Hotel Protocol Behaviors and its Impact on the Culture of Quality: Applied Study of First Class Hotel in Baghdad[1]

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ABSTRACT

The purpose of the present study is to uncover the impact of protocol management behaviors by their sub-dimensions (civility, apparent and deep representation, voluntary participation, altruism) as an independent variable in achieving the culture of hotel service quality as a dependent variable. The study identified a number of hypotheses, and for testing, the applied study was adopted and was represented by a sample of managers working in premium class hotels at the level (hotel manager, department manager, division manager, unit manager), And the number of (56).

The value of the study in that it tries to reach the knowledge rooting of the nature of the variables researched, in order to address the reality of the hotel service provided, to develop the behavior of the management of the protocol in order to apply the dimensions of the culture of hotel quality. Among the variables studied and using the statistical program (SPSS-V22) to reach the results, the results of the study showed a strong correlation and impact between the dimensions of protocol management behaviors in achieving the dissemination of the culture of hotel quality.

Keywords: *civility, virtual and deep representation, voluntary participation, altruism, culture of hotel quality.*

INTRODUCTION

The hotel sector is characterized by unique behaviors in terms of providing services, managing guest relations, receiving tourist groups, sending and responding to invitations, organizing meetings, conferences and banquets, training staff on how to implement protocol management behaviors, adapting to accept different cultures, dialogue etiquette, body language art and organization. Hotel organizations are able to spread the culture of quality because it forms the feelings of service providers, directed towards guests and individuals working alike, because the culture of quality is a way and way of life of hotels and come naturally because they are rules of excellence Organization from other competing organizations.

The study included in the introduction and methodological aspect, in addition to three main topics: the first included the theoretical framework of the behavior of protocol management, either the second discussed the theoretical aspect of the culture of hotel quality, and the third contained the presentation and analysis of results and test hypotheses to prove the nature of the causal relationship between the research variables, and to the list of conclusions And recommendations.

PROCEDURAL STRUCTURE OF RESEARCH:

First: The problem of research: The essence of the primary problem lies in the acquisition of philosophy of knowledge that found many intellectual questions, and we mention as follows:

1- What are the theoretical and philosophical data on the impact of protocol management behaviors on achieving a culture of hotel quality?

2- What are the most influential behaviors, and what programs are required to disseminate a culture of quality?

3- How can the researched hotel organizations adopt effective implementation of protocol management behavior programs as one of the most important drivers in spreading the culture of hotel quality?

4- How to explain the causal relationship between the variables in the hotel organizations studied?

Second: Research Objectives: The research seeks to achieve a set of objectives, which are mentioned as follows:

1- Prepare a theoretical and philosophical aspect to define the concepts, importance and dimensions of: Protocol management behaviors and the culture of hotel quality.

2- Activate protocol management behaviors: civility, apparent and deep representation, voluntary participation, altruism, in the organizational climate of the organization and as a professional and social doctrine to affect the realization of the dimension of the culture of hotel quality: support innovation and support the beneficiary satisfaction, and support a sense of belonging.

3- Provide conclusions and recommendations from the status of the relationship between the two variables researched, to be a practical context based on the current field experience, and can be adopted and applied by hotel organizations of the highest degree.

Third: The Importance of Research: The importance of research is reflected through the reality and the nature of the relationship between the two variables, and the extent to which these variables can play in the development of the reality of services in the hotel organizations of excellent class in the city of Baghdad to improve their competitiveness and sustainability to be a leader in the local, regional and international hospitality industry. All research organizations were founded by international hotel companies during the 1980s.

