.

Data Analysis:

Conduct descriptive analysis to examine the sample's demographic characteristics and other relevant information. Use appropriate statistical techniques such as correlation and regression analyses to investigate the relationship between variables. Test the mediating effect of continuance intention by conducting a mediation analysis, such as SMART PLS. Control for any potential confounding variables, such as the size of the hotel, ownership type, or years of operation, by including them as covariates in the analysis.

4. RESULTS AND DISCUSSION

The numbering of the items was in the following table

Item number	Variable
A01 to A10	Performance feedback
B01 to B16	Competitive Advantage
C01 to C10	Intention to continue

Structural equation modeling based on partial least squares (PLS)

Partial least squares (PLS), in contrast to covariance-based structural equation modeling, replicate matrix As in any structural equation modeling PLS model of a structural part that illustrates the connection among the latent variables and an assessment part which demonstrates how the latent variables and their indicators are related, empirical covariance emphasizes the most understood variance of the dependent variable by the independent variables. Written. The research's conceptual model was tested using PLS, a variance-based route modeling technique that allows for the simultaneous examination of items and measures.

Checking the fit of the model was done in three parts:

Fit measurement models

Fitting structural models

Overall model fit

- **Fit measurement models**

In measurement models, three items are used: index reliability, convergent validity, and divergent validity (Holland, 1999). Three criteria measure the reliability of the index: 1) Alpha Cronbach, 2) composite reliability or CR, and 3) coefficients of factor loadings (Rezazadeh, 2013: 79).

- **Coefficients of factor loads**

The first factor that needs to be taken into account when assessing the model is the one-dimensionality of the model indicators. This means that every indicator in the total number of indicators needs to be loaded with a significant factor load to only one latent variable. To do this, the value of the factor load needs to be greater than 0.6. In addition, any indicator that has a factor load less than 0.3 is deemed minor and needs to be manually removed from the set of indicators (Giffen & Straub, 2005; Gerbik & Anderson, 1988). The values in the given figure were calculated for the factor coefficients, and all of the factor loadings of the items were more than 0.3.
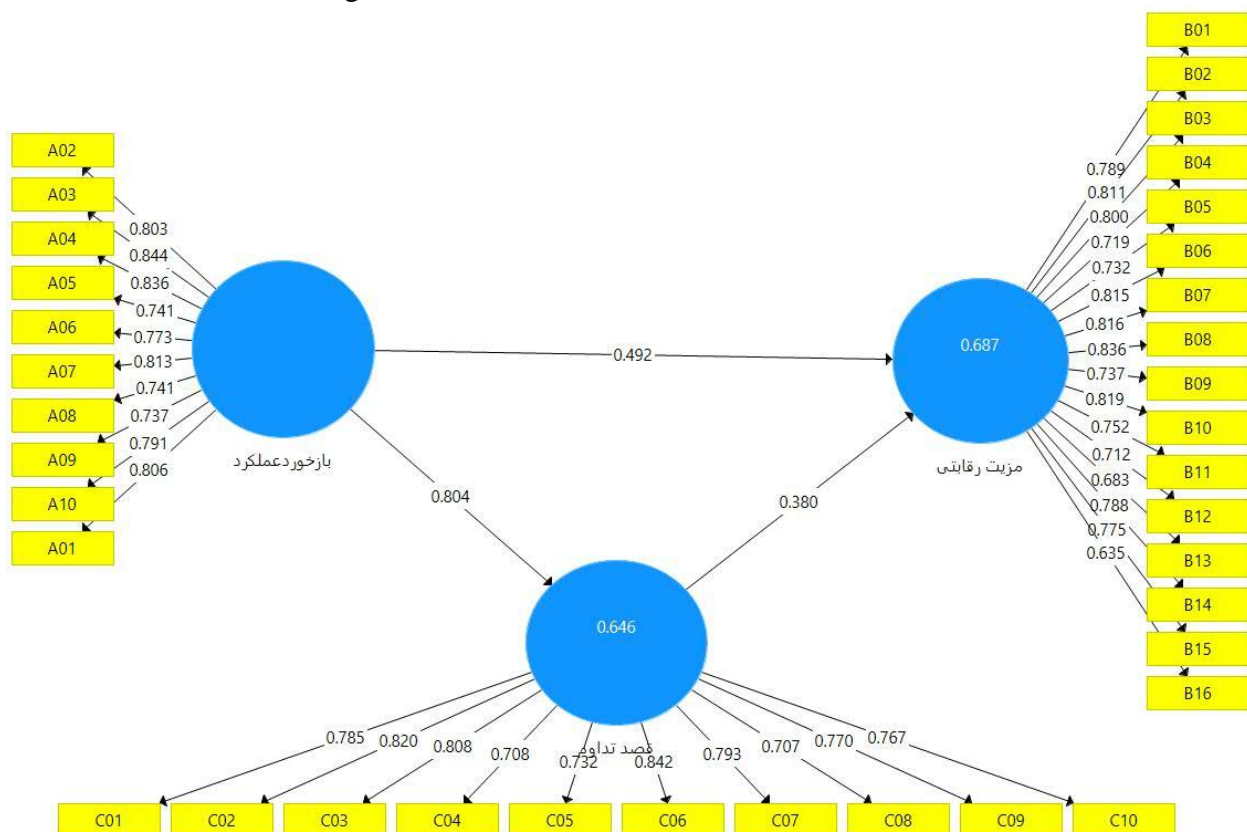
- the amount of Coefficient Alpha Cronbach

