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THE ROLE OF RAW LEADERSHIP IN ACHIEVING GUEST HAPPINESS (AN APPLIED STUDY IN HOTEL ORGANIZATIONS IN BAGHDAD GOVERNORATE)

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ABSTRACT

The current study aims to investigate the impact of servant leadership on guest happiness in hotel organizations in the Baghdad Governorate. The study focuses on five hotels: Coral Baghdad, Palestine Meridian, Degla Al Khair, Crystal Grand Ishtar, Babel, and Warwick. The research methodology employed is the descriptive-analytical method. The research problem concerns several questions, with the main question being: "What is the role of servant leadership in achieving guest happiness?" The study formulates two hypotheses, tested using correlation and influence analysis in the (SPSSV—23) software to address this central question and related questions. The data for the analysis is collected through a distributed questionnaire. A total of (50) questionnaires were issued to the participants of the study. Out of these, only (47) were collected and examined in a manner relevant to the research topic. The analysis and statistical treatment involved the use of several appropriate statistical methods, including frequency distribution, graphical shapes, percentages, weighted arithmetic mean, standard deviation, relative importance (answer intensity), simple Pearson correlation coefficient, simple linear regression coefficient, F test (F-test), and coefficient of determination R^2 . After testing the hypotheses, he reached several results, including:-

1. Servant leadership contributes to guest happiness through its behavior by presenting the interests of the guests and making it a priority over the interests of the self.
2. Leaders of hotel organizations deal with guests fairly and transparently.

The research presented several recommendations, the most important of which are:

1. Work to guide guests during the visit to openness, acceptance of others, and integration into community activities.
2. Servant leaders must allow guests to participate in the decision-making process regarding the details of the tourism program.

KEYWORDS: Servant Leadership, Guest Happiness.



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INTRODUCTION

The success or failure of service organizations depends on the human resources they possess, which is why these organizations focus their efforts on searching for distinguished and prominent leaders who bear the bulk of the responsibility in directing their organizations toward success, distinction, and happiness of guests because the leader is the mastermind of everything and the beating heart of any organization. Especially service. This is by moving the workers towards achieving what was planned. Still, Al-Tagab has proven that it is tough to move human energies to devote themselves to work without influencing them and without the leader being characterized by high administrative skills and capabilities and possessing the appropriate tools to help him move those energies in the proper direction. Thus, it motivates them to follow voluntary ethical behaviors that contribute to the prosperity of the organization in which they work, bringing into existence a new concept of leadership called "Servant Leadership," which is the most excellent model of leadership ever that is based on spiritual ideas, values and ideals and calls for human virtues and that gives priority to the desires, needs, and ambitions of individuals before their interests. Personal from this standpoint, the servant leader's goal in the hotel organization is to provide service and assistance on an optional basis. Thus, he aims to be a role model for his subordinates to imitate and works to motivate them to be more prepared to serve and delight the guests.

The First Topic (Research Methodology)

The research methodology includes several paragraphs, which are as follows:

First: The research problem: The research is based on a central question, which is (What is the role of servant leadership in achieving guest happiness in the researched hotel organizations?, and the following questions emerge from it: -

1. Does the sample studied clearly perceive the dimensions of servant leadership and guest happiness?
2. Is there a correlation and influence between the dimensions of servant leadership and guest happiness in the hotel organizations studied?
3. To what extent do servant leadership and its dimensions influence achieving guest happiness in the organizations studied?

Second: Research objectives: It aims to achieve the following:

1. Building a knowledge framework on the topics of (servant leadership and guest happiness) and its variables by tracking the research efforts presented in the specialized literature.
2. Identify and analyze (the correlation and influence) between the dimensions of servant leadership

and guest happiness in the hotel organizations investigated.

3. Build a hypothetical model for the research variables and test it based on which conclusions and recommendations can be built.

Third: The importance of the research: It lies in the following:

1. Shedding light on the concept of servant leadership and its relationship to happiness in the researched organizations.
2. Diagnosing the sample members' awareness of servant leadership and its dimensions in the researched organizations.
3. Diagnosing the sample members' awareness of guest happiness and its dimensions in the researched organizations.
4. Explaining the relationship between servant leadership and guest happiness in the researched organizations.

Fourth: Method: The descriptive analytical method was used in the research because it is considered the most appropriate method in behavioral research.

