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# INVESTIGATING THE EFFECT OF ORGANIZATIONAL CLIMATE ON TOURISM SERVICE QUALITY AT IRAQI FIRST-CLASS HOTELS

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**Abstract:**

The aim of this study is to investigate the effect of organizational climate on service quality of first class hotels in the Iraqi context. In this study, the method was quantitative, and the population was the employees of hotels (300 Employees) while the sample of the study was 270 employees. Data was collected by using questionnaire which consisted (27) statements. According to the findings of the study, there is a direct positive influence between organizational climate and tourism service quality.

**Keywords:** Organizational Climate, Tourism Service Quality, Effect.

## INTRODUCTION.

Today, there is a fierce competition in the labour market in Iraq as one of the developing countries in the Middle East. This competition has been associated various forms of change which impacted on politics, social culture, information technology. As a result, organizations are forced to fight against the competitors by adapting an appropriate competitive priority to exist and survive in the face of competition. In this regard, service quality represents one of the most important competitive priorities, especially in tourism sector. The quality of tourism services has become a key element for the success of any tourism experience or project. Thus, it will be reflected in the superiority of the tourism industry in general. In today's wide tourist market, as a result of increasing the intensity of competition and the large number of tourism services provided, the options for tourists who deal with tourism organizations have increased, which made the tourist search for high-quality tourism services, at the appropriate price. Hence, the quality of the tourism services provided is considered the effective weapon of the tourism organization in order to outperform its competitors within the tourism market and maintain the loyalty of its customers to it.Service quality is defined as a criterion for providing the service that should be provided as expected by the guest (Palmer, 2005: 64). The quality of service is stated as the ability to meet the needs and desires of the guests, or the ability of these services to satisfy the desires of the guests, and their expectations (Elena, 2006: 11). Accordingly, service quality can be defined as a set of important specifications, capabilities, and benefits of high value that characterize the tourism service to achieve and satisfy most of the desires of tourists, whether at the present time or in the future, at a reasonable price.

The World Tourism Organization has established a set of standards for the quality of tourism services that must be taken into account when establishing tourism projects and facilities, or when giving approvals in creating and marketing tourism services, namely safety and security, ease of delivery of tourism services, credibility and clarity, and cleanliness (Al Iraqi, 2006: 78).The quality of tourism service is an important measure of the sophistication of this service that is provided to guests - or tourists - in line with their expectations of these services. Accordingly, when tourism services of distinguished quality are provided, it means that the quality of services matches what the guests expected or imagined about the service. Furthermore, the expectations of the guests are based on a set of dimensions, through which the final decision is issued on the quality of the tourism services. These dimensions include: (1) Tangibility: It consists of all supplies - or equipment - that have a direct relationship with the person who obtains the tourist service, who are the guests - or tourists - such as credit cards, uniforms for workers in tourist facilities, such as hotels and restaurants, or furniture inside hotels and tourist facilities (Russell and Winer, 2000, 393), (2) Reliability: It means the ability of organization to fulfill its obligations regarding the provision of these services on time, and that these services are trustworthy (Sharar and Yousif, 2017: 72), (3) Response: It is the flexibility in providing services to the guests or tourists at the specified time and place, (4) Guarantee: It means the existence of mutual

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trust between the organization and its guests through honesty, trustworthiness, and its full commitment to perform the services provided with the highest quality (Hammadi, 2013: 145), and (5) Empathy: It is the respect, appreciation and love, which must be shown by all staff of tourism organizations such as receptionists or baggage handlers for guests, in addition to the decent appearance and elegance of employees, and notifying the guests of their care and sympathy with them through Taking care of them on an ongoing basis, understanding their needs and requirements (Kotler, et al, 2000: 662).

The organizational climate has attracted the attention of researchers, both academics and professionals, for decades, as they touched on the concept of organizational climate in their studies. For example, each of the researchers (Litwin and Stringer, 1968) defined the organizational climate a set of measurable characteristics of the work environment that are perceived directly or indirectly by workers in the organizational environment and influence and motivate their behavior. Accordingly, the organizational climate is the sum of the perceptions of the individuals who work in the organization. Reichers and Schneider (1990) indicated that the organizational climate represents holistic perceptions about the organization in which the workers in that organization participate and through these perceptions the common sense and meaning of these individuals is generated regarding the organizational environment. (Schneider and Barbera, 2014) (Schneider et al., 2013) added that the common meaning of the organizational climate can include aspects and characteristics of the organization such as policies, practices, procedures, and behaviors that receive encouragement and reward (Haley et al., 2019: 123). According to (Thiruvenkadam and Kumar, 2018: 165), the organizational climate expresses the behavior of individuals working in the organization based on the values, beliefs, and assumptions that are acceptable to them. (Sinha, 2008) also indicated that the organizational climate shows us how members perceive or understand their organization, as it also refers to the influence that the organization has on the feelings and emotions of its employees (Thiruvenkadam and Kumar, 2018: 166).The organizational climate is one of the most important basic concepts related to organizational behavior (Bellou and Andronikidis, 2009). One of the contributions of the organizational climate within this field is that it can play a vital role in achieving creativity in the organization, which may positively affect the achievement of organizational goals. Accordingly, managers must monitor the organizational climate on an ongoing basis (Ghasemi and Keshavarzi, 2014). Organizational climate can reflect individuals' perceptions or feelings about the organization in which they work and affect their performance (Vanaki and Vagharseyyedin, 2009). Therefore, it is possible that the organizational climate contributes to the development of workers by providing the appropriate environment and good conditions for work, helping them and providing them with support to achieve a state of job satisfaction. All of this can enhance the commitment of members towards their organization (Suliman and Iles, 2000). Within this context, through the organizational climate variables such as (motivation, decision-making, communication, leadership), organizational commitment can be predicted (Warsi et al,. 2009), in addition to that through the effects of the organizational climate on organizational commitment, it is possible with high reliability to expect the behavior of individuals working in the organization (Shiverick et al,. 2009). That is the background of this research so that researchers are interested in researching organizational climate in the Iraqi hotels, therefore a study with the title " Investigating the Effect of Organizational Climate on Tourism Service Quality at Iraqi First Class Hotels" aims to find out in-depth whether there is a significant influence on organizational climate on the quality of tourism services produced in the Iraqi context.