Factor other At Assessment expected effort compatibility internal Model, the amount of this coefficient, from 0 to 0/1 Variable Is That Amounts Higher From 0.7 accepted And Amounts fewer From 0.5 Undesirable Assessment may Gered (Cronbach, 1951). External model test (measurement model): External model test includes reliability and validity of research structures and tools.

- **Composite Reliability (CR) or Composite Reliability**

The PLS approach use composite reliability, a more recent metric than alpha, to assess the dependability of structures. Cronbach's is a classic measure based on the alpha criterion. This criteria

was first presented by Verts et al. (1974), and it outperforms alpha Cronbach's argument is that the structures' relative dependability is determined by how well they correlate with one another rather than being absolutely reliable. Consequently, the PLS approach performs a better job of measuring reliability using both of these criteria. Assume that any construct's CR value is greater than 0.7 (Nunally, 1978). If so, it suggests that measurement models have enough internal stability, whereas a value of less than 0.6 denotes no reliability (Nunally & Bernstein, 1994).

- **Internal consistency reliability**

$$CR = \frac{〚(Structure\ of\ index\ ones\ of\ all\ factors\ of\ sum\ loads)〛\ ^2}{(The\ structure\ of\ all\ factor\ indicators\ of\ total\ loads)^2 + (The\ structure\ of\ the\ index\ of\ all\ total\ variance\ error)2}$$

Convergent validity

In 1981, Fornell and Locker calculated the mean. The crucial value of this index, according to their introduction of "extracted variance" as a convergent validity metric, is 0.5. Acceptable convergent validity is indicated by an AVE value greater than 0.5 (Fornell & Larcker, 1981). The following is the procedure for determining the AVE value for study variables (Davari, Rezazadeh, 2012: 82).

After calculating the AVE values related to research variables, the table of values related to convergent validity, It is completed as follows:

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Performance feedback	0.933	0.943	0.623
Intention to continue	0.925	0.937	0.600
Competitive Advantage	0.952	0.958	0.586

Table2. Values related to the reliability of the index

The table results show that Cronbach's alpha and composite reliability are more than 0.7, and the extracted variance is more than 0.5, so construct reliability and convergent validity are established.

- **Evaluation Fitness the part Structural Model**

Structural model fitting includes four steps:

Significant Z coefficients (t-values)

R Squares or R 2 measure

Q2 criterion (Stone - Geisser criterion)

Redundancy criterion

Examining the relationship between structures with significant Z coefficients (t-values)

The most fundamental criterion for assessing the accuracy of the link among the structures in the framework (structural part) is that, at the 95% confidence level, an association between the structures is considered valid if the value of those numbers surpasses 1.96. It should be highlighted, of course, that this criterion only demonstrates the accuracy of linkages; it is unable to quantify the strength of a relationship between structures (Davari, 2013).

- **Boot test Strap in PLS**

PLS path models, the significance test of the paths is tested through bootstrapping or bootstrap, which is a resampling method.