Fifth: Hypothetical diagram: For the research, a hypothetical diagram was prepared that gives the initial perception of the research variables (servant leadership, guest happiness) and their dimensions. As shown in Figure (1).

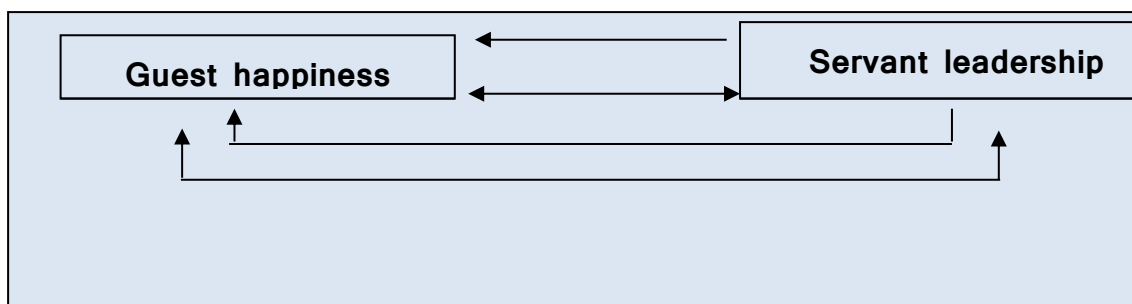


Figure (1) Hypothetical diagram of the research.

Sixth: Hypotheses: The research is based on two main hypotheses, which are as follows: -

1. The initial central hypothesis posits that there is a notable association between the aspects of servant leadership and visitor happiness in the hotel organizations under investigation.
2. The second main hypothesis is that there is a significant influence relationship between the dimensions of servant leadership and the dimensions of guest happiness in the hotel organizations investigated.

Seventh: Limits: They are represented by the following:

1. Spatial boundaries: These boundaries were represented by the hotel organizations researched in the Baghdad Governorate.
2. Time limits: The research was conducted for the period between 8/15/2023 to 1/25/2024.
3. The scope of the research is restricted to a specific group of individuals who are clients of the hotel firms inside the Baghdad Governorate.

Eighth: Data collection methods are the researcher used various approaches to gather data and

information, encompassing theoretical and practical aspects. These methods are outlined below:

1. The theoretical aspect: Benefits were derived from Arab and foreign sources that dealt with the topic under discussion.
2. The field aspect: The researcher used (the questionnaire form) to collect data and information related to the topic under research. The questionnaire contained three main sections, which are: -
 - The first section includes personal data related to the members of the research sample.
 - The second section deals with the dimensions of servant leadership, represented by (altruism, emotional containment, wisdom, community service, and empowerment).
 - The third section relates to the dimensions of guest happiness and includes (sustainable and fun happiness).

Ninth: Data analysis methods: In data analysis, the research relied on a set of statistical methods to achieve its goals and test its hypotheses, as follows: -

1. Frequency distribution.
2. Graphic shapes.
3. Percentages.
4. Weighted arithmetic mean.
5. Standard deviation.
6. Relative importance.
7. Linear regression coefficient.
8. Coefficient of determination (r^2).

The second topic (theoretical framework)

First: Servant leadership (concept - importance - dimensions).

1. The idea: Scholarly research has shown that the concept of servant leadership has evolved in the field of administration since the publication of Greenleaf's influential paper, "The Servant Leader," in 1970. In this piece, Greenleaf emphasized that true greatness in a leader lies in their ability to serve others. Academic circles have shown interest in this leadership style, specifically in the differentiation between two terms: leader and servant. In this context, a servant leader is motivated by a sense of duty and prioritizes service over leadership (Rachmawati & Lantu, 2014:387-388f). The servant leader is characterized by their possession of values, abilities, and knowledge, which sets them apart from other leadership styles that prioritize personal and hereditary talents and characteristics, such as charismatic leadership (Polleys, 2002: 125). Servant leadership, as defined by Harju et al. (2018: 2), is a leadership style that emphasizes the positive growth of followers. Servant leaders empower and develop individuals while demonstrating humility, authenticity, and personal acceptance. According to Best (2020:130), it is not just a leadership style, but also a philosophy and a set of practices that enhance the lives of individuals, improve organizations, and ultimately contribute to a better world. More equitable and compassionate. Sandifer (2021:33) highlighted the need of an approach that incorporates leadership characterized by honesty, respect, love, and ethics. This style aims to motivate followers and enable them to accomplish their individual objectives and responsibilities, thereby fulfilling a moral obligation to serve others.

