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Enhancing Organizational Citizenship Behavior through Servant leadership style: An Applied Study in the Iraqi Tourism Hotel Sector

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Abstract:

The current study aims to examine the role of Servant leadership with its dimensions in promoting organizational citizenship behavior in the Iraqi tourism hotel sector, specifically in the excellent-class hotels represented by Al-Mansour Hotel, Ishtar Hotel, Baghdad Hotel, and Palestine Hotel, which are listed on the Iraq Stock Exchange. The descriptive-analytical method was used, and the study sample was selected from the employees of these hotels. The total number of employees in the Iraqi tourism hotels was 3,600, and a random sample of 347 workers was taken. Three hundred forty-seven thoroughly answered questionnaires were collected through personal interviews and electronic surveys. The statistical software SPSS version 26 and Smart Pls3. The Study reached several conclusions, including a positive relationship between Servant leadership practices and organizational citizenship behavior. The Study recommended providing suitable working conditions and diversifying work methods and approaches within the organization to increase employees' enthusiasm, dedication, and engagement in their work.

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Keywords: Servant leadership, organizational citizenship behavior, tourism hotels**.**

1. Introduction

Organizations today face numerous challenges imposed by a rapidly changing external environment. These challenges include increasing competition among companies and global economic recession. Human resources have become the primary source for gaining a competitive edge, and they are difficult to replicate or replace by competitors (Elche et al., 2022). Effective leadership is the critical determinant of human resources in fostering loyalty, commitment to the organization, and increasing performance levels. The needs of human resources now receive significant attention, and more than traditional leadership approaches are needed to improve employee motivation and morale (Chen, 2022). Therefore, there is an urgent need for alternative leadership approaches, such as Servant leadership. The emergence of Servant leadership has significantly impacted the leader-employee relationship within organizations. Servant leaders prioritize the needs of their employees, listen to them, appreciate their personal development, and demonstrate humility and dedication in serving them. This type of leadership has become essential in the service sector (Serrano-Quijano, 2020). Servant leaders work to give employees the motivation, capabilities, and interests to harness their behavior in service and shape the organizational culture. Thus, servant leaders are vital in promoting the organizational culture and inspiring their followers to go beyond their designated job duties and contractual responsibilities (Frisch & Huppenbauer, 2014).

2- literature Review:

2-1: Servant Leadership Theoretical Framework:

Service-oriented organizations' support servant leadership, which prioritizes the needs and interests of staff over those of individual members and the organization (Yang et al., 2017). Because leadership is so important for promoting the development of both businesses and people, it has drawn the attention of management scholars (Ling et al., 2016). In the service industry, it's seen as a promising strategy since it fosters positive

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relationships among managers and followers. All facets of leadership, including the moral and intimate ones, are included leadership (Chiniara & Bentein, 2018). This leadership style ensures long-term outcomes at both the personal and organizational levels. It emphasizes ethical behavior and serving others, as well as addressing the needs of employees to encourage their hard work and success (Bao et al., 2018).

The term "servant leadership" emerged in 1977 and has since gained popularity (Nobari et al., 2014). Servant leadership is positively associated with employees' intrinsic motivations and creative behavior in service delivery. This necessitates managers to abandon the traditional management style (Mayangzong et al ,2023). Servant leadership is characterized by providing assistance and continuous encouragement to employees and demonstrating humility among leaders. Servant leaders who genuinely care about their subordinates can be inspirational role models. Servant leadership promotes a culture of genuine fairness, commitment, and community service, which in turn affects the effectiveness and performance of employees (Newman et al., 2017).

2.1.1:Servant Leadership Concept: Servant leadership is "the feeling and desire to serve employees and the community, and it is a means of influencing and motivating subordinates within the organization towards specific shared goals" (Aboramadan et al., 2022). Bao et al. (2018) referred to it as "a leadership style in which leaders have the desire to serve others and recognize their ethical responsibility, not only for business success but also towards all organizational stakeholders, including their subordinates and customers." It is also described as "a set of practices based on the idea of serving subordinates, encouraging their participation, initiative, and innovation within the team, contributing to the creation of a cohesive climate among subordinates that leads to achieving harmony and unity within organizations and effectively accomplishing goals" (Abu Taha, 2021).