The process of bootstrapping involves estimating an estimator's attributes (such variance) by utilizing measures of these attributes in an estimated distribution of the whole sample data. The empirical

dispersion of the observed data is a common option for the approximate distribution. A bootstrapped set of observations is one that is created by making multiple replication, each of which consists of taken at random with an alternate sample from the original data set, when it can be assumed that the observations are from an independent and evenly distributed population. With the knowledge that the distribution of the sample can be obtained overall by utilizing the results of all sampling periods, bootstrap may be used to execute many samplings with Gazi from a primary sample. Estimates can be made using this sample distribution, particularly standard error values for various parameters. In self-management, an experimental sample distribution is given, and the standard error is computed based on it rather than estimating the standard error based on one sample by carrying out numerous sub-samplings with substitution (with a sample size of 200 times or more). An autonomous distribution of samples is what is known as such a distribution. The parameters are estimated using the researcher's chosen approach based on the samples generated in each phase. As a result, depending on the quantity of samples available, various values will be produced for each parameter; this distribution of numbers for each parametric dispersion is known as autonomous sampling. The estimated value for each parameter in the software output is derived from the autonomous estimator, which is the average of these values for each parameter.

According to Hensler et al. (2009), repeated and successive sampling was carried out 5000 (five thousand) times in the current investigation, with a sample size of 384 individuals (equivalent to the measurement of the original sample).

The appropriate hypotheses can be tested based on the bootstrap. The pertinent outputs include the path coefficient and the t statistic's extracted scores. The general acceptance of the prediction is indicated by values of t value more than 1.96, since the research defines an error level of 0.05.
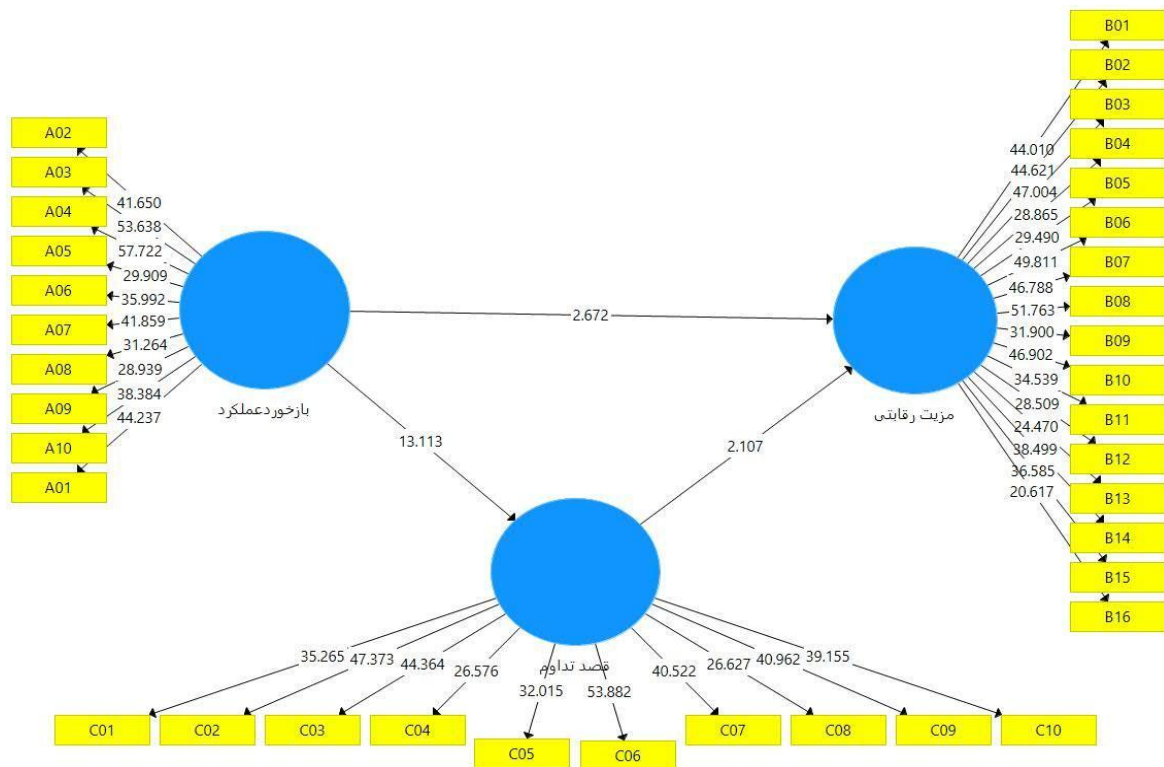

Figure 3. Bootstrap test results

The bootstrap step can be used to verify the importance of the factor loadings and path coefficients. The numbers on the factor loadings' lines and the path lines correspond to the bootstrap test's t values, which are interpreted similarly to the t-test. The results at the 0.05 level are more than 1.96. are substantial, as seen by the values in Figure 2-4, which represent the path coefficients' significance.