Consequently, the researcher successfully established "servant leaders," who promote the visitors' well-being and prioritize their interests.

2. Importance: The importance of servant leadership increases as the organization's problems become more complex. Russell, 2016:52-68 can determine the following points (Muhtasom et al., 2017:71-88 (Muller et al.,2018:46-62).

a. The importance of servant leadership for organizations: It improves organizational performance (employee performance, internal operations performance, financial performance, education

performance, and innovation performance).

B. The importance of servant leadership for leaders: maximizing the leader's leadership achievements, including (increasing the level of profits, reducing the turnover rate, and improving organizational growth).

C. The importance of servant leadership for followers: It contributes to (increasing employees' job satisfaction, improving employees' job performance, and encouraging servant leadership to increase opportunities for innovation and creativity).

3. Dimensions: The dimensions that makeup servant leadership have varied according to the studies that have dealt with it, and the current research has relied on five dimensions represented (arousal, emotional containment, wisdom, community service, and empowerment) (300-326: (Barbuto & Wheeler, 2006, Below is a detailed presentation of each dimension:

a. Impact: It is the first dimension, and it means the strong desire of the leader to bring about positive change in the lives of individuals by placing the servant leader's interests followers at the top of his priorities and working hard to achieve those interests (Qaoud & Wahba, 2023: 32). The servant leader in organizations enjoys The tourist has a generous personality for the benefit of the guests, as he provides voluntary assistance to them, taking into account that this assistance is related to a task, an organizational problem, or related to the tourism program.

B. Emotional containment: It is one of the strengths of the servant leader. It includes the degree to which the servant leader cares about the followers, their problems, and their well-being (Liden et al., 2008: 162). The tourist's emotional containment is the servant leader realizing he can help make the guests happy. It is better when they communicate with him; he deals with them with humanity and compassion and gives them part of his time to talk about their personal affairs.

a. Wisdom: This dimension refers to the leader's ability to be aware of the surrounding circumstances and predict future events (Qaoud & Wahba, 2023: 32). The servant leader in tourism can manage matters and possess a future vision based on his keenness to meet the interests of the followers and the tourism organization.

B. Community service: That is, the servant leader builds society by creating a comprehensive and cooperative work environment within his organization where he shares common goals and interests, develops relationships with followers, and enhances the collaborative work environment (Carter, 2012:51). The servant leader in the tourism organization works to develop and improve the social, economic and cultural level in the community.

C. Empowerment: Empowerment is one of the essential dimensions of servant leadership. It is the process of granting employees independence in performing their tasks, developing their talents, and allowing them to participate effectively in decision-making (Van Dierendonck & Sousa, 2016:413). Wise leaders in tourism organizations lead workers to lead themselves, leading to a decentralized organizational structure that focuses on information and encourages them to make influential decisions within the scope of their responsibilities and authority.

Second: Guest happiness (concept - components - dimensions).

1. The concept: Happiness is a term that carries with it many meanings, such as joy, delight, pleasure, and satisfaction. In recent years, interest in it has increased significantly, especially in the tourism work environment, and there has become a close connection between the terms (happiness) and (guest). This strong interconnection makes it one of the essential topics in positive organizational behavior. The term happiness refers to the absence of depressive feelings and the presence of several emotional and cognitive states characterized by positivity. (Joseph. et al., 2004:464) As for the term guest, it is the person who motivates us to deal with him in a way that benefits him and ourselves (Abdollahi, 2007:12).). Through this, it becomes clear to us that there is a relationship between the guest and happiness,

which is what tourism organizations seek to achieve and present on a golden platter through their programs, activities, and the performance of the tour guide so that the guest feels contentment, joy, enjoyment, and self-realization.

There have been many and varied views on the definition of guest happiness. He (Al-Saeedi, 2015: 71) defined it as the personal enjoyment in the guest's life compared to others. (Saleh & Fakhri, 2022: 123) He described it as a group of factors that achieve a feeling of joy, pleasure, and satisfaction for the guest by comparing his expectations with what he gets so that a sense of happiness emerges. (Al-Ugaili, 2016: 85) Viewed as happiness from the emotional standpoint, as a feeling of a balanced mood, and from the cognitive, contemplative standpoint, it is a feeling of contentment, satisfaction, self-assurance, self-realization, a sense of joy and pleasure, and enjoyment of all the tourism programs offered and the performance and behavior of the tour guide.