## METHOD

The main tool that was used to collect the data for the current study is the questionnaire, which was based on a five-point Likert scale that ranges from strongly disagree to strongly agree to determine the respondents' answers. Because of the importance of the measurement tool in any study that takes the Empirical Approach as a way, this requires a matching quality test by using a set of methods represented by (apparent validity, constructive validity, and reliability).

### First: the response rate

To ensure the credibility of the sample in its accurate and adequate representation of the study community, the researcher distributed directly (270) questionnaires to a random sample of first-class hotel employees in Najaf Governorate, and for the period (from 6/2/2023 to 6/3/ 2023), and after (266) questionnaires were retrieved, it was found that the number of questionnaires valid for statistical analysis reached (242) questionnaires, with a response rate of (91%).

### Second: The validity and reliability of the study measurement tool:

Reliability refers to making sure that the answer is the same in the case of re-application of the tool on the same sample at a different time, and means the breadth of the study scale and the stability of the results. The value of the stability of the scale ranges between zero and the correct one. The stability

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coefficient was used using (Alpha Cronbach), which studies indicate that it is acceptable with values greater than 70% to be statistically accepted in administrative and behavioral research (Nunnally & Bernstein, 1994), while the credibility standard proves that the paragraphs measure the main purpose for which they were set It is acceptable with values greater than 70%. After conducting the application of the test, it became clear that all axes gave acceptable results individually and collectively, as shown in Table (1).

Table (1) the coefficient of validity and reliability of the research scale

| dimensions | The number of paragraphs | Stability coefficient | Reliability coefficient |
|---|---|---|---|
| Administrative Leadership (AL) | **4** | 90.1% | 94.9% |
| Incentives and Rewards (IAR) | **4** | 86.9% | 93.2% |
| Participation in Decision Making (PDM) | **4** | 92.0% | 95.9% |
| Communication | **4** | 91.0% | 95.4% |
| Organizational Climate (OC) | **16** | 96.0% | 98.0% |
| Tangibility (TAN) | **4** | 91.9% | 95.9% |
| Reliability (REL) | **4** | 92.1% | 96.0% |
| response (RES) | **4** | 92.7% | 96.3% |
| Warranty | **4** | 92.9% | 96.4% |
| Empathy (EMP) | **4** | 89.2% | 94.4% |
| Tourism Service Quality (TSQ) | **20** | 95.9% | 97.9% |

Source: Prepared by the researcher based on the outputs of SPSS.26

**Third: Testing the normal distribution of the data**

1. This topic presents the normal distribution test for the approved data, to identify the type of test that is suitable for that data. Therefore, to identify the normal distribution of the data of the study or not, the coefficients of skewness and flatness (Kurtosis) will be relied upon, and the researcher points out (Kline, 2011:62 ) the fact that the skewness coefficient shows "the extent of data symmetry", as the symmetrical data are distributed normally, while the flatness coefficient is used to identify the measurement of the height of the distribution peak, and it is mentioned (Wegner, 2013:83) that there is no fixed rule to indicate the values of the coefficients of flatness or The skewness is a maximum or a minimum, but there is an approximate formula that can be adopted, which is that the values of each of the flattening or skewness between (1.96: -1.96) are the values that achieve the normal distribution of the data, and based on that, the researcher's ideas (Wegner) were relied upon to verify the distribution of the data And as follows:

1. The normal distribution test for the items of the organizational climate (OC): Table (2) shows that the size of the approved sample is (242) and all the values are valid for analysis as there is no missing value, and all the values of the torsion and flattening coefficients are close to zero, so all items of the variable Organizational climate (OC) - the independent variable with a normal distribution.

Table (2) Results of the normal distribution of the organizational climate variable (OC)

| The independent variable and its dimensions | The number of paragraphs | Skewness | | Kurtosis | |
|---|---|---|---|---|---|
| | | Statistic | Std. Error | Statistic | Std. Error |
| **Administrative Leadership (AL)** | **242** | **.214** | **.156** | **-.577** | **.312** |
| **Incentives and Rewards (IAR)** | **242** | **.791** | **.156** | **.204** | **.312** |
| **Participation in Decision Making (PDM)** | **242** | **.737** | **.156** | **-.167** | **.312** |
| **Communication** | **242** | **.731** | **.156** | **-.067** | **.312** |
| **Organizational Climate (OC)** | **242** | **.863** | **.156** | **.163** | **.312** |

Source: SPSS.V.26 program output.

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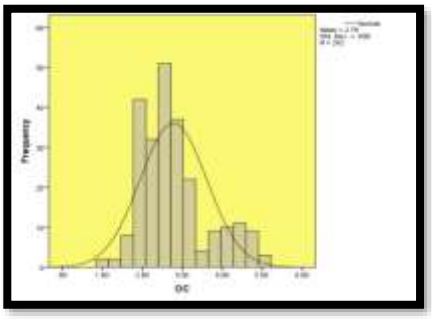

Figure (2) The normal distribution of the organizational climate variable (OC)

**2.** Test of the normal distribution of items of tourist service quality (TSQ): Table (3) shows that the size of the approved sample is (242) and all values are valid for analysis as there is no missing value, and all values of the coefficients of torsion and flattening are close to zero, so all items Tourism Service Quality (TSQ) variable - the dependent variable with a normal distribution.

Table (3) Results of the normal distribution of the tourism service quality variable (TSQ)

| dependent variable and its dimensions | The number of paragraphs | Skewness | | Kurtosis | |
|---|---|---|---|---|---|
| | | Statistic | Std. Error | Statistic | Std. Error |
| Tangibility (TAN) | 242 | .616 | .156 | -.601 | .312 |
| Reliability (REL) | 242 | .408 | .156 | -.792 | .312 |
| response (RES) | 242 | .334 | .156 | -1.045 | .312 |
| Warranty | 242 | .222 | .156 | -1.195 | .312 |
| Empathy (EMP) | 242 | .731 | .156 | .082 | .312 |
| Tourism Service Quality (TSQ) | 242 | .725 | .156 | -.363 | .312 |

Source: SPSS.V.26 program output.