Fourth: The hypothesis research scheme: For the purpose of achieving the objectives of the study requires the construction of the following hypothesis scheme and illustrates the nature of the relationship between the variables of the study.
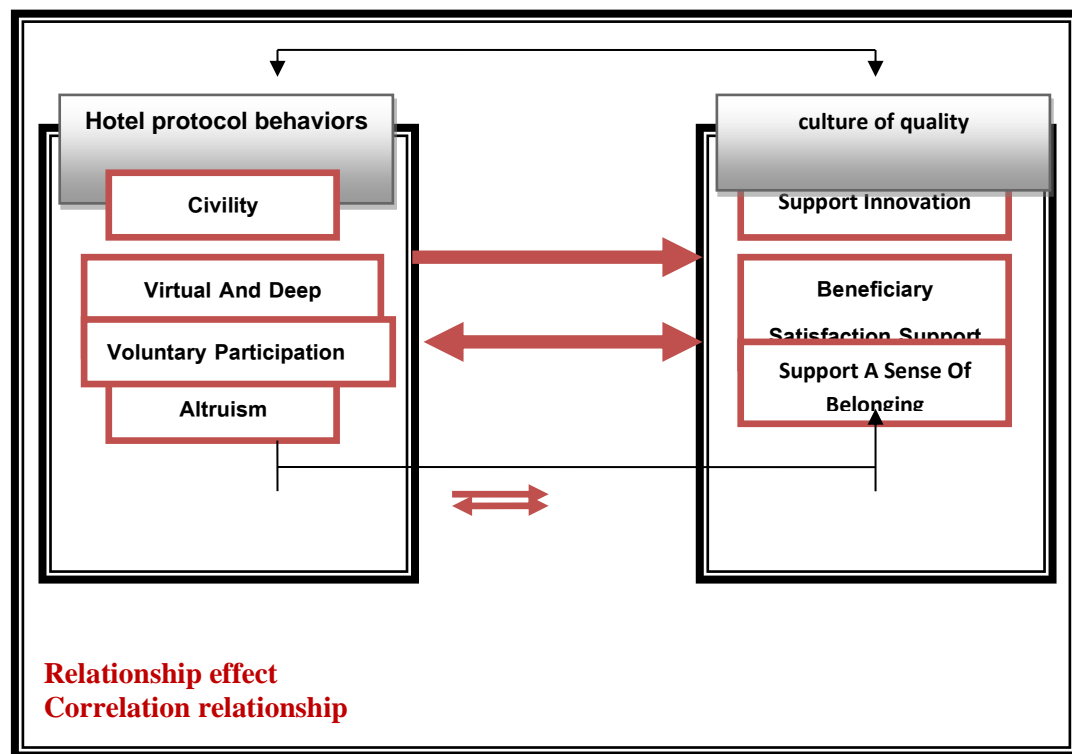
Research hypothesis scheme

Source: Prepared by Researcher

Fifth: Research Hypotheses: The researcher tries to verify the following hypotheses:

First: - The first main hypothesis, which states: "There is a significant correlation between the conduct of ceremonies management and the culture of hotel quality." This hypothesis is divided into a number of sub-hypotheses as follows:

1- There is a significant correlation between civility and the culture of hotel quality with its sub-variables.

2- There is a significant correlation between virtual and deep representation and the culture of hotel quality with its sub-variables.

3- There is a significant correlation between voluntary participation and the culture of hotel quality with its sub-variables.

4- There is a significant correlation between altruism and hotel quality culture with its sub-variables.

Second: The second main hypothesis, which states: "There is a significant significance of the behavior of protocol management in the culture of hotel quality."

1- There is a significant influence of civility in the culture of hotel quality with its sub-variables.

2- There is a significant effect of the virtual and deep representation in the culture of hotel quality with its sub-variables.

3- There is a significant effect of the voluntary participation in the culture of hotel quality sub-variables.

4- There is a significant influence of altruism in the culture of hotel quality with its sub-variables.

Sixth: Research Variables: The present study has adopted the ready measurements with some implicit modification, in order to measure the current research variables. And distribute paragraphs questionnaire, and scientific source.