The researcher believes that the operational definition of guest happiness is a psychological (internal) feeling full of positivity, joy, and pleasure, and results in positive effects such as loyalty, satisfaction, and a natural desire to continue using certain services.

2. Components: Many theorists and researchers have presented and discussed multiple lists of the various components of Souad al-Dhaif, and we will explain them in three aspects as follows: -

a. A mental and intellectual aspect, such as the expectation of obtaining additional services due to using tourism services that are the subject of marketing work (Al-Masoudi, 2022: 106).

B. An emotional aspect is joy, optimism, and extroversion with programs, activities, and events.

T. The psychological satisfaction aspect of the tour guide's performance and behavior (Soliman, 2010:114).

Many types of happiness are shaped according to the tourist's view of it or the one who misses a part of it. Happiness is an emotional state and not a need for a material reality, meaning it lies in the mind, heart, and feeling. As for its types, he sees (Suleiman, 2010: 92) that they are:

(Short happiness, long happiness, accurate, realistic happiness, and instinctive happiness) (Al-Ukaili, 2016: 84).

3. Dimensions: Define (Crespo & Mesurado, 2015:931) the dimensions of the guest's happiness in two sizes: -

a. Sustainable happiness of the guest: Sustainable happiness represents the extent of the guest's ability to achieve multiple and purposeful goals that lie in achieving his happiness. It is often complementary to the happiness of fun, as sustainable happiness requires living according to self-realization (Waterman et al., 2008: 42).

B. Fun happiness for the guest: These positive emotional states accompany satisfaction and the fulfillment of desires. By maximizing all satisfaction and fulfillment of desires for the guest, the path to happiness is prepared (Henderson et al., 2014: 1088).

The Third Topic (The Practical Aspect)

Introduction

Members of the research community in Baghdad Governorate were selected as a sample to test the hypotheses in the questions and confirm the relationships in the research's hypothetical plan. The methods and tools used to gather and analyze the data are displayed. What follows are some passages that:

First, the site where the study will be carried out: The study's variables were tested using recognized standard items in Baghdad.

Next, subjects and samples for the study: The research population was selected since it was directly related to the survey; it consists of guests of hotel organizations in the Baghdad Governorate. Coral Baghdad, Palestine Meridian, Degla Al-Khair, Crystal Grand Ishtar, Babylon, and Warwick were the five

hotels that represented this demographic. The research effort benefited from retrieving and transcribing (47) out of (50) questionnaires sent to the sample.

1. Questionnaire: A thorough collection of interrelated questions was created to accomplish the research objective within the selected problem framework. The research variables were measured using numerical findings and information provided by the questionnaire, which served as the principal instrument for data collection. The research's requirements and trends informed its design and preparation; to do this, it used a pentagonal scale, as illustrated in the appendix.

The survey is of utmost importance: It is the main source for measuring, analysing, and testing hypotheses about servant leadership in hotel organisations and its impact on guests' pleasure. The theoretical research variables guided the questionnaire's organisation into the following sections: - The first part asks respondents to identify themselves by providing basic demographic information (gender, age, and level of education).

Five paragraphs in Section 2 describe the servant leadership independent variable.

The dependent variable, guest contentment, is expressed in five paragraphs in the third section.

The items will consist of ten in total, and for their examination of reliability and validity, we will be using the trusted SPSS v23.

Table (1) Research variables.

Number of paragraphs	Search variables	
5	Servant leadership	X
5	Guest happiness	Y
10	All items of the questionnaire	

Source: Prepared by the researcher in light of the research variables

Data description and analysis methods: The research uses a variety of statistical tools, including frequency distribution, to test hypotheses about the nature of the problems and the answers to the research questions. These tools are part of the statistical package SPSS v23. The following statistical measures are available: percentages, graphs, weighted mathematical mean, standard deviation, relative relevance (response harshness), F-test (F-test), and coefficient of determination (R^2).

Table (2) Correlation coefficient values

Interpretation	Correlation coefficient value
Perfect connection	$r = 1$
Strong connection	$0.5 \leq r < 1$

Average correlation	$0.3 \leq r < 0.5$
Weak connection	$0 < r < 0.3$
There is no connection	$r = 0$

Fourth: Testing validity and reliability:

1. Ensuring the questionnaire's apparent validity requires verifying that the questionnaire appropriately represents the content it aims to measure and that each question or phrase effectively measures the desired study variable. Additionally, it entails ensuring that the questionnaire effectively conveys its intended objective. One of the most direct methods is relying on impartial arbitrators with expertise in the relevant field. By seeking the opinions of multiple arbitrators, we were able to revise and edit specific paragraphs to better align with their views on whether or not the variable in question is relevant to our measurements.