2.1.2:Dimensions of Servant Leadership: Opinions have varied regarding the dimensions of Servant leadership, and based on previous studies, a composite scale has been proposed to study the dimensions of Servant leadership. Five dimensions have been chosen for servant leadership: altruism, emotional Containment, wisdom, and community service, relying on the works of Mook (2012), Barbuto, and Wheeler (2006).

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2.1.2.1:Altruism:

It is the ethical practice of working for the happiness of other individuals, which leads to a higher standard of life Both material and moral. It is considered a traditional virtue in many cultures and an essential aspect in others Religious traditions and theories, although the concept of "others" to whom our concerns should be directed can It varies between cultures and religions. In some extreme cases, the word altruism may become a synonym for self-abnegation Exactly. Which is the opposite of selfishness (Darwish & Al-Shammari 2010).Altruism refers to the strong desire of a leader to bring about positive change in employees' lives by prioritizing their concerns and working diligently to address them (El-Shrbiny et al., 2021). Leaders need to possess altruism to impact the organization and its members significantly, as servant leaders are oriented toward serving others (Chon et al., 2019). Leaders who demonstrate sacrifice and care for the well-being of employees earn respect and loyalty from their subordinates, leading to increased organizational commitment and the emergence of organizational citizenship behavior (Hanse et al., 2016).

2.1.2.2:Emotional Containment:

Emotional Containment refers to the leader's concern for their followers and supporting them by appreciating and respecting their ideas (Al-Zaatari, 2020). This dimension reflects the manager's ability to intellectually and emotionally contain their subordinates by understanding their nature and the organizational traditions that they value (Hijazi, 2021).

2.1.2.3:Wisdom:

Impoverished governance provides access to guidance from the educational environment and exposure to potential obstacles and threats. In the future, the old man who served in the desert, searching for reeds and yearning, Abder Sadid, was menacing and arrogant, and this man could lead the cities. Translating their knowledge into future action requires the organization to develop within them a strong sense of envy and drive to implement The knowledge gained through observation, and will gain a new generation in them, as well as the respect and appreciation of the number of people and their appreciation, and this It is essential to develop a strong relationship with them (Dahi, & Muhammad, 2024).

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Wise leaders possess keen observation and foresight in most situations (Gnankob et al., 2022). Wisdom reflects the leader's capacity to handle matters prudently and possess a future-oriented vision based on their commitment to the organization's best interests, aiming for its distinctiveness among other organizations (Hijazi, 2021).

2.1.2.4:Community.Service:

Community service is considered an essential principle of Servant leadership, as leadership contributes to establishing a culture of serving others both within and outside the organization (Wang et al, 2023). This dimension involves leaders forming a team of employees to make a positive contribution to society by promoting community development, spreading awareness programs, and assisting subordinates in behaving ethically and creating value for the community related to organizational citizenship behavior, which includes providing personal and organizational social services (Al-Zaatari, 2020). The dimension of community service encompasses ethics and values emphasizing responsibility towards the community and ensuring that strategies and decisions reflect gratitude. Servant leaders also work towards fostering a spirit of teamwork in the workplace

2.2:Organizational Citizenship Behavior: Organizational citizenship behavior (OCB) is a concept that emerged from modern management thinking and has recently gained the attention of researchers. It enhances performance and organizational effectiveness in contemporary institutions (Wang et al, 2023). OCB is also closely related to Servant leadership and has been extensively researched to increase job satisfaction and performance in recent years. One sector that should exhibit high levels of OCB among employees is the tourism sector. This type of behavior is voluntary, as employees engage in behaviors beyond what is required of them and are not punished for not engaging in these behaviors (Leephaijaroen, 2016).

Organ (2018) defined organizational citizenship behavior as "the voluntary display of additional effort and behavior in the workplace that goes beyond the designated job requirements and descriptions." It is also defined as "voluntary behavior that individuals perform, which goes beyond the specified job duties and is not rewarded through the formal incentive structure within the organization" (Abdelhadi, 2020). Suharto et al. (2017) described it as " Behaviors that are productive and cooperative but not