Table (1) Measures of Research Variables

No.	The main variable	Sub - Dimensions	Number of questions	Sequence of paragraphs in the questionnaire	Sources of the scale
1	**Hotel protocol behaviors**	Civility	**5**	**5-1**	:2000)M. Podsakoff , et al(:2009) et al Osatuke( )Hamid: 2016( )Al-Taie & Al-Khafaji: 2018(
		Virtual and deep representation	**5**	**10-6**	
		Voluntary participation	**5**	**15-11**	
		Altruism	**5**	**20-16**	
		Total	**20**	**----**	
2	**culture of quality**	Support innovation	**5**	**25-20**	)Jubouri: 2010( )Al-Hajjar: 2005((Jocelyn:2002) (Cruicks hank:2000))Al-Tai: 2004(
		Beneficiary satisfaction support	**5**	**30-26**	
		Support a sense of belonging	**5**	**35-31**	
		Total	**15**	**-----**	
		Total Summation	**35**		

Source: prepared by researcher

Seventh: Society And Sample Of Research: The identification of the research community and sample and the variation of its characteristics is a fundamental necessity focused on applied research, in order to disseminate the results of the research and recommendations to all members of the community that was drawn from the sample of the study. A survey of the intent of a sample of (56) managers was surveyed. The sample constituted approximately 51% of the total of 110 managers. The main task of the surveyed society is to implement protocol management behaviors and culture effectiveness. Quality hotel service, I have Subjecting the questionnaires after collection to the audit stage, it was found that there are (2) models that are not valid for analysis and were excluded, accordingly, the sample size in the analysis phase (54) is researched.

THE FIRST TOPIC: HOTEL PROTOCOL BEHAVIORS

Booting

Protocol management is an applied science based on the practice of applying the rules of conduct in the management of guest relations and the provision of hotel services and communication and good behavior.

First: The Concept:

This concept is one of the modern intellectual principles that analyze the nature of the relationship between the hotel service provider and guests in order to achieve the quality of service and sustainability of the organization within the competitive environment, and described by (Griffin & Moorhead) as individual and collective product that gives a positive and comprehensive contribution Al-Taie & Jawad believe that it is a set of actions that are not directly defined by the job description, but it results in the interests and benefits of the hotel organization and its personnel (Al-Taie & Jawad: 2014). (85), while seen by both (Rubaie & Draghi) that This work-related behavior that goes beyond the job requirements and contributes to the success of the hotel organization (Al-Rubaie & Darraji: 2016: 12), and protocol management behaviors are the basic rule of hotel behavior and are characterized by repetition and organization to provide an actual model in which all the experiences of individuals working in the organization departments (2016: 393), says (Al-Taie & Khafaji: 2018: 27): The behaviors are pretending by

service providers to change their emotions according to service attitudes in order to meet the needs and desires of guests on the one hand, and the hotel and service provider on the other, through Virtual and deep acting (Ta'i & Khafaji: 2018: 27).

According to Warda, protocol management behaviors can be defined procedurally: Banha is the basic basis for service based on courtesy, altruism, virtual and deep representation and voluntary participation by the administrative leadership and individuals working in order to provide a regulatory environment reinforced by a culture of quality of service that meets the needs and desires of guests, and strengthens the status and strength The hotel organization within its competitive environment.

Second: The Importance:

1- Developing the ability to think systematically, predict service processes and analyze their causal relationships (Dessler 293: 2011).

2- Promotes skills development for working individuals and develop their cognitive abilities to solve problems and make service decisions (291: 2010: Cascio).

3- Improve organizational performance, and manage time effectively.

4- Development of organizational relationships and harmonious team spirit (Khalil: 2018: 8).

5- Enhances the management of feelings and emotions towards serving guests (796: 2014: Ebert & Meyvis).

6- Reflect the level of service, quality of reception and guest relationship management positively (Shamtoo: 2015: 259).

7- Strengthens organizational culture and stimulates the loyalty and belonging of working individuals.

8-Supports the mental image of the organization of the beneficiaries of its services.