2. The survey's reliability is demonstrated by consistently producing favorable outcomes using the same methodology and measures when applied again. The results are invariant even if the researcher repeats the test. Conducting multiple tests on the same research sample at different periods ensures the stability of these estimations. The Alpha-Cornbach coefficient was employed to ascertain the reliability. It is necessary to use this coefficient to determine the reliability of measurements obtained from tests or questionnaires that evaluate a subject with items assumed to be consistent. The Alpha-Cornbach equation was used to measure dependability based on this approach. For the questionnaire to be deemed reliable and administered to the entire sample, the reliability coefficient must exceed 0.60.

Table (3): Reliability coefficient values and interpretation of their significance

Interpretation	Correlation coefficient value
Excellent stability	0.90 and more
Very good stability	0.89 - 0.80
Good stability (this is achieved in most tests)	0.79 - 0.70
Low stability (needs review)	0.69 -0.50
Poor reliability (the test does not contribute to the relationship)	0.49

Source: (Jawdah, 2010: 25).

When the reliability coefficient is 0.70 or above, it indicates that the questionnaire suits research and studies that require it. The following are the outcomes shown in Table (4) from the two approaches used for the research forms:

Table (4) Reliability test results

Interpretation	The value of Cronbach's Alpha coefficient	Search variables	
Passes the test) The presence of) stability in the independent variable items	0.979	Servant leadership	X
It passes the test for stability in the dependent variable items	It passes the test for stability in the dependent variable items	Guest happiness	Y
(Passes the test) There is consistency in all the questionnaire items	0.990	All items of the questionnaire	

Source: Prepared by the researcher according to the results of the SPSS V23 program.

Furthermore, an examination of the demographic characteristics of the research sample: Table (5) presents the personal information of the individuals included in the study sample. The specific factors considered are gender, age group, and educational qualification.

This table facilitates the scientific and practical assessment of the respondent's answers to the questionnaire by highlighting that the highest proportions are among persons with advanced academic qualifications and those aged 51 years and above.

Table (5): Description of the research sample members

The ratio%	The number	Target groups	Variables
95.7%	45	male	Gender
4.3%	2	feminine	
100	47	the total	
4.3	2	years 30 -18	Age group
8.5	4	years 40-31	
19.1	9	years 50-41	

42.6	20	years 60-51	
25.5	12	years 61 and over	
100	47	the total	
6.4	3	Preparatory school	Qualification
8.5	4	diploma	
25.5	12	Bachelor's	
34	16	Master's	
25.5	12	Ph.D	
100	47	the total	

Source: Prepared by the researcher based on the results of the SPSS V23 program.

The research factors of guest satisfaction and servant leadership hold great importance.

This part focuses on analyzing the replies of the 47 individuals who constituted the sample, specifically about the items in the survey related to the dependent variable (guest contentment) and the independent variable (servant leadership). To assess the variation of responses within paragraphs, we utilized skewness and arithmetic means, along with the answer strength matrix, to ascertain the relative significance of each answer.

Table (6) Estimated scale according to a five-point Likert scale

Source:

the level	Weighted average	Ranking
low	From 1 to 1.79	I strongly disagree
	From 1.80 to 2.59	I do not agree
middle	From 2.60 to 3.39	neutral
high	From 3.40 to 4.19	I agree
	From 4.2 to 5	I strongly agree

(Barakat, 2013: 13).

The research questionnaire assessed the prevalence of servant leadership components in the studied hotel businesses. It included five items to measure servant leadership as its primary focus. Below are the

outcomes of the sample's reactions to the items: The arithmetic mean for this axis was recorded as 3.77, which falls within the range of 3.40 to 4.19. The relative importance value reached 75.39%, indicating a significant proportion that confirms the agreement of the research sample on most of the items related to this variable. The findings suggest that the sample converges towards consensus, with a standard deviation 1.253. This suggests that the responses on servant leadership are similar, as indicated in Table (7) and Figure (2).