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specifically outlined in the job description, where employees actively participate in positive and voluntary interactions to support one another." Ahmed (2022) referred to it as "voluntary, optional behavior aimed at improving organizational performance without expecting any incentives in return." Chen (2016) defined it as a set of activities that individuals engage in indirectly to accomplish tasks in the work environment, such as helping colleagues, maintaining compliance with workplace rules, actively participating in decision-making processes, tolerating work conditions without complaining, taking on additional responsibilities, assisting others, avoiding mistakes in the workplace, and practicing positive behaviors. Employees who engage in organizational citizenship behavior (OCB) can communicate effectively with their colleagues, fostering a cooperative work environment. This behavior promotes happiness and harmony, enabling work in a positive atmosphere (Wu et al., 2014). Additionally, OCB motivates employees to understand customers' needs rather than just selling products, leading to customer attraction and retention (Barsulai et al., 2019). Consequently, relationships between employees, the organization, and customers become more robust and secure.

This behavior also contributes to increased organizational effectiveness and elevates employee performance. Although not considered formal performance, OCB contributes to achieving the organization's overall objectives (Nguyen et al, 2023). OCB provides a means of interaction within the organization, resulting in improved overall outcomes. It fosters loyalty belongingness, enhances organizational communication, encourages cooperation and participation.

Moreover, OCB helps address future challenges and improve the work environment. It demonstrates good relationships with employees, and it is associated with behaviors of individuals who voluntarily contribute to the organization beyond their job requirements, such as helping others, being polite, taking responsibility, and complying with rules and regulations while safeguarding the organization's internal resources (Agustiningsih et al., 2017). According to Yilmaz (2012), practicing OCB is crucial for organizations as it helps employees present innovative ideas to their colleagues. OCB motivates innovation and creativity, influencing others in a favorable manner that leads to positive and innovative work. It also improves organizations and performance by increasing coworkers'

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productivity, promoting collaboration within work groups, and enabling the organization to respond to sustainable changes.

3-The relationship between variables and hypothesis development

Numerous studies have shown that leadership style is a significant variable that influences employees' organizational citizenship behavior. Servant leadership focuses on serving the interests of employees and followers beyond the leader's. Many researchers have mentioned that implementing servant leadership is crucial for organizational citizenship behavior because it emphasizes developing and fulfilling employees' interests.

Servant leadership promotes shared leadership, community building, and increased employee engagement. A Servant leadership approach encourages teamwork and a willingness among colleagues to solve each other's problems within the organization (Setyaningrum et al., 2017). It also fosters a sense of responsibility, discourages complaints when faced with harassment, and avoids personal issues. Servant leadership promotes collaboration among colleagues and seeks their input before taking any actions that may affect them (Dipaola et al., 2001).

Furthermore, servant leadership reflects productive participation and commitment in the workplace through expressing opinions, participating in meetings, discussing work issues with colleagues, and enhancing organizational communication (Kumar & Shah, 2015). Setyaningrum (2017) stated that the primary goal of practicing servant leadership is not to direct employees but to empower them to supervise themselves and make work-related decisions. Servant leaders prioritize the interests of employees over their own and foster a spirit of assistance among team members. All these factors contribute to the application of organizational citizenship behavior, motivating individuals to exert extra effort to achieve the goals and vision of the organization.

The role of Servant leadership in promoting organizational citizenship behavior is evident. Servant leadership focuses on principles of participation, empowering employees, and serving subordinates' interests. This, in turn, affects the growth of organizational citizenship behavior in the institution (Ahmed, 2022). A study by Chiniara and Bentein (2018) highlighted that practicing Servant leadership transparently, with fairness, and granting employees decision-making authority facilitates service delivery, increases their motivation to develop loyalty to the organization they work for, and presents a positive image of the institution to others.

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Organizational citizenship behavior also emphasizes providing services to others and safeguarding the organization's resources by adopting such behavior.Numerous studies have demonstrated the importance of applying different leadership styles that significantly influence organizational citizenship behavior, including charismatic, transformational, transactional, and Servant leadership. Despite the importance of the relationship between Servant leadership and organizational citizenship behavior, there are very few studies indicating the impact of Servant leadership on the organizational citizenship behavior of employees in the tourism sector, despite the abundance of studies on its significance in commercial companies (Tripathi et al., 2017).