- Examining the fitting power of the conceptual model

Criterion R 2 or R Squares

The first essential criterion for this purpose in the software SmartPLS is used; the coefficient of determination is $R2$. The link between a latent variable's explained variance value and total variance value is measured by the coefficient of determination ($R2$). This coefficient similarly has a value between 0 and 1, with higher values being more advantageous. According to Chin (1988), scores near 0.67 are considered favorable, values near 0.33 are considered typical, and values near 0.190 are considered weak.

The explained variance is shown by numbers within each oval in Figure 2-4 Factor loading coefficients. They display the percentage that the independent variables account for when it comes to changes in the variable of interest. The performance response variable and self-regulation yield values of explained variance of 0.595 and 0.600, respectively, which are deemed favorable.

Table 4. The results of determining R^2 coefficients

	R Square	R Square Adjusted
Intention to continue	0.646	0.645
Competitive Advantage	0.687	0.685

- Criterion Q ²

This Criterion, By Acetone and Geyser's (1975) Introduction, became the power Forecast Model particle for the direct object. It is clear their belief Models That have Fitness the part Structural acceptable is, Must Ability Forecast Indicator Hi related to structures endogenous Model particle for direct object had to be given meaning That If at One Model, Relationships Among Structures Properly be defined, Structures capable will Be until the effect enough On Indicator Hi Each other laid. From this the way theories are Correctly verified becomes _ In the event that an endogenous construct's value of Q 2 falls to zero or is less than zero, the model needs to be adjusted since the linkages between that endogenous construct and the other premises in the model are not adequately described. Hensler And colleagues (2009) At item intensity the power Forecast Model At Item Structures endogenous, Three the amount of 0.02 and 0.15 and 0.35 _ determination have done _ To belief they If Q² value At item One The structure of inside of Za At Range Close to 0.02 be, sign From it has it That Model the power Forecast a weakness At before Branch Hi it Structure (Davari and Rezazadeh, 2013: 96).

Table 5 ² Q values

	SSO	SSE	Q² (=1-SSE/SSO)
Performance feedback	3,840,000	1,878.117	0.511
Intention to continue	3,840,000	1,970.735	0.487
Competitive Advantage	6,144,000	3,040.965	0.505

With Attention to that, the corresponding Q² values to the research components are more than 0.15, so the prediction power is good, and the whole model can predict the relevant values.

- **Redundancy criterion**

The Redundancy Criterion is calculated from the total of all shared values of an endogenous framework in the matching R2 value and quantifies the degree of variance of the indices of an endogenous structure that is influenced by one or more external structures. The better the structural portion of the model fits the data, the higher the average value of Red (Davari, 2013). One can ascertain the shared values associated with every index by averaging the second-order components of the relationship between the index and its associated order, or factor loadings (Davari. Rezazadeh, 1392: 89).

Table 6. - Redundancy results extracted from PLS software

	Redundancy
Performance feedback	--
Intention to continue	0.360
Competitive Advantage	0.373

- **General fitting of the G.O.F. model**

The general criterion of fit (G.O.F.) can be determined by averaging AVE and R2 get _ According to Tenenhouse et al. (2005) index G.O.F. in model Pls A practical solution for this problem is to check the model's overall fit. In covariance-based method, it work like fit indices. It can be used to examine the quality or validity of PLS model in general. The comprehensive model include both structural and measurement components. By confirming its fit, model undergoes the fit check, with only single criterion known as G.O.F, determining its adequacy.

The values of 0.01, 0.25, and 0.36 are weak, medium, and strong, respectively (Davari, 2013).

GOF	AVE Average extracted variance (convergent validity)	R2	
0.634	0.586	0.687	Competitive Advantage
0.623	0.600	0.646	Intention to continue

To calculate the Overall GOF, the AVE model was multiplied by R2, and the square root of the product was taken. According to the table, values greater than 0.35 for the GOF criterion indicate a strong fit of the overall model.

- **Statistics Descriptive**

In this Section, From the collection of data And Information, use of statistics Descriptive That Includes indicators central And scattering Abundance, Percent Abundance, And Tables describing Sample paid. In order to check the status of the variables from the respondents' point of view, the following results were obtained, which expressed the following parameters.