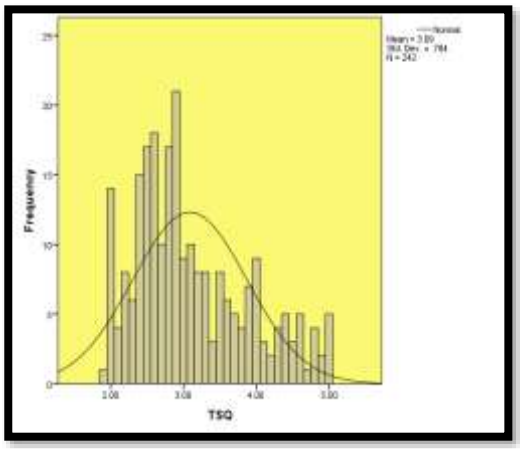

Figure (3) The normal distribution of the tourism service quality (TSQ) variable

**Fourth: confirmatory factor analysis of the variables of the study**

The researcher aims to use the confirmatory factor analysis to identify the validity of the construction and the concept. The confirmatory factor analysis of the data of the two variables of the study was through (36) paragraphs that represented the two main variables of the study (organizational climate (OC), tourism service quality (TSQ)) and their nine dimensions, and it is considered one of the best methods. In use to verify the structural validity of the scales, and therefore the researcher employed the program (Amos.V25) to verify the results of the confirmatory factor analysis, and analyze the data of the researched variables, so the results were as in Figure (4) as follows:

Table (4) standard indicators of conformity quality

| indicator | | The general rule |
|---|---|---|
| )Goodness of fit( | | |
| 1. | X2 percentile and degrees of freedom df | less than 5 |

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| | | |
|---|---|---|
| 2. | Comparative Fit Index (CFI) | CFI>0.9 |
| 3. | Conformity Quality Index (GFI) | GFI>0.9 |
| 4. | Torquer Lewis Index (TLI) | TLI>0.9 |
| 5. | Approximate Root Mean Square Error (RMSEA) Index | 0.9<RMSEA>0.5 |
| Standard regressive weights (regressive saturations( | | Regressive weights for paragraphs greater or equal to (0.40) |

**The source was prepared by the researcher based on Hair et al. (2010).**

1. Factor Analysis Test for Organizational Climate (OC) Clauses

Table (5) shows the confirmatory factor analysis of the organizational climate (OC) as an independent variable, which consists of four dimensions: (administrative leadership (AL), incentives and rewards (IAR), participation in decision-making (PDM), and communication (COM). ) and composed of (16 paragraphs).

❖ The saturation values of the independent variable Organizational Climate (OC) and all its paragraphs showed, and as shown in Figure (4), the researcher found the confirmatory factor analysis conditions had been met, and that the saturation ratios for the paragraphs were greater than (0.40) and that they were significant, and the matching quality standards were compared They were all identical to the conditions, and it was also found that all of them are greater than the critical value (CR) of (1.96), and this indicates that it supports the quality of the measurement conformity, as shown in the results of Table (5).

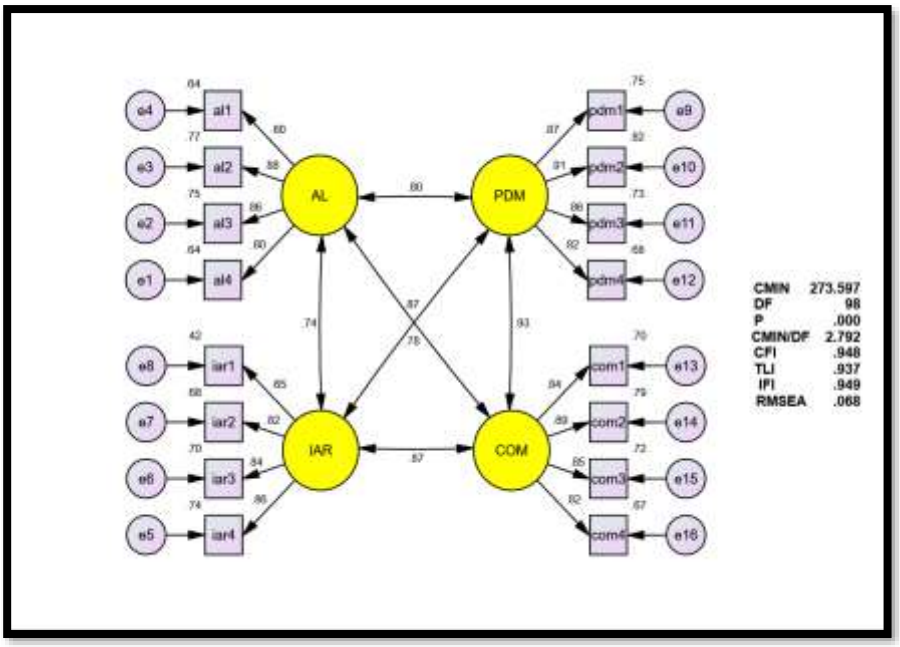


**Figure 4: Emphasizing Factor Analysis Organizational Climate (OC)**

2. Factor analysis test for tourism service quality items (TSQ)

Table (6) shows the confirmatory factor analysis of the tourism service quality (TSQ) variable as a dependent variable, which consists of five dimensions: (tangibility (TAN), reliability (REL), response (RES), assurance (SEC), and empathy (EMP). )) and composed of (20 paragraphs).

❖ The saturation values of the dependent variable Tourism Service Quality (TSQ) and all its paragraphs showed (20), a saturation percentage greater than (0.40), as well as its significance, as shown in Figure (5), and the researcher finds the conditions for confirmatory factor analysis have been achieved, and that the saturation rates for the paragraphs It was greater than (0.40) and that it was significant, and the quality standards of conformity were compared, so they were all in conformity with the conditions. It was also found that all are greater than the critical value (CR) of (1.96), and this indicates that it supports the quality of the measurement conformance, as in the results of Table (6).