According to a study conducted by Tripathi and Kohli (2012), it was found that servant leadership has a positive impact on organizational citizenship behavior. Servant leadership increases positive behaviors among employees by engaging with them empathetically, sharing personal matters, and treating them with dignity. Leaders involve employees in suggesting new practices that improve organizational performance, which reflects on employees' work performance. This encourages employees to fulfill their duties and responsibilities to the best of their abilities. Furthermore, it fosters innovation and encourages employees to propose practices that enhance the work environment.

Emilisa et al. (2022) also highlighted that when leaders practice Servant leadership by sacrificing their interests for the sake of others, it directly affects organizational citizenship behavior. It increases employees' commitment to the leader, enhances their sense of belonging to the organization, and motivates them to work towards achieving its goals and exhibiting organizational citizenship behavior.

Several studies, such as Chiniara and Bentein (2018), Amir (2019), Ling et al. (2019), and Newman et al. (2017), have examined the relationship between Servant leadership and organizational citizenship behavior in the business sector. These studies have confirmed a positive relationship between Servant leadership and organizational citizenship behavior. They indicate that employees are more likely to fulfill their duties towards the organization when leaders support and engage with employees, address their problems transparently, and provide them with opportunities to express their creative and innovative ideas. This leads to increased efforts in achieving organizational goals, fostering employee creativity, promoting openness to

others' opinions, and taking responsibility.

Study. Hypotheses:

H1: There is a statistically significant positive relationship between the Altruism dimension and the promotion of organizational citizenship behavior in Iraqi luxury tourist hotels.

H2: There is a statistically significant positive relationship between the emotional containment dimension and the promotion of organizational citizenship behavior in Iraqi luxury tourist hotels.

H3: There is a statistically significant positive relationship between the wisdom dimension and the promotion of organizational citizenship behavior in Iraqi luxury tourist hotels.

H4: There is a statistically significant positive relationship between the community service dimension and the promotion of organizational citizenship behavior in Iraqi luxury tourist hotels.

4-Methodology:

Method

The descriptive-analytical method was used to study the relationship between the dimensions of Servant leadership and the promotion of organizational citizenship behavior among employees in the hotel sector of the Iraqi tourism industry.

Sample

The study sample consisted of employees working in those hotels, with 3,600 employees. The sample size was calculated using the Thomson equation (2012), resulting in a sample size of 347 employees. Three hundred forty-seven completed questionnaires were collected through personal interviews and an electronic questionnaire developed on Google Forms.

4.1-The objective of this Study:

The main objective of this research is to identify the impact of the dimensions of Servant leadership on Organizational citizenship behavior exhibited by employees in the Iraqi luxury hotel sector (such as Mansour Hotel, Ishtar Hotel, Baghdad Hotel, Palestine Hotel) (source: Iraq Stock Exchange and Financial Market, www.isx-iq.net). Additionally, the Study aims to identify the researched hotels' strengths and weaknesses to enhance their performance.

4.2-The problem of the Study

Servant leadership follows a different approach to management, as it

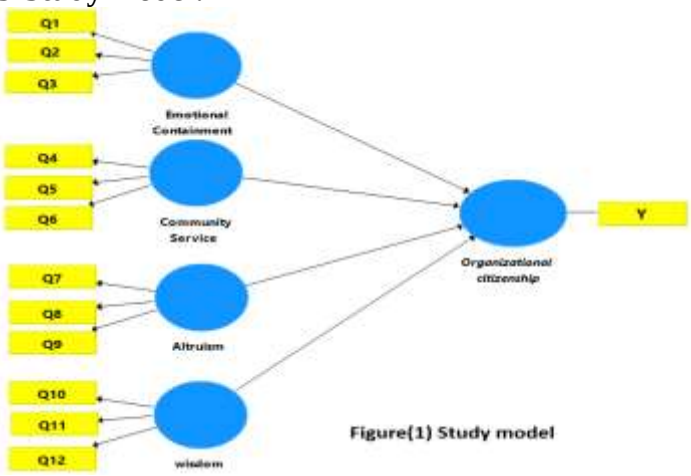
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seeks to prioritize the interests of subordinates rather than serving the organizational goals of the institution. Servant leadership is a means for leaders to serve their members by providing the utmost service (Coetzer et al., 2017). Additionally, many researchers emphasize adopting Servant leadership as a suitable approach to meet complex organizational needs. It empowers and develops employees through various mechanisms that give them greater loyalty and belonging to their institutions. Servant leadership also supports ethical and organizational citizenship behavior (Elche et al., 2021). Despite the importance of implementing Servant leadership in the Iraqi tourism sector, especially given the continuous variables in the Iraqi political, economic, and social environment, organizations, particularly luxury hotels in Iraq, need to exert more effort to address these changes by adopting advanced management methods and approaches.