Table 7 provides a detailed description of the sample's responses to the questions related to the independent variable of servant leadership.

Relative importance %	deviation Standard	Arithmetic mean	Paragraphs										Paragraphs	
			5		4		3		2		1			
			Sample answers and percentages											
			%	f	%	f	%	f	%	f	%	f		
82.54	1.262	4.13	55.3	26	23.4	11	8.5	4	4.3	2	8.5	4	Q1	X Servant leadership
74.12	1.284	3.70	29.8	14	42.6	20	4.3	2	14.9	7	8.5	4	Q2	
83.36	1.090	4.17	48.9	23	34	16	6.4	3	6.4	3	4.3	2	Q3	
72.34	1.392	3.62	36.2	17	23.4	11	19.1	9	8.5	4	12.8	6	Q4	
64.6	1.237	3.23	17	8	25.5	12	34	16	10.6	5	12.8	6	Q5	
75.39	1.253	3.77	Total											

Source: Prepared by the researcher based on the results of the SPSS V23 program

The paragraphs dealing with servant leadership were ranked according to the importance they received. Paragraph 3 had the highest rating, with an overall relative value of 83.36 percent, an arithmetic mean of 4.17 percent, and a standard deviation of 1.090 percent. Most of the research sample agreed with paragraph Q5, which states that dealing with guests is fair and transparent. However, out of all the paragraphs about servant leadership, paragraph Q5 had the lowest response level with an arithmetic

mean value of 3.23, a standard deviation of 1.237, and a relative importance of 64.6%. This is supported by the fact that some of the study's participants agreed with the statement regarding the importance of including visitors in the tourism program's decision-making process.

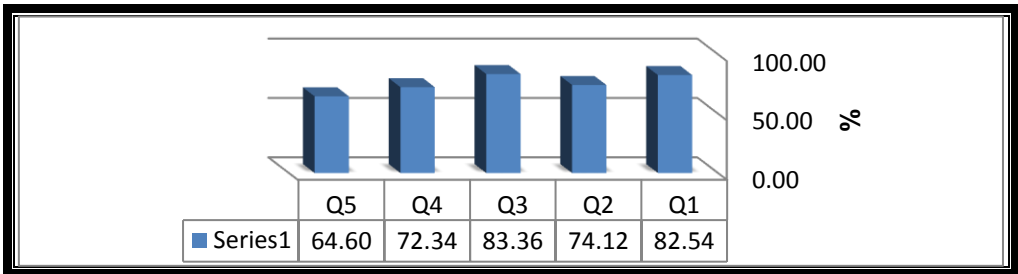


Figure (2) The relative importance of the sample’s answers regarding agreement on the items of the variable (servant leadership)

The level of satisfaction among guests was assessed using a questionnaire consisting of five items. The responses from the research sample yielded the following findings: The user did not provide any text. The arithmetic mean for this axis is 3.80, with a range of 3.40 to 4.19. The relative importance value is 76.06%, indicating that the research sample agreed on most items in this variable. Based on the data in Table 8 and Figure 3, the sample responses indicate a tendency toward agreement. The standard deviation of 1.302 means the level of homogeneity in the replies regarding guest contentment.

Table (8): Description of the sample’s responses to the paragraphs of the dependent variable (guest happiness)

Relative importance %	standard deviation	Arithmetic mean	Paragraphs										Dimensions	
			5		4		3		2		1			
			Sample answers and percentages											
			%	f	%	f	%	f	%	f	%	f		
83.36	1.090	4.17	48.9	23	34	16	6.4	3	6.4	3	4.3	2	Q6	Y Guest happiness
74.88	1.310	3.74	34	16	38.3	18	4.3	2	14.9	7	8.5	4	Q7	
77.88	1.387	3.89	51.1	24	17	8	10.6	5	12.8	6	8.5	4	Q8	

78.3	1.26 5	3.9 1	44. 7	21	25. 5	12	12. 8	6	10. 6	5	6.4	3	Q9
65.9	1.45 8	3.3 0	23. 4	11	34	16	10. 6	5	12. 8	6	19. 1	9	Q10
76.0 6	1.302	3.80	Total										

Source: Prepared by the researcher based on the results of the SPSS V23 program.