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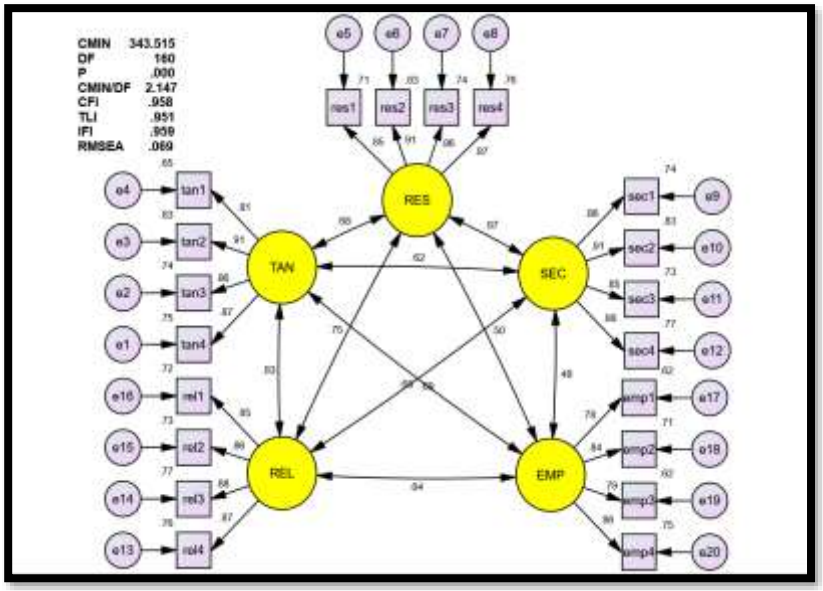


Figure (5) Confirmative factor analysis of the tourism service quality items (TSQ)

**Fifth**: Descriptive statistics/description, diagnosis, and analysis of the data of the study variables

The researcher tries to identify the reality, level, and importance of the study variables (organizational climate (OC), tourist service quality (TSQ) in first-class hotels in Najaf Governorate, in the light of the answers of (242) observations, and the researcher adopted the arithmetic mean for their answers to the paragraphs of each dimension. And their percentages, and their standard deviation, as well as the relative weight (relative importance), for each paragraph of the questionnaire, whether at the sub-level or the level of the dimensions or the main variables researched, and the researcher relied on the five-point Likert scales in surveying the opinions of the sample, so the level of the answer was confined (5-1), with five levels as shown in Table (7).

Table 7 Likert ratings and level of availability

| Resolution gradations | Arithmetic medians | degree of approval | Relative importance |
|---|---|---|---|
| I don't quite agree | 1.80-1 | very low | interest as low as 20% |
| I do not agree | 2.60-1.81 | low | From low to medium (40%-21%) |
| neutral | 3.40-2.61 | Moderate | Average importance (60%-41%) |
| I agree | 4.20-3.41 | Available | Intermediate to high interest (80%-61%) |
| Agree | 5.00-4.21 | Very available | High importance greater than 80% |
| Hypothetical mean = 15/5 = (3) | | Class length = 5 - 1 = 4/5 = 0.80 | |

**Source:** Akadiri O. P. (2011), Development of Multi-Criteria Approach for the Wolver Hampton, U. K.

**1. Descriptive Analysis of Variable Organizational Climate (OC):**

Table (8) Descriptive analysis of paragraphs of organizational climate dimensions (OC)

| code | N | Mean | Std. Deviation |
|---|---|---|---|
| al1 | 242 | 3.23 | 1.095 |
| al2 | 242 | 2.85 | 1.037 |
| al3 | 242 | 2.98 | 1.076 |
| al4 | 242 | 2.83 | 1.045 |
| Administrative Leadership Items (AL) | | | |
| iar1 | 242 | 3.03 | 1.028 |
| iar2 | 242 | 2.61 | 1.014 |

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|---|---|---|---|
| iar3 | 242 | 2.64 | 1.013 |
| iar4 | 242 | 2.64 | 1.119 |
| Incentive and Reward Items (IAR) | | | |
| pdm1 | 242 | 2.85 | 1.087 |
| pdm2 | 242 | 2.67 | 1.078 |
| pdm3 | 242 | 2.60 | .964 |
| pdm4 | 242 | 2.65 | 1.084 |
| participating in decision-making Items (PDM) | | | |
| com1 | 242 | 2.84 | 1.028 |
| com2 | 242 | 2.61 | 1.073 |
| com3 | 242 | 2.74 | 1.068 |
| com4 | 242 | 2.74 | 1.114 |
| Communication Items (COM) | | | |
| organizational climate (OC) | 242 | 2.7810 | .83803 |

**The source was prepared by the researcher based on the outputs of the program (SPSS.V.26).**

Table (9) shows the results related to the variable (Organizational Climate (OC) according to the statistical indicators represented in: (arithmetic mean, standard deviation, and percentage), as it is clear that the mentioned variable

It achieved an average response because the arithmetic means reached (2.7810), with a standard deviation of (.83803), which indicates the deviation of the values from the arithmetic mean, with a percentage of 55.6%), where the administrative leadership (AL) ranked first because it obtained The highest values, while participation in decision-making (PDM) ranked last because it gets the lowest values. Dimension of Variable Dimensions (Organizational Climate (OC) :

Table (9) Descriptive analysis of organizational climate dimensions (OC)

| Dimensions | Arithmetic mean | standard deviation | Relative importance | sequencing |
|---|---|---|---|---|
| **Administrative Leadership (AL)** | **2.9731** | **.93447** | **59.5%** | **1** |
| **Incentives and Rewards (IAR)** | **2.7293** | **.88533** | **54.6%** | **3** |
| **Participation in Decision Making (PDM)** | **2.6921** | **.94658** | **53.8%** | **4** |
| **Communication** | **2.7393** | **.95113** | **54.8%** | **2** |
| **the general mean** | **2.7810** | **.83803** | **55.6%** | |

The source was prepared by the researcher based on the outputs of the program (SPSS.V.26).