Table 7. Statistical indicators of the variables from the point of view of the respondents

Maximum	Minimum	Range	Std. Deviation	Mode	Median	Mean	N	
48	11	37	6.986	30	30.00	29.76	384	Performance feedback
79	17	62	11.281	55	46.00	45.73	384	Competitive Advantage
50	11	39	6.892	32	32.00	31.83	384	Intention to continue

As seen in Table 7, the average performance feedback, Competitive advantage, and intention to continue were 29.76, 45.73, and 31.83.

- - Examining research hypotheses
- - The main hypothesis

In order to investigate the central hypothesis of the research using PLS 3.0 software and considering the results of the bootstrap test, the findings were as described in the following table:

Table 8. The results of hypothesis testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Performance Feedback -> Continuance Intention	0.804	0.804	0.061	13.113	**0.0001**
Performance feedback -> competitive advantage	0.492	0.494	0.184	2.672	**0.008**
Continuance intention -> competitive advantage	0.380	0.379	0.180	2.107	**0.035**

According to the results listed in Table 13-4, the value of the -statistic was more significant than 1.96, and the significance level of p was less than 0.05, so the hypothesis of the research was accepted as follows:

- There is a substantial correlation between performance feedback and competitive advantage.
- There is meaningful performance feedback and intention to continue the relationship.
- There is a significant relationship between continuity intention and competitive advantage.

According to the acceptance of the hypotheses and the model presented in the present research, the central idea of the study will also be accepted, namely:

Has a substantial effect on competitive advantage with the mediator role played by continuance intention in Iraqi hotels.

- - Sub-hypotheses

The first to third sub-hypotheses were accepted according to the results of Table 13-4, as follows:

1- Performance feedback significantly impacts the competitive advantage of Iraqi hotels.

2- Performance feedback significantly affects the intention to continue in Iraqi hotels.

Has a significant effect on the competitive advantage of Iraqi hotels.

Summary

After data collection, the study used inferential statistics to analyze the collected data. Statistical data analysis in this research was done by Excel, SPSS, and Smart PLS software, and the relevant criteria were analyzed by PLS 3 software. Then, in the final part, the inferential findings related to the primary research variables were examined and analyzed.

4.2. Discussion

In the competitive landscape of the hospitality industry, sustaining a competitive advantage is crucial for hotels' success and long-term profitability. This discussion explores the effect of performance feedback on competitive advantage, focusing on the mediating role played by continuance intention in the context of Iraqi hotels. Understanding this relationship is vital for hotel managers and decision-makers seeking to improve their competitive positioning.

Theoretical Underpinnings:

Performance Feedback: Performance feedback encompasses the information and insights provided to individuals or organizations regarding their performance. It serves as an essential tool for performance management and improvement, helping organizations identify strengths, weaknesses, and opportunities for growth.

Competitive Advantage: Competitive advantage refers to a set of distinctive competencies or resources a firm possesses that enable it to outperform its rivals. It allows the firm to differentiate itself in the marketplace and achieve superior financial performance and market share.

Continuance Intention: Continuance intention refers to an individual's desire and willingness to continue using a certain product or service or engaging in a particular behavior. In the context of hotels, continuance intention represents the guest's willingness to remain loyal and repeat their stay in a particular hotel.

Discussion:

Performance feedback plays a significant role in enhancing competitive advantage in Iraqi hotels. Providing constructive and timely feedback to hotel personnel helps identify areas of improvement, enabling them to refine their skills, service quality, and operational processes. By aligning feedback with key performance indicators (KPIs) such as guest satisfaction, employee efficiency, and revenue generation, hotels can identify areas for improvement and leverage feedback to achieve a competitive edge.

Moreover, the mediating role played by continuance intention can further solidify the impact of performance feedback on competitive advantage. Continuance intention acts as a bridge between feedback and loyalty. When hotel employees receive feedback and take necessary action to improve their performance, it enhances customer satisfaction. In turn, this lead to high level of continuance intention, as happy and satisfied guests are more likely to exhibit loyalty, make return visits, and recommend the hotel to others.