Following the analysis of "The Guest's Excellency," the research sample assessed the significance of the subsequent paragraphs, with paragraph (Q6) eliciting the highest level of response, indicating a solid consensus. The mathematical evidence, consisting of a mean value of 4.17, a standard deviation of 1.090, and a relative importance of 83.36%, supports and confirms this statement. The paragraph labeled "The Guest's Excellency" is crucial. It is expected to evoke a specific mood that will captivate the guests and maintain their interest in the tourism offer and services offered. Item Q10 (guest happiness) had the lowest answer level compared to the other items, with an arithmetic mean of 3.30 and a standard deviation of 1.458. However, a significant proportion of the research sample concurred with the statement reflecting the guest's satisfaction with the services provided, as evidenced by the relative significance of 65.9%, hence reinforcing the reliability of the findings.

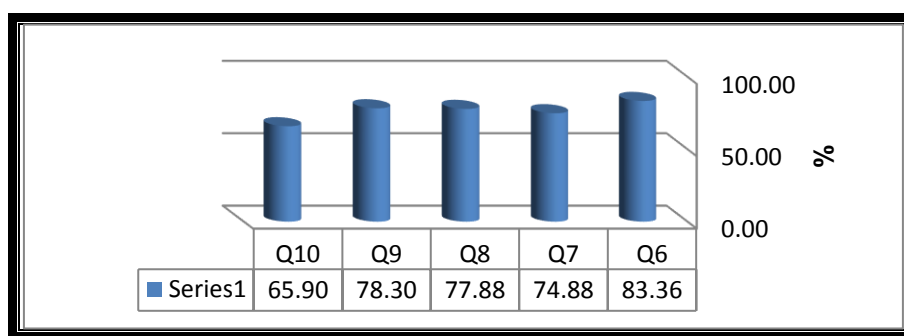


Figure (3): The relative importance of the sample's answers regarding agreement on the items on the guest's happiness

Seventh: Testing research hypotheses:

Using a basic linear regression model and the F test (F-test), we established the significance of the independent variable's effect on the dependent variable. The relationship between the research variables was tested using the simple correlation coefficient (Pearson). To find out how much of an effect the independent variable had on the dependent variable, we employed the coefficient of determination R^2 .

In what follows, we shall put the research hypotheses to the test:

A. Confirming or rejecting the influence and correlation theories:

The postulated association between servant leadership and guest contentment was investigated by computing the correlation coefficient between the two variables. This enabled us to comprehend the extent and orientation of the postulated correlation. The strength of the correlation can be assessed by examining the correlation coefficient, which should fall within the range of 0.50 to 1. At the significance levels of 0.01 and 0.05, respectively, the presence of the symbols ** or * in the statistical analysis program v23 SPSS results indicates that the correlation between the two variables is statistically significant. We employed the F-test to determine the statistical significance of the correlation between servant leadership and visitor contentment. Significant impacts occur when the probability value (Sig.) is less than the significance level of 0.05, but non-significant effects happen when the opposite is true. A statistically significant effect is observed when the calculated value of (F) is more important than its tabulated probability value and vice versa. Furthermore, we obtained the coefficient of determination (R2), which indicates the extent to which servant leadership may be attributed to its influence on visitor satisfaction. This paragraph will examine the following hypotheses:

The first major hypothesis in the hotel organisations of Baghdad Governorate is that servant leadership is significantly correlated with visitor contentment.

The second main hypothesis is that servant leadership has a statistically significant effect on visitor happiness in the hotel organizations in Baghdad Governorate.

1. Table (9) shows the results of the simple regression test, which tested the hypothesis of association and influence between the variables:

Given the recorded value of the correlation coefficient (0.99*), which is significant, we can confidently affirm the first central hypothesis with a 95% confidence level. This finding underscores the crucial role of servant leadership in influencing guest happiness, a key factor in the success of hotel organizations.

The computed value of F, which was (1871.18), indicated a statistically significant influence of the variable (servant leadership) on the dependent variable (guest happiness). This finding supports the second central hypothesis, affirming the relationship between the two variables. The coefficient of determination, with a value of 0.98%, further quantifies the extent to which (servant leadership) affects and contributes to (guest satisfaction), providing valuable insights for hotel organizations.