## 2. Descriptive Analysis of Tourism Service Quality Variable (TSQ):

Table (10) Descriptive analysis of the variable dimensions of tourism service quality (TSQ):

| Code | N | Mean | Std. Deviation |
|---|---|---|---|
| tan1 | 242 | 3.08 | .997 |
| tan2 | 242 | 2.94 | 1.090 |
| tan3 | 242 | 2.98 | 1.026 |
| tan4 | 242 | 2.90 | 1.064 |
| Tangible Items (TAN) | | | |
| rel1 | 242 | 3.26 | .992 |
| rel2 | 242 | 3.04 | 1.038 |

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| | | | |
|---|---|---|---|
| rel3 | 242 | 3.07 | 1.012 |
| rel4 | 242 | 3.02 | 1.123 |
| Reliability Items (REL) | | | |
| res1 | 242 | 3.31 | .985 |
| res2 | 242 | 3.17 | 1.115 |
| res3 | 242 | 3.13 | 1.076 |
| res4 | 242 | 3.15 | 1.075 |
| response Items (RES) | | | |
| sec1 | 242 | 3.43 | 1.029 |
| sec2 | 242 | 3.29 | 1.144 |
| sec3 | 242 | 3.34 | 1.109 |
| sec4 | 242 | 3.29 | 1.155 |
| Warranty Items (SEC) | | | |
| emp1 | 242 | 2.91 | .977 |
| emp2 | 242 | 2.79 | .982 |
| emp3 | 242 | 2.87 | .968 |
| emp4 | 242 | 2.80 | .966 |
| Empathy Items (EMP) | | | |
| TSQ | 242 | 3.0874 | .78403 |

The source was prepared by the researcher based on the outputs of the program (SPSS.V.26).

Table (11) shows the results related to the variable (Tourism Service Quality (TSQ) according to the statistical indicators represented in: (arithmetic mean, standard deviation, and percentage), as it is clear that the aforementioned variable

It achieved high because the arithmetic mean reached (3.0874), with a standard deviation of (.78403), which indicates the deviation of the values from the arithmetic mean, with a percentage of 61.7%), where the guarantee (SEC) ranked first because it obtains the highest values While Empathy (EMP) came last because it gets the lowest values, and here comes a presentation of the most important results related to the sample's responses concerning each dimension of the variable (Tourist Service Quality (TSQ)

Table (11) Descriptive analysis of tourism service quality dimensions (TSQ)

| **dimensions** | **Arithmetic mean** | **standard deviation** | **Relative importance** | **sequencing** |
|---|---|---|---|---|
| Tangibility (TAN) | 2.9742 | .93713 | 59.5% | 4 |
| Reliability (REL) | 3.0992 | .93706 | 62.0% | 3 |
| response (RES) | 3.1880 | .96289 | 63.8% | 2 |
| Warranty | 3.3347 | 1.00752 | 66.7% | 1 |
| Empathy (EMP) | 2.8409 | .84542 | 56.8% | 5 |
| the general mean | 3.0874 | .78403 | 61.7% | |

The source was prepared by the researcher based on the outputs of the program (SPSS.V.26).

**Sixth: Testing the hypotheses of the correlations of the research variables:**

This part of the research specializes in a statistical presentation through which the correlation relationships between the two research variables are tested and analyzed (organizational climate (OC) - the independent variable, with its four dimensions: administrative leadership (AL), incentives and rewards (IAR), participation in decision-making (PDM), Communications (COM)), and the dependent variable Tourism Service Quality (TSQ). It is as follows:

Table (12) Matrix of Correlation Relationships for Research Variables

| | | **AL** | **IAR** | **PDM** | **COM** | **OC** |
|---|---|---|---|---|---|---|
| TSQ | Pearson Correlation | .489** | .588** | .618** | .672** | .657** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 |

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| | | | | | | |
|---|---|---|---|---|---|---|
| | N | 242 | 242 | 242 | 242 | 242 |

The source was prepared by the researcher based on the outputs of the program (SPSS.V.26) .

1. The first main hypothesis: There is a significant correlation between the organizational climate (OC) and tourism service quality (TSQ) at the macro level. Through the data of Table (12), it became clear that there is a positive correlation (.657), while the level of significance was (.000), which is less than the level of significance specified by the researcher (0.05), so the alternative hypothesis is accepted and the null hypothesis is rejected.
2. The first sub-hypothesis: There is a significant correlation between administrative leadership (AL) and tourism service quality (TSQ) at the macro level. Through the data of Table (12), it became clear that there is a positive correlation (.489), while the level of significance was (.000), which is less than the level of significance specified by the researcher (0.05). So accept the alternative hypothesis and reject the null hypothesis.
3. The second sub-hypothesis: There is a significant correlation between incentives and rewards (IAR) and tourism service quality (TSQ) at the macro level. Through the data of Table (12), it became clear that there is a positive correlation (.588), while the level of significance was (.000), which is less than the level of significance specified by the researcher (0.05). So accept the alternative hypothesis and reject the null hypothesis.
4. The third sub-hypothesis: There is a significant correlation between the significance of participation in decision-making (PDM) and tourism service quality (TSQ) at the macro level. Through the data of Table (12), it became clear that there is a positive correlation (.618), while the level of significance was (.000), which is less than the level of significance specified by the researcher (0.05). So accept the alternative hypothesis and reject the null hypothesis.
5. The fourth sub-hypothesis: There is a significant correlation between communication (COM) and tourism service quality (TSQ) at the macro level. Through the data of Table (12), it became clear that there is a positive correlation (.672), while the level of significance was (.000), which is less than the level of significance specified by the researcher (0.05). So accept the alternative hypothesis and reject the null hypothesis.

**Seventh: The results of testing the impact hypotheses**

In this paragraph, the results of testing the impact hypotheses will be discussed successively:

The second main hypothesis: This hypothesis states that there is a significant influence relationship between the organizational climate (OC) and the tourism service quality (TSQ). There is a real organizational climate (OC) and any change in the organizational climate (OC) will lead to enhancing the quality of tourism service (TSQ), according to what was presented in Table (13) of the results of testing the influence relationships, which showed that there is an influence relationship of the organizational climate (OC). ) in tourism service quality (TSQ), as the effect constant was (1.377), and the slope of the regression was (.71) directly, that is: when the organizational climate (OC) increases by one unit, the tourism service quality (TSQ) will increase by (.71) as well. That the organizational climate (OC) explains (43%) of the variation in tourism service quality (TSQ), and the remaining (57%) is due to other variables not included in the study, which is significant based on the calculated (F) value. (182.476), which is larger when compared to the tabular (F) of (3.84), and the significance level value supports this The result, which amounted to (0.000), is less than the level of significance, which the researcher assumed (0.05), and according to these results, the alternative hypothesis is accepted, and the null hypothesis is rejected at the level of this study, and this means: that the more components of the organizational climate are available, the more it contributes In enhancing the quality of tourism service in first-class hotels in Al-Najaf Governorate, and the regression equation is as follows:

$$y = a + bx$$
$$y = 1.377y + .71x$$

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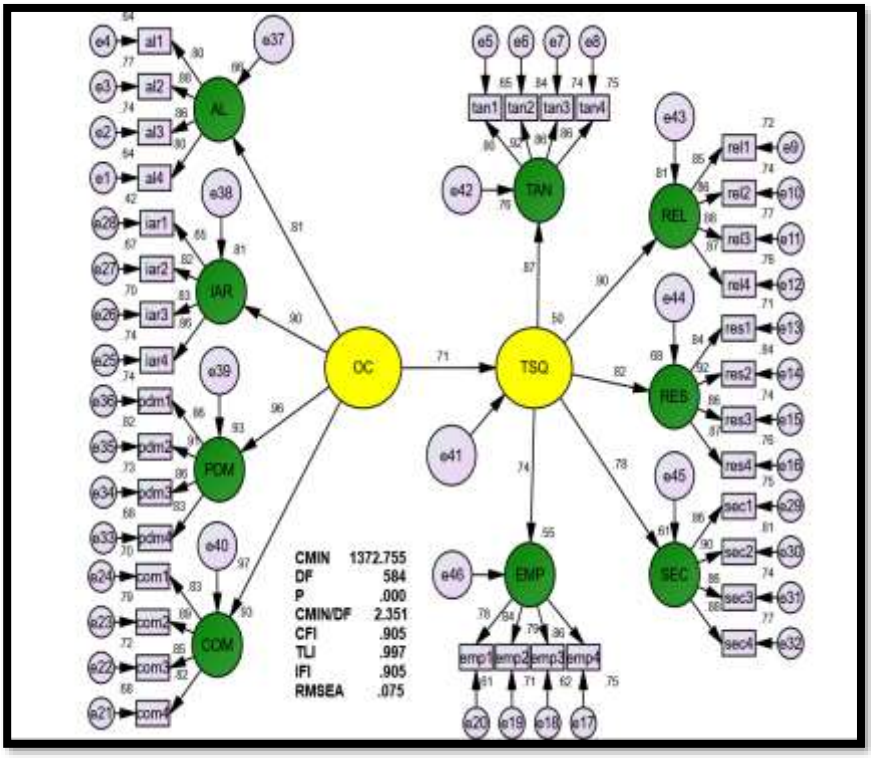


Figure 6: The results of the regression between the independent variable Organizational Climate (OC) and the dependent variable Tourism Service Quality (TSQ).

Table (13) Regression between the independent variable Organizational Climate (OC) and the dependent variable Tourism Service Quality (TSQ)

| dependent variable | tracks | the independent variable | Standard Regression Weights | C.R | P | F test | Tabular F value | effect constant | R Square |
|---|---|---|---|---|---|---|---|---|---|
| **TSQ** | **<---** | **OC** | **.71** | **8.561** | *** | **182.476** | **3.84** | **1.377** | **.432** |

The source was prepared by the researcher based on the outputs of the program (SPSS.V.26).

The conformance quality standards were compared, and they were all in conformity with the conditions, and it was also found that all are greater than the critical value (CR) of (1.96), and this indicates that the quality of measurement conformity is supported.

1. The first sub-hypothesis: This hypothesis states that there is a significant influence relationship between the administrative leadership (AL) and the tourism service quality (TSQ). From the results of Table (14), it is clear that there is an influence relationship of the administrative leadership (AL) on the quality of tourism service ( TSQ), as the effect constant reached (1.867), and the slope of the regression reached (.411) directly, that is: when the administrative leadership (AL) increases by one unit, the tourism service quality (TSQ) will increase by (.411), in addition to that the administrative leadership (AL) (AL) explains 24%) of the variation in the quality of tourism service (TSQ), while the remaining percentage (76%) is due to other variables not included in the study. And significant based on the calculated (F) value (75.540), which is greater when compared to the tabular (F) of (3.84), and the value of the significance level supports this result, which amounted to (0.000), is less than the level of significance, which the researcher assumed (0.05), and according to these results, the alternative hypothesis is accepted, and the null hypothesis is rejected at the level of this study. In the first-class hotels in the holy city of Najaf, the regression equation is as follows:

$$y = a + bx$$
$$y = 1.867 + .411x$$

Table (14) Regression model between administrative leadership (AL) and tourism service quality (TSQ(

| | non-standard | standar | F | F | R | significa |
|---|---|---|---|---|---|---|

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| | | transactions | | d transactions | calculated | tabular | Square | nce level |
|---|---|---|---|---|---|---|---|---|
| | | beta coefficient | beta | Beta | | | | |
| 1 | Constant | 1.867 | .147 | .489 | 75.540 | 3.84 | .24 | .000 |
| | Administrative Leadership (AL) | .411 | .047 | | | | | |

The source was prepared by the researcher based on the outputs of the program (SPSS.V.26).

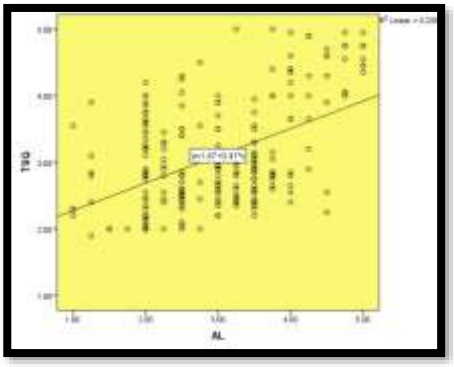

Figure (7) Regression model between administrative leadership (AL) and tourism service quality (TSQ)