Third: Dimensions

1- Courtesy is personal behavior that expresses morality, virtue and mutual respect among members of the organization, while observing the actions of some and seeking to address the negative ones according to ethical, humanitarian and cultural methods accepted professionally and socially (385: 2009: et al Osatuke). Emotional reincarnation) in providing hotel service with great consideration of guests' tastes and service orientation during the stages of customer communication (Qaisi: 2008: 113), and civility enables souls to develop what is most useful and contribute to stimulate the behavioral phenomena and the expression of friendliness and mutual respect and acceptance of different social cultures, A climate is achieved Appropriate organizational reduces internal conflicts and promotes organizational culture.

2- The apparent and deep representation: It represents all the traditions, values, customs and characteristics that constitute the general atmosphere of the hotel profession (Al-Mashhadani & Taklan: 2018: 982), to influence the behavior of individuals working during the stages of guest service to express their desired feelings of smile, body language, etiquette, and listening. , Prepare for service requirements, responsiveness, and interactions within official and social distance while keeping priorities (Taie & Khafaji: 2018: 41-42), winning guests from the very first moment through empathy, care and attention (102: 2004: harsh & Sheetal).

3- Voluntary participation Civic Virtue: is the extent of the organization's interest in the individual working and the inclusion and involvement of organizational issues, to defend it, and to reflect its mental image, and attend meetings and meetings with the administrative leadership, and keep in a state of harmony and update with its important issue (Hamid: 2016: 337), and willingness to volunteer For additional work, follow administrative rules and procedures, and validate and support organizational objectives.

4- Altruism: the ability of individuals working to provide assistance to those around them guests, colleagues, heads and dealers with the organization, in terms of guidance and significance, and methods of service delivery and how to accomplish tasks, and altruism exceeds organizational boundaries if there is a link between the beneficiary of the service and the hotel organization (Rachid & Matar: 2014: 94), as well as assisting, educating and training new workers, encouraging them to develop and promote organizational values (518: 2000: M.

Podsakoff, et; al), and being polite about self-respect, good manners, and good manners. Benign (74: 2015: Merhaut).

In light of the foregoing, it is clear that protocol management behaviors are a natural way of organizational life and are intertwined in terms of professional performance and recognized by guests, co-workers, and clients of the organization. Expressed by motor actions and manifestations of speech and social distance, maximizing the voluntary participation of employees, and altruism in providing assistance and initiative to hotel guests, co-workers and clients of the hotel organization.

THE SECOND TOPIC: CULTURE OF QUALITY

Reboot

Quality is one of the priorities used by hotel organizations to attract guests and achieve their competitive goals. Culture is the common beliefs, values and attitudes that distinguish the organization from other organizations. Writers and researchers differed on defining a comprehensive and comprehensive concept of hotel culture. As a precondition for hotel organizations to succeed in their efforts to improve quality, building an appropriate quality culture for the organization is vital to their development.

First: The Concept:

Quality culture refers to the organizational climate, so that a group of employees work together to achieve and achieve specific objectives (10: 2006: EUA), and is one of the standards of total quality management, as it measures the commitment of the administration to create a positive regulatory environment that encourages work and creativity (Obeidi: 2009: 32), while (Lee Harvey & Bjorn) believes that the culture of hotel quality is a set of shared values, beliefs, expectations and commitments towards service, and strengthen the psychological aspect of the working people, which refers to understanding, flexibility, participation, hopes and emotions And strengthen the administrative aspect that refers to tasks and norms Lee and Harvey & Bjorn (16: 2009: Lee Harvey & Bjorn), as Goetsch & Davis have identified as a system of organizational values, traditions and procedures resulting from the prevailing environment leading to continuous improvement of hotel services (174: 2010: Goetsch & Davis). Gao & Hung explained that a culture of quality is a process of establishing and developing in the minds of working individuals, resolving all activities related to service delivery and value chain (2012: 260: Gao & Hung), and is a value for guests and a means of putting hotel service in a dynamic environment. They result in frequent guest visits and are therefore reflected on increased earnings, market share and revenue Investment (25: 1993:, et; Al Boulding), there are many aspects of the culture of quality include: focus on the beneficiary of the hotel service, performance work properly from the beginning, dedication to work, error is an opportunity to develop, non-adherence to formal relations in order to make more effective communications, excellence Is the curriculum (Quality, 2014: 48).