Table (9) Results of hypothesis testing: Correlation and impact of servant leadership on guest happiness

Interpretation	F-test			Coefficient of determination R2	Correlation coefficient Pearson r	Variables	
	Probability valuesig.	Tabulation	The calculated one			Approved	The Independent
The existence moral of a correlation and thus acceptance of the hypothesis	0.000	4.06	1871.18	% 8 0.9	0.99*	Guest happiness	Servant leadership

The first and second president and therefore , an there is effect							
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Source: Prepared by the researcher based on the results of the SPSS V23 program

1. Table (10) shows the results of the simple regression test for correlation and influence between the server leadership variable items and the guest happiness dependent variable. The results are organized as follows, according to the sequence of correlation and influence:

a. Paragraph Q3 was the most influential and correlated with (servant leadership) and (guest happiness), with a correlation coefficient of 0.97* confirming a solid relationship and a coefficient of determination of 0.94%, demonstrating the paragraph's percentage contribution to the dependent variable.

B. Paragraph (Q1)'s correlation with the guest satisfaction variable reached 0.96*, confirming their association, and the paragraph's coefficient of the determination reached 0.93%, showing the percentage it contributed to the adopted variable.

Section C confirms the association between paragraph (Q2) and the variable of guest contentment with a correlation coefficient of 0.95*. The coefficient of determination for this paragraph is 0.91%, indicating its percentage contribution to the adopted variable.

Dr. The paragraph in question (Q4) has a correlation coefficient of 0.94* with the guest satisfaction variable, confirming their association, and a coefficient of determination of 0.89% with the adopted variable, indicating the percentage by which this paragraph contributes.

H. Paragraph (Q5) and the guest happiness variable were found to have a correlation coefficient of 0.93*, confirming their association. The coefficient of determination for this paragraph was 0.87%, showing its percentage contribution to the adopted variable.

Table (10) shows the hypothesis of the correlation and impact of the servant leadership items on guest happiness.

Interpretation	F-test			Coefficient of determination R2	Correlation coefficient Pearson r	Variables	
	Probability valuesig.	Tabulation	The calculated one			Approved	The Independent
The presence of a moral connection Between the first paragraph and the dependent variable an And so there is effect	0.000	4.06	560.127	0.93	0.96*	Guest happiness	Q1
The presence of a moral connection Between the second paragraph and the dependent variable	0.000		447.778	1 0.9	0.95*	Guest happiness	Q2

an And so there is effect							
The presence of a moral connection Between the third paragraph and the And adopted variable an effect so there is	0.000		703.846	0.94	0.97*	Guest happiness	Q3
The presence of a moral connection Between the fourth paragraph and the dependent variable an And so there is effect	0.000		355.452	0.89	0.94*	Guest happiness	Q4
The presence of a moral connection fifth Between the and the paragraph dependent variable an And so there is effect	0.000		301.285	0.87	0.93*	Guest happiness	Q5

Source: Prepared by the researcher based on the results of the SPSS V23 program

Eighth: Conclusions and recommendations:

As mentioned in the first paragraph, the scientific orientations of the research project evaluated and analyzed the answers provided by the research sample. Based on these evaluations and analyses, a set of conclusions was drawn in the second paragraph, as is typical of scientific research. The third paragraph, on the other hand, contained its suggestions.

RESULTS

1. There is a statistically significant correlation between servant leadership and guest happiness; accordingly, there is an impact.
2. The highest effect was on the third paragraph of the variable (servant leadership) on (guest happiness).
3. The most miniature effect was seen in the fifth paragraph of the variable (servant leadership) on (guest happiness).

CONCLUSIONS

The opinions of the research sample confirmed the following:

1. Servant leadership contributes to guest happiness through its behavior by prioritizing the interests of the guests over one's own interests.
2. Leaders of hotel organizations deal with guests fairly and transparently.
3. The driver's personal interest is sacrificed to meet the guests' needs and requirements.
4. Leaders of hotel organizations give part of their time to discuss guests' private affairs.
5. There needs to be more agreement regarding the leadership allowing guests to participate in the

tourism program decision-making process.

6. The guest feels a special feeling that attracts attention and makes him busy with the tourist and hotel offers and services provided.

7. The guest's use of the hotel organization's services brings pleasure and pleasure.

T. Recommendations:

1. Work to guide the visitor to openness, acceptance of others, and integration into community activities.

2. Servant leaders must allow guests to participate in the decision-making process regarding the details of the tourism program.

3. Follow behaviors that make guests satisfied with the nature of the services provided by improving their level compared to other experiences.

4. Work to provide the guest with the feeling that the hotel organization takes care of his desires.

5. Displaying and providing tourism and hotel services that attract the guest's attention and create a unique feeling only concerned with the service offered.

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