2. The second sub-hypothesis: This hypothesis states that there is a significant effect relationship between incentives and rewards (IAR) and tourism service quality (TSQ). From the results of Table (15), it is clear that there is a relationship between incentives and rewards in tourism service quality (TSQ), as The effect constant was (1.665), and the slope of the regression was (.521) directly, that is: when increasing the incentives and rewards (IAR) by one unit, the quality of tourism service (TSQ) will increase by (.521), in addition to that the incentives and rewards (IAR) explain the ratio of (35%) of the variation in the quality of tourism service (TSQ), and the remaining percentage (65%) is due to other variables not included in the study. And significant based on the calculated (F) value (127.072), which is greater when compared to the tabular (F) of (3.84), and the value of the significance level supports this result, which amounted to (0.000), is less than the level of significance, which the researcher assumed (0.05), and according to these results, the alternative hypothesis is accepted, and the null hypothesis is rejected at the level of this study, and this means: when incentives are granted based on the effort exerted by workers in first-class hotels in Najaf Governorate, whenever it contributes to enhancing the quality of tourism service in First-class hotels in the holy city of Najaf, and the regression equation is as follows:

$$y = a + bx$$
$$y = 1.665 + .521x$$

Table (15) Regression model between incentives and rewards (IAR) and tourism service quality (TSQ)

| | | non-standard transactions | | standard transactions | F calculated | F tabular | R Square | significance level |
|---|---|---|---|---|---|---|---|---|
| | | beta coefficient | beta | Beta | | | | |
| 1 | Constant | 1.665 | .133 | .588 | 127.072 | 3.84 | .35 | .000 |
| | Incentives and Rewards (IAR) | .521 | .046 | | | | | |

The source was prepared by the researcher based on the outputs of the program (SPSS.V.26).

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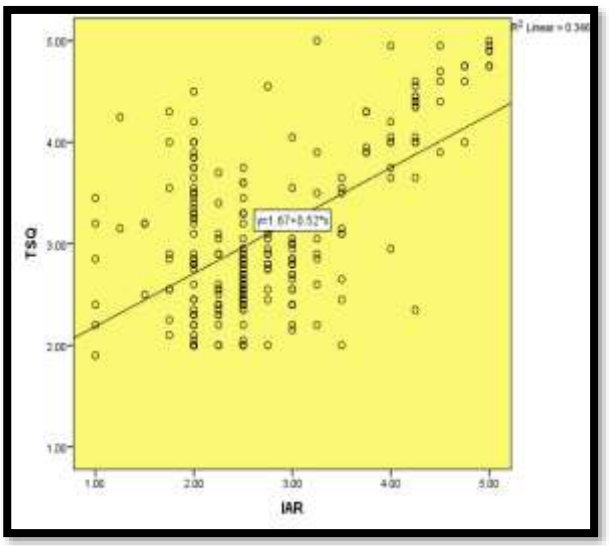


Figure (8) Regression model between incentives and rewards (IAR) and tourism service quality (TSQ)

3. The third sub-hypothesis: This hypothesis states that there is a significant influence relationship between participation in decision-making (PDM) and tourism service quality (TSQ), from the results of table (16) show that there is an effective relationship between participation in decision-making on the quality of tourism service (TSQ), as the effect constant reached (1.708), and the slope of the regression was (.512) directly, that is: when participation in decision-making (PDM) increases by one unit, the quality of tourism service (TSQ) will increase by (.512), in addition to that Participation in decision-making (PDM) explains (38%) of the variation in tourism service quality (TSQ), while the remaining (62%) is due to other variables not included in the study. And significant based on the calculated (F) value (148.690), which is greater when compared to the tabular (F) of (3.84), and the value of the significance level supports this result, which amounted to (0.000), is less than the level of significance, which the researcher assumed (0.05), and according to these results, the alternative hypothesis is accepted, and the null hypothesis is rejected at the level of this study. tourism in first-class hotels in the holy city of Najaf, and the regression equation is as follows:

$$y = a + bx$$
$$y = 1.708 + .512x$$

Table (16) Regression model between participation in decision-making (PDM) and tourism service quality (TSQ)

| | | non-standard transactions | | standard transactions | F calculated | F tabular | R Square | significance level |
|---|---|---|---|---|---|---|---|---|
| | | beta coefficient | beta | Beta | | | | |
| 1 | Constant | 1.708 | .120 | .618 | 148.690 | 3.84 | .383 | .000 |
| | Participation in Decision Making (PDM) | .512 | .042 | | | | | |

The source was prepared by the researcher based on the outputs of the program (SPSS.V.26).

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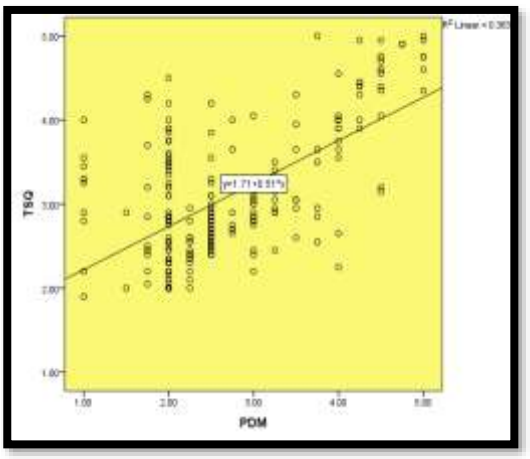


Figure (9) Regression model between participation in decision-making (PDM) and tourism service quality (TSQ)

4. The fourth sub-hypothesis: This hypothesis states that there is a significant influence relationship between communication (COM) and tourism service quality (TSQ). Table (17) shows that there is an influence relationship for participation in decision-making on tourism service quality (TSQ). As the effect constant reached (1.575), and the slope of the regression reached (.554) directly, that is: when communications (COM) increase by one unit, the quality of tourism service (TSQ) will increase by (.554), in addition to that communications (COM) explain the ratio of (45%) of the variation in the quality of tourism service (TSQ), and the remaining (55%) is due to other variables not included in the study. And significant based on the calculated (F) value (197.946), which is greater when compared to the tabular (F) of (3.84), and the value of the significance level supports this result, which amounted to (0.000), is less than the level of significance, which the researcher assumed (0.05), and according to these results, the alternative hypothesis is accepted, and the null hypothesis is rejected at the level of this study, and this means: when the hotel uses modern devices to transfer information between the different units and departments in the first-class hotels in the province of Najaf, the more it contributes to enhancing the quality of tourism service In the first-class hotels in the holy city of Najaf, the regression equation is as follows:

$$y = a + bx$$
$$y = 1.575 + .554x$$

Table (17) regression model between communication (COM) and tourism service quality (TSQ)

| | | non-standard transactions | | standard transactions | F calculated | F tabular | R Square | significance level |
|---|---|---|---|---|---|---|---|---|
| | | beta coefficient | beta | Beta | | | | |
| **1** | Constant | **1.575** | **.114** | **.672** | **197.946** | **3.84** | **.452** | **.000** |
| | Communication | **.554** | **.039** | | | | | |

The source was prepared by the researcher based on the outputs of the program (SPSS.V.26).