Furthermore, continuance intention influences the competitive advantage of a hotel through positive word-of-mouth (WOM) and brand reputation. Guests who carry positive experiences due to improved performance resulting from feedback tend to contribute the positive experience with other people, thereby acting as brand advocates. Positive WOM can strengthen the hotel's reputation, increase market visibility, and attract new guests, thus enhancing its competitive positioning.

Conclusion:

he relationship between performance feedback and competitive advantage in Iraqi hotels is essential, with the mediating role of continuance intention playing a crucial role. Managers in Iraqi hotels should prioritize performance feedback to improve key areas, enhance guest satisfaction, and ultimately derive a competitive advantage. Additionally, they should recognize the importance of continuance intention as a mediator, as it fosters customer loyalty and positive WOM, contributing significantly to the hotel's long-term success. By adopting a proactive feedback mechanism and ensuring a positive guest experience, Iraqi hotels can enhance their competitive advantage and secure their position in the dynamic hospitality industry.)

REFERENCES

1. Agag, G., Durrani, B. A., Shehawy, Y. M., Alharthi, M., Alamoudi, H., El-Halaby, S., ... & Abdelmoety, Z. H. (2023). Understanding the link between customer feedback metrics and firm performance. *Journal of Retailing and Consumer Services*, *73*, 103301.
2. Al-khalidy, A. T., Keshwan, A. J., & Jaffar, Z. A. (2023). INVESTIGATING THE EFFECT OF ORGANIZATIONAL CLIMATE ON TOURISM SERVICE QUALITY AT IRAQI FIRST-CLASS HOTELS. *World Bulletin of Social Sciences*, *20*, 158-173.
3. Bergmann, M., Maçada, A. C. G., de Oliveira Santini, F., & Rasul, T. (2023). Continuance intention in financial technology: a framework and meta-analysis. *International Journal of Bank Marketing*, *41*(4), 749-786.
4. El Qadriani, F., & Windasari, N. A. (2023). Battle of Bootcamp: Analyzing Factor Affecting Customer Satisfaction and Continuance Intention in Coding Bootcamp Industry Indonesia. *International Journal of Current Science Research and Review*, *6*(01).
5. Fatima, T., & Elbanna, S. (2023). Advancing sustainable performance management in the hospitality industry: A novel framework based on a health-inclusive balanced scorecard. *Tourism Management Perspectives*, *48*, 101141.
6. Foroughi, B., Sitthisirinan, S., Iranmanesh, M., Nikbin, D., & Ghobakhloo, M. (2023). Determinants of travel apps continuance usage intention: extension of technology continuance theory. *Current Issues in Tourism*, 1-17.
7. Gao, J., Zhang, W., Guan, T., Feng, Q., & Mardani, A. (2023). The effect of manufacturing agent heterogeneity on enterprise innovation performance and competitive advantage in the era of digital transformation. *Journal of Business Research*, *155*, 113387.
8. Ghorbani, A., Mousazadeh, H., Akbarzadeh Almani, F., Lajevardi, M., Hamidizadeh, M. R., Orouei, M., ... & Dávid, L. D. (2023). Reconceptualizing customer perceived value in hotel management in turbulent times: A case study of Isfahan metropolis five-star hotels during the COVID-19 Pandemic. *Sustainability*, *15*(8), 7022.

9. Horng, J. S., Liu, C. H., Chou, S. F., Yu, T. Y., & Ng, Y. L. (2023). Modelling competitive advantage using the concepts of big data and social media to develop a sustainability strategy. *Tourism Review*, *78*(3), 712-725.

10. Isom, J. R. (2023). *The Mediating Effect of Continuance Commitment on the Job Training Satisfaction-Turnover Intention Relationship* (Doctoral dissertation, Grand Canyon University).

11. Jirásek, M. (2023). Corporate boards' and firms' R&D responses to performance feedback. *Journal of Strategy and Management*, *16*(1), 173-185.

12. Jo, H. (2023). Tourism in the digital frontier: A study on user continuance intention in the metaverse. *Information Technology & Tourism*, *25*(3), 307-330.

13. Johnson, D. A., Johnson, C. M., & Dave, P. (2023). Performance feedback in organizations: Understanding the functions, forms, and important features. *Journal of Organizational Behavior Management*, *43*(1), 64-89.

14. Keil, T., Syrigos, E., Kostopoulos, K. C., D. Meissner, F., & G. Audia, P. (2023). (In) Consistent Performance Feedback and the Locus of Search. *Journal of Management*, 01492063231185519.