In the light of the above, a culture of hotel quality can be defined procedurally: a series of values, beliefs and commitments shared by members of the organization to correct their expectations based on the processes associated with the hotel service to achieve innovation and creativity, and enhance the system of satisfaction of the beneficiary, and a sense of belonging.

Second: The Importance: The importance of quality culture is reflected in its main and necessary position to convert the inputs of the Organization into desirable outputs. Figure 1 illustrates this context.
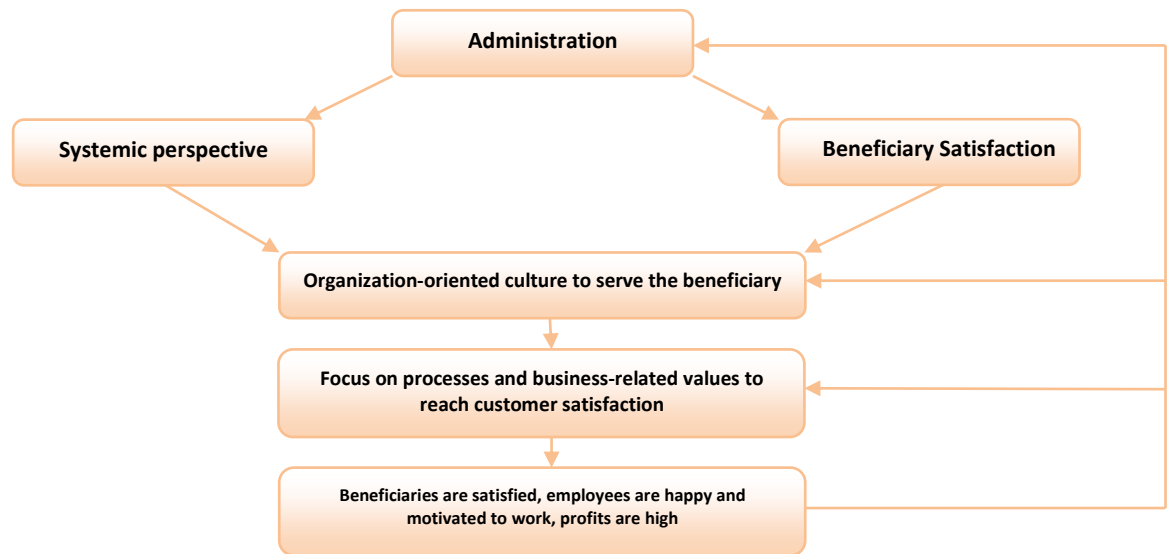
Figure (1) The location of the hotel quality culture and its results in the organization

Source: John, Woods, the Six Values of Equality Culture, 1996, P: 3

Figure (1) illustrates the role of the Department in spreading a culture of quality oriented to serve guests, individuals, processes and values to reach high levels of satisfaction.

Quality culture is the catalyst for the satisfaction of the beneficiaries of the hotel service and the satisfaction of employees with the performance of the organization. This in turn is reflected in the profits and revenues of the hotel organization.

(Ta'i & Qadada: 2008: 134) noted the importance of a culture of quality in the following aspects:

1-Encourage individuals to innovate and innovate.

2-Develop informal relations between all, and work in the spirit of comrade.

3- Loyalty to the organization, a sense of pride in work, quality is everyone's responsibility.

Third: Dimensions: The researchers dealt with the contents of the culture of quality by classifying each according to his own view and vision, and pointed out (24: 1994: Shneider and others) that the culture of support for quality in successful hotel organizations share three main values are:

1- Management's keenness to support innovation: Recently, the importance of innovation has been reinforced through globalization and rapid advances in modern technologies, which have diversified forms of competition and opened new hotel markets (Al-Shaikh: 2008: 85), and a fundamental intentional change in operations in order to improve performance for Providing a hotel service that suits the tastes and desires of the guest (daft : 2001:246). In order to support innovation, many studies of the culture of innovation in organizations have been conducted. These studies have found that the most cultural characteristics associated with innovation are):

-Independence, initiative, error tolerance and decentralization.