Furthermore, there needs to be more research on this topic in the field of tourism (Chia & Chu, 2017; Knani, 2022). The scarcity of literature related to Servant leadership in the tourism industry is a phenomenon that necessitates further research by scholars (Ariza-Montes et al., 2021; Arslaner & Boylu, 2017). The problem of the field research can be formulated in the following question: Has the management of Iraqi luxury tourist hotels employed servant leadership practices to enhance organizational citizenship behavior among employees in the researched hotels?

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4.3-Study model:



Figure(1) Study model

4.4-Data collection methods:

A questionnaire consisting of two parts was designed. The first part focused on Servant leadership, and the second addressed organizational citizenship behavior. The Likert scale (1-5) was used as a measurement tool. The questionnaires were distributed to employees in luxury tourist hotels from December 2023to February 2024.

5-Data Analysis and Results Interpretation:

After completing the data collection phase, the collected data was processed and entered into the statistical analysis software SPSS (version 23)and smart PLS3 for data analysis. The data collected from the field study was analyzed using various statistical techniques. The means were calculated to determine the researchers' overall trends. In contrast, the standard deviation was calculated to measure the extent of data dispersion and assess the agreement among the researchers in their responses. These calculations aimed to gain insights into the general direction of the researchers and assess the variability and consensus in their answers.

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5.1:Results and Discussion Demographic data of the study sample

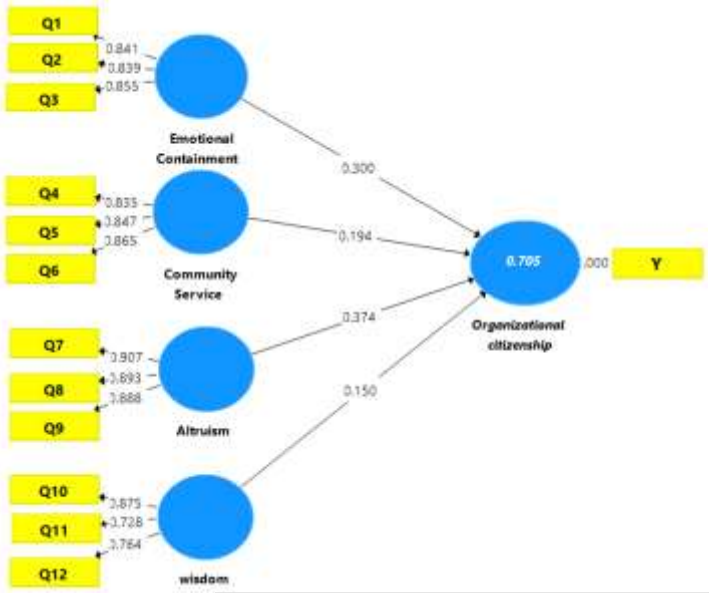
Table (1) Analysis of demographic data for the study sample

Metadata	Variables	Number	Percentage %
Sex	male	196	56%
	feminine	151	44%
the age	20-less than 25 years old	90	26%
	25- less than 35 years old	133	38%
	35-less than 45 years old	86	25%
	45 years and over	38	11%
Qualification	University education	187	54%
	diploma	130	37%
	Master's	19	5%
	PhD	11	4%
Practical experience in the tourism sector	5-Less than ten years	70	20%
	10-Under 15 years	117	34%
	15 less than 20 years old	92	27%
	20 years and over	68	19%

Table (1) shows that 56% of the participants were male, 44% were female, and 26% were aged between 20 and under 25. In contrast, 38% of the study sample were aged between 25 and under 35, and 25% were aged between 35 and under 45. Furthermore, 11% of the study sample were aged 45 years and above. When asked about their educational qualifications, it was found that 54% of the participants had a university education, while 37% had a diploma. Additionally, 5% held a master's degree, and 4% held a doctorate. When the participants were asked about their years of experience in the tourism industry, it was revealed that 20% had between 5 and under ten years of experience, 34% had between 10 and under 15 years, 27% had between 15 and under 20 years, and 19% had over 20 years of experience.