15. Khlaif, Z. N., Sanmugam, M., & Ayyoub, A. (2023). Impact of technostress on continuance intentions to use mobile technology. *The Asia-Pacific Education Researcher*, *32*(2), 151-162.

16. Kim, M., Oja, B. D., & Anagnostopoulos, C. (2023). An expanded psychological capital (A-HERO) construct for creativity: building a competitive advantage for sport organisations. *European Sport Management Quarterly*, *23*(3), 722-744.

17. Lebedieva, N., Banyeva, I., Parfinenko, T., Velychko, O., Petrova, O., & Peresichna, S. (2023). Digital Tools of Marketing Strategies in Hotel Branding.

18. Li, Z., Long, M., Huang, S., Duan, Z., Hu, Y., & Cui, R. (2023). Effects of inertia and switching costs on customer retention: a study of budget hotels in China. *International Journal of Contemporary Hospitality Management*, *35*(3), 1030-1050.

19. Lin, X., Mamun, A. A., Yang, Q., & Masukujjaman, M. (2023). Examining the effect of logistics service quality on customer satisfaction and re-use intention. *PloS one*, *18*(5), e0286382.

20. Luo, Y., Yang, L., Ye, Q., & Liao, Q. (2023). Effects of customization and personalization affordances on perceived value and continuance intention of smartwatch use. *Technological Forecasting and Social Change*, *194*, 122752.

21. Poon, R. (2023). *Exploring What Essential Elements Are Needed for Ongoing Performance Feedback* (Doctoral dissertation, The Chicago School of Professional Psychology).

22. Rasoolimanesh, S. M., Iranmanesh, M., Seyfi, S., Ari Ragavan, N., & Jaafar, M. (2023). Effects of perceived value on satisfaction and revisit intention: Domestic vs. international tourists. *Journal of Vacation Marketing*, *29*(2), 222-241.

23. Rawal, Y. S., Soni, H. S., & Durmaz, Y. (2023). Redesigning Performance Management System for Optimising Organizational Performance-A Study of Hotel Industry in Rajasthan. *Available at SSRN 4439812*.

24. Saputra, K. A. K., Subroto, B. A. M. B. A. N. G., Rahman, A. F., & Saraswati, E. R. W. I. N. (2023). Mediation role of environmental management accounting on the effect of green competitive advantage on sustainable performance. *Journal of Sustainability Science and Management*, *18*(2), 103-115.

25. Shanshan, Z., Ahmad, A., & Heng, X. (2023). Analysis of Management Strategies for Urban Hotels in China Under the Sustainable Development Goals of Low-Carbon Tourism. *International Journal of Professional Business Review*, *8*(8), e02995-e02995.

26. Soni, H., Rawal, Y. S., & Durmaz, Y. (2023). REDESIGNING PERFORMANCE MANAGEMENT SYSTEM FOR OPTIMISING ORGANIZATIONAL PERFORMANCE-A STUDY OF HOTEL INDUSTRY IN RAJASTHAN. *Journal of Hospitality Application & Research*, *18*(2).

27. Sudirjo, F. (2023). Marketing Strategy in Improving Product Competitiveness in the Global Market. *Journal of Contemporary Administration and Management (ADMAN)*, *1*(2), 63-69.

28. Xiao, S., & Tian, X. (2023). Performance feedback and location choice of foreign direct investment. *International Business Review*, *32*(4), 102104.

29. Zacher, H., Rudolph, C. W., & Katz, I. M. (2023). Employee green behavior as the core of environmentally sustainable organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, *10*, 465-494.

30. Zhang, B., Zhu, Y., Deng, J., Zheng, W., Liu, Y., Wang, C., & Zeng, R. (2023). "I Am Here to Assist Your Tourism": Predicting Continuance Intention to Use AI-based Chatbots for Tourism. Does Gender Really Matter?. *International Journal of Human–Computer Interaction*, *39*(9), 1887-1903.

31. Zhang, M., Shui, X., Smart, P., Wang, X., & Chen, J. (2023). Environmental performance feedback and timing of reshoring: Perspectives from the behavioural theory of the firm. *British journal of management*, *34*(3), 1238-1258.

32. Zhang, M., Shui, X., Smart, P., Wang, X., & Chen, J. (2023). Environmental performance feedback and timing of reshoring: Perspectives from the behavioural theory of the firm. *British journal of management*, *34*(3), 1238-1258.