- Allocation of responsibilities and reduction of bureaucracy.

- Innovation is the most important means of change and improvement, and the culture of innovation reflects the trend towards learning that facilitates Innovation which is linked to the follow-up of new knowledge expected, and outputs of innovative performance are more likely to occur if the innovative behavior is rewarded with financial and moral support.

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2- The Administration's keenness to support the satisfaction of the beneficiaries: (Giberson) defined the satisfaction of the beneficiary as (identifying the degree of satisfaction of the members of the public with the level of quality of service they receive and their satisfaction in terms of meeting their current needs and future expectations) (Giberson: 2003: 16-20). (Barzanji & Jubouri: 2007: 200) that satisfaction means the final product generated from the experience or accumulated news that reflects the level of performance evaluation of the service provided, on the other hand satisfaction represents the positive feeling that occurs before, during and after the purchase, has reached (Shneider and other) The process of evaluating the service by the beneficiaries is an important feature In spreading a culture of quality, it is realized: encouraging, motivating and treating workers well, selecting employees well, having the necessary resources, and training them on new knowledge and skills (Shneider and other 25: 1994:), to improve operations Hotel services provided by the organization (459: 2006 Certo).

3-The Administration's keenness to support the sense of belonging: It is inferred from belonging to the situation in which the employees perform their assigned work tasks and make extra efforts voluntarily from them in order to support the success of the organization and keep them away from negative practices such as evasion or late work, or waste. While working, or wasting the resources of the organization (Arfaj: 2002: 183), Shneider and other pointed to some of the values and beliefs that prevail among workers belonging to their organizations, including (22: 1994: Shneider and other):

1- Fairness and support for a sense of mutual trust, through all forms of incentives such as fair opportunities for promotion and financial incentives depending on the level of performance.

2-No contradiction between the statements and actions of officials.

3-Support teamwork such as participation in various committees and councils.

THE THIRD TOPIC: FIELD SIDE

First: - A brief overview of the researched organizations:

The researched hotels are one of the oldest hotel organizations in the city of Baghdad and still constitute the most important urban landmarks, and these organizations have a specialized cadre that manages the professional and administrative departments, and there are five hotels classified as excellent class and its establishment dates back to contracts It was founded by international companies during that period, where the Mansour Hotel was managed by the Spanish company Melia, which opened in (1980), either the Rashid and Babylon hotels were managed by the Indian company Oberoi and opened in (1981-1982), Palestine Hotel It was run by the Meridian Company French It was opened in (1982), while the Sheraton company was running the Hotel Ishtar and opened in (1982), (Sultan & Hadi: 2011: 3-5).

In 1989, all international companies withdrew from the management of these hotels and were referred to the mixed sector in order to encourage the investment of citizens' savings in the field of hotel investment along with the socialist sector (Al-Mansour Hotel Company's final accounts report: 2014: 6), except for Al-Rashid Hotel, which was affiliated to the government.

After the issuance of the investment law has offered some hotels of excellent class for investment, and at the present time Rashid Hotel invested by Royal Tulip, and Babylon Hotel invested by Rotna company.

Second: Identification information for the sample of the study sample: In this paragraph will be presented the results of the descriptive analysis of the information of the individual sample and the table (2) shows that:

Table (2): Descriptive analysis of identifying information

Identification Information	Category	Number	%
Gender	Male	40	75%
	female	14	25%
Total		54	100 %
Academic achievement	Prep	11	20%
	Technical Diploma	15	28%
	BA	27	50%
	M.A.	1	2%
	Ph.D.	0	0
Total		54	100 %
Years of service in the hotel sector	Less than 5 years	10	19%
	From 6 years - 10 years	14	26%
	From 11 years - 15 years	3	5%
	From 16 years - 20 years	9	17%
	20 years and over	18	33%
Total		54	100 %
Specialization	Administrative	41	75%
	Technical	13	25%
Total		54	100 %

The results of the descriptive analysis of the identifying information of the study sample members in Table (2), that the proportion of females is the highest proportion of the sample of the research sample, as well as it was found that most of the sample of the research sample hold university degrees distributed between (Diploma - Bachelor - Master), It was found that most members of the research sample have service and field practice for years within the hotel sector, and last may be distinguished by the members of the research sample with high proportion of administrative specialization work compared to technical jobs.