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5.2.Measuring stability:



Figure(2) Measuring stability

Table (2) Construct Reliability and Validity

VARIABLS	ITEM	Loadings	Cronbach's Alpha	C.R	(AVE)
Emotional Containment	Q1	0.841	0.800	0.882	0.714
	Q2	0.839			
	Q3	0.855			
Community Service	Q4	0.835	0.807	0.886	0.721
	Q5	0.847			
	Q6	0.865			
Altruism	Q7	0.907	0.877	0.924	0.802
	Q8	0.893			
	Q9	0.888			
wisdom	Q10	0.875	0.702	0.833	0.626
	Q11	0.728			
	Q12	0.764			
Organizational citizenship_	Y	1.000			

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In light of the results of Table (2) related to the reliability and validity of the construct, several important conclusions can be obtained about the variables, as the values of Cronbach's alpha range between 0.702 and 0.877, indicating acceptable to good reliability. All variables fall within this condition since the acceptance criterion for Cronbach's alpha is 0.70. Regarding external loadings, all loading ratios for the items exceed 0.7, which indicates that the items measure and reflect the targeted concepts well. (AVE): The values of the average variance extracted (AVE) range between (0.626 and 0.802) and all values are above 0.50, a very good percentage that falls within the goodness of fit criterion.

5.3. Hypothesis testing

Table (3) The relationship between dimensions of Servant leadership and organizational citizenship behavior

Path Coefficients	Original Sample	(STDEV)	T	P Values
Community Service -> Organizational citizenship	0.194	0.040	4.856	**0.000**
Emotional Containment -> Organizational citizenship	0.300	0.050	5.982	**0.000**
Altruism -> Organizational citizenship	0.374	0.051	7.338	**0.000**
wisdom -> Organizational citizenship	0.150	0.054	2.788	**0.006**

It is clear from the data in Table No. (3) the Path Coefficients:

Altruism shows the highest path coefficient (0.374), indicating that this dimension significantly impacts organizational citizenship behavior. This reflects the importance of altruism as a key element in enhancing individuals' behavior within tourist hotels in the Iraqi environment under study. Emotional Containment comes in second place (0.300), indicating a strong impact on organizational citizenship behavior. Community Service and Wisdom show lower coefficients (0.194 and 0.150, respectively), but they also indicate that there is a positive impact on citizenship behavior , and this is confirmed by the Study of (Elche et al., 2020) when the Servant leadership style is applied in the organization, its employees become more loyal and affiliated with their organizations, and Servant leadership also supports ethical behavior. Moreover, organizational citizenship behavior is confirmed by the Study of (Newman et al., 2017), which shows that when

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the Servant leadership style is applied, the leader will become a role model for the employees. Servant leadership enhances the culture of true fairness, commitment, and community service, which affects the employees' effectiveness and performance, as servant leaders assist the employees. Subordinates in career growth, self-development, and effective dynamic and critical thinking participation.

6- Discussing the results:

1. The validity of the first hypothesis was confirmed, as there is a statistically significant relationship between altruism and enhancing citizenship behavior for workers in premium tourist hotels in Iraq, which was confirmed by the Study (Darwish & Al-Shammari 2010), where organizational citizenship behavior is linked to the behavior of people who make voluntary contributions to the organization outside their jobs related to their work, through altruism. Helping others, tact, courtesy and responsibility. These aspects relate to organizational behaviors such as helping others at work, not complaining about work, and willingness to participate in organizational work. In addition.
2. The second hypothesis has been proven to be accurate, as there is a statistically significant relationship between emotional Containment and enhancing citizenship behavior for workers in premium-class tourist hotels. It became clear that Servant leadership positively affects behavior and Organizational citizenship, as it works to increase the positive behaviors of employees through the leader dealing with employees in a manner of affection, sharing personal matters with employees, and dealing with employees in a decent manner, where employees participate in proposing some new practices that improve the organization's performance, which is reflected in the employees' performance. Hence, each worker carries out his duties. Moreover, the responsibilities assigned to him to the fullest extent. This also encourages employees to innovate and suggest practices that improve the work environment, where the servant leadership style is reflected in fruitful participation and commitment to work within the organization through expressing opinions, participating in meetings, and discussing work issues. With colleagues and increase organizational communications.
3. The validity of the third hypothesis has been proven, as there is a