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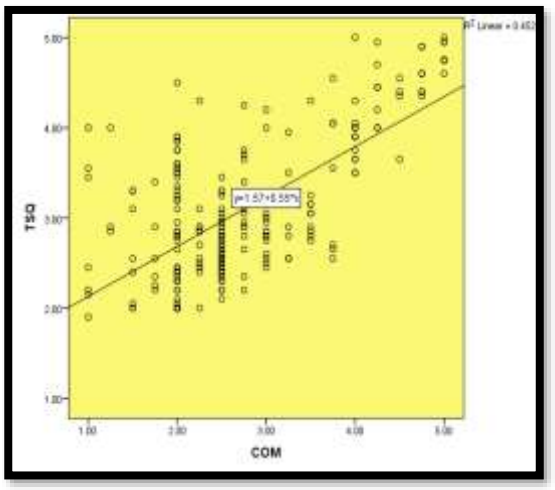


Figure (9) Regression model between Communications (COM) and Tourism Service Quality (TSQ)

The following table (21) summarizes the decision to accept and reject the hypotheses

| hypotheses | Hypothesis text | significance level | the decision |
|---|---|---|---|
| The first main hypothesis | There is a positive and significant correlation between organizational climate (OC) and tourism service quality (TSQ). | .000 | Acceptance |
| The first sub-hypothesis | There is a positive and significant correlation between administrative leadership (AL) and tourist service quality (TSQ). | .000 | Acceptance |
| The second sub-hypothesis | There is a positive and significant correlation between incentives and rewards (IAR) and tourism service quality (TSQ). | .000 | Acceptance |
| The third sub-hypothesis | There is a positive and significant correlation between participation in decision-making (PDM) and tourist service quality (TSQ). | .000 | Acceptance |
| The fourth sub-hypothesis | There is a positive and significant correlation between communication (COM) and tourism service quality (TSQ). | .000 | Acceptance |
| The second main hypothesis | There is a positive and significant effect between the organizational climate (OC) and tourism service quality (TSQ). | .000 | Acceptance |
| The first sub-hypothesis | There is a positive and significant effect between administrative leadership (AL) and tourist service quality (TSQ). | .000 | Acceptance |
| The second sub-hypothesis | There is a positive and significant effect between incentives and rewards (IAR) and tourism service quality (TSQ). | .000 | Acceptance |
| The third sub-hypothesis | There is a positive and significant effect between participation in decision-making (PDM) and tourist service quality (TSQ). | .000 | Acceptance |
| The fourth sub-hypothesis | There is a positive and significant effect between communication (COM) and tourism service quality (TSQ). | .000 | Acceptance |

The table was prepared by the researcher according to the results of the outputs of the SPSS.V.26 program.

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## CONCLUSIONS

This chapter summarizes the most important conclusions of this study including:

a. The interest in the components of the organizational climate (administrative leadership, incentives, and rewards, participation in decision-making, communication) was average, as most of the respondents' answers to most of the items were neutral to agree, and this indicates the strength of the average interest in the organizational climate in first-class hotels in Najaf Governorate.

B. The availability of components of the quality of tourism service in the first-class hotels in the province of Najaf, where most of the answers of the study sample agreed, and this gives a positive indicator.

c. It is evident through the analysis of the correlations between the organizational climate and the quality of tourism service. It was high, positive, and significant. This indicates that the more attention is paid to the components of the organizational climate in the first-class hotels in the province of Najaf, the more this leads to enhancing the quality of tourism service in the first-class hotels in the province of Najaf.

d. The high interest of the administrative leadership through the openness and democracy of the workers in the first-class hotels in the province of Najaf affects positively enhancing the quality of tourism service in the first-class hotels in the province of Najaf.

H. The effect of incentives and rewards is based on fair, objective bases. It does not accept the bias and personal diligence of the workers in the first-class hotels in the province of Najaf in enhancing the quality of tourism service in the first-class hotels in the province of Najaf. Moreover, participation in decision-making by working on a team basis affects the study of decision-making problems in first-class hotels in Al-Najaf Governorate by diagnosing the state of the organization by identifying the strengths and weaknesses of its current competitors in enhancing the quality of tourism service in first-class hotels in Al-Najaf Governorate.

g. The effect of information exchange in the hotel takes place in various organizational directions (vertically and horizontally) in enhancing the quality of tourism service in first-class hotels in Najaf Governorate**.**

## RECOMMENDATIONS

Recommendations crystallized after collecting and analyzing data, and during visiting first-class hotels in Najaf Governorate. These recommendations include:

a. Encouraging the first-class hotels in Najaf to adopt the components of the organizational climate, such us motivating the employees, and engaging them in the decision-making process, that can lead to improve the quality of tourism service.

b. Encouraging and supporting the environmental guidance in the first-class hotels in Najaf by holding workshops in this field, as it contributes to increasing the quality of tourism service.

c. Directing and training the employees contributes to enhance the quality of tourism service in the first-class hotels in Al-Najaf Al-Ashraf Governorate.

d. Encouraging and rewarding the ethical behavior of employees in first-class hotels at the holy city of Najaf can help them to be innovated in developing the quality of tourism service.

h. Creating a positive organizational culture depends on friendliness and respect among employees in first-class hotels in Najaf Governorate, which reflects positively on their performance, thus enhancing the quality of tourism service. Furthermore, developing the incentive system in the hotel relies on objective and fair foundations that do not accept bias and personal diligence.

g. Emphasis on the decision-making process for the top management of hotel and delegated to some middle and lower management levels.

h. Using special training tools to build and develop the personality of the employee in the Iraqi first-class hotels in Najaf contributes to enhancing the quality of tourism service.

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