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statistically significant relationship between wisdom and enhancing citizenship behavior for workers in Iraqi tourist hotels of excellent class , showed that when there is a positive organizational climate characterized by transparency, this leads to the growth of organizational citizenship behavior for institutions, as organizational citizenship behavior is linked to the behavior of the leader through the leader's dealings with employees fairly and transparently, applying an appropriate method of dealing and complying with the rules and regulations, and preserving the organization's internal resources,. It became clear that there is a relationship between Servant leadership and organizational citizenship behavior, as studies have proven that the leader's inclusion of employees, sharing their problems with them, treating them with transparency, and allowing them to express their creative and innovative heritage will be reflected in the employees' performance of their duties Towards the organization in which they work.

4. The validity of the fourth hypothesis has been proven, as there is a statistically significant relationship between community service and enhancing citizenship behavior for workers in premium-class Iraqi tourist hotels.. Servant leadership is concerned with achieving the interests of employees and followers because it focuses on developing followers and achieving their interests, shared leadership, community building, and increasing employees' connection to society. that there is a relationship between Servant leadership and organizational citizenship behavior, as the behaviors of the Servant leader affect organizational citizenship behaviors, which makes workers play additional roles in community service, increase the individual belonging to his community, and practice activities that serve the community.

7.Recommendations :

1. The necessity for management to devote special care to the individual well-being of workers and designate particular time for speaking to them about their private matters and trying to find answers to their difficulties.
2. putting on training sessions on the servant leadership style and how to appropriately use it.▪ Emphasizing the importance of practicing organizational citizenship behavior within the organization.
3. The necessity of providing appropriate working conditions and diversifying the methods and methods of work within the organization

to give employees enthusiasm, sincerity, and increased immersion in work.

4. Administrative leaders must adopt the concept of Servant leadership because of its positive results for the organization, such as building the work team and building creative and innovative individuals.

8.Study limitations:

Potential determinants can be included in the Study, which was applied to Iraq's tourism and hotel sector and used a sample of 347 participants. The sample size may be limited. The small sample size can limit the generalizability and representativeness of the results across the entire sector. These potential limitations should be considered to enhance the Study's quality and the strength of its conclusions. Efforts can be directed to increase the sample size, expand the scope of the research to include other regions in Iraq, and use multiple research methodologies to confirm and document the results. Future studies can also be conducted to expand our understanding of the role of Servant leadership in enhancing organizational citizenship behavior in the hotel and tourism sector in Iraq by introducing other variables, such as organizational support or organizational culture, as a mediator.

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تعزيز سلوك المواطنة التنظيمية من خلال أسلوب القيادة الخادمة: دراسة تطبيقية في قطاع الفنادق السياحية العراقية

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الملخص :

تهدف الدراسة الحالية إلى دراسة دور القيادة الخادمة بأبعادها في تعزيز سلوك المواطنة التنظيمية في قطاع الفنادق السياحية العراقية، وتحديداً في فنادق الدرجة الممتازة المتمثلة في فندق المنصور، فندق عشتار، فندق بغداد، وفندق فلسطين، المدرجة في سوق العراق للأوراق المالية. وتم استخدام المنهج الوصفي التحليلي، وتم اختيار عينة الدراسة من العاملين في هذه الفنادق. بلغ إجمالي عدد العاملين في الفنادق السياحية العراقية 3600 عامل، وتم أخذ عينة عشوائية بلغت 347 عاملاً. تم جمع ثلاثمائة وسبعة وأربعين استبيانًا تمت الإجابة عليه بدقة من خلال المقابلات الشخصية والمسوحات الإلكترونية. البرنامج الإحصائي SPSS الإصدار 26 و .Smart Pls3وتوصلت الدراسة إلى عدة استنتاجات من بينها وجود علاقة إيجابية بين ممارسات القيادة الخادمة وسلوك المواطنة التنظيمية. وأوصت الدراسة بتوفير ظروف العمل المناسبة وتنويع أساليب وأساليب العمل داخل المنظمة لزيادة حماس الموظفين وتفانيهم وانخراطهم في عملهم .

الكلمات المفتاحية: القيادة الخادمة، سلوك المواطنة التنظيمية، السياحة الفندقية.