Third: Test the correlation between protocol management behaviors and hotel quality culture:

Z-TEST test will be used to show acceptance or rejection of the hypotheses of the association between the four-dimensional independent management behaviors and the approved variable of hotel quality culture. The calculated Z value is greater than its tabular counterparts (1.96) at a significant level (0.05), i.e. accepting the hypothesis with 95% confidence, while the hypothesis will be rejected when the calculated Z value is less than its tabular counterparts (1.96) at the significant level (0.05). The premise is 95% confidence, where they will be tested At this stage of statistical analysis the following assumptions:

The first main hypothesis: (There is a statistically significant correlation between protocol management behaviors and hotel culture of quality). There are four sub-hypotheses as follows:

(1-1) The first secondary hypothesis: (There is a statistically significant correlation between civility and the culture of hotel quality).

(1-2) The second secondary hypothesis: (There is a statistically significant correlation between virtual representation and the culture of hotel quality).

(1-3) The third secondary hypothesis: (There is a significant correlation between voluntary participation and culture of hotel quality).

(1-4) The fourth secondary hypothesis: (There is a statistically significant correlation between altruism and the culture of hotel quality).

Table (3): Test the hypotheses of the association between the behavior of protocol management in its four dimensions and culture of hotel quality (N = 54)

Hypothesis		Variables		Correlation coefficient Spearman	Z – test	Researcher's comment
		Independent Variable	**Dependent Variable**		**Z calculated value**	
Secondary	2-1	Civility	Quality Culture	0.69	6.00442	Acceptance of the first secondary hypothesis with 95% confidence
	2-2	Virtual representation	Quality Culture	0.76	6.55497	Acceptance of the second secondary hypothesis with 95% confidence
	2-3	Voluntary participation	Quality Culture	0.63	5.37645	Acceptance of the third secondary hypothesis with 95% confidence
	2-4	Altruism	Quality Culture	0.61	5.26462	Accepting the fourth secondary hypothesis with 95% confidence
First Main		**Protocol management behaviors**	Quality Culture	0.82	7.02810	**Accepting the second main hypothesis with 95% confidence**
Accepted hypotheses		Number		Five moral hypotheses out of five hypotheses		
		Percentage of accepted hypotheses		100%		
Crosstab F value at 95% confidence level = (4.0012)						

Overall, Table (3) proved acceptance of the first main hypothesis with a confidence rate of 95%).

Where the calculated Z value was (7.02) which is significant, because it is greater than the tabular value of Z (1.96) at the level of significance (0.05),

Correlation coefficient spearman between protocol management and hotel quality culture (0.82) confirmed that there is a strong positive correlation between the independent variable (protocol management behavior) and the adopted variable (hotel quality culture). Table (3) Acceptance of four secondary hypotheses emanating from the first main hypothesis, bringing the number of accepted hypotheses correlation five moral hypotheses out of five hypotheses to reach the percentage of the number of hypotheses accepted to 100%.

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Fourth: Testing the hypotheses of influence between the behavior of protocol management in four dimensions and the culture of hotel quality:

At this stage of the analysis will be applied (F-TEST) to confirm the acceptance or rejection of the hypotheses of the impact of management behavior of four dimensions in the culture of hotel quality, as it will accept the hypothesis of influence when The calculated value of F is greater than its spreadsheet counterparts (4.0012) at a significant level (0.05), i.e. acceptance of the hypothesis by (95%), but if the calculated value of F calculated smaller than its counterparts (4.0012) at the level of significance (0.05), indicating Rejection of the hypothesis by (95%), and to indicate the percentage of interpretation (effect) of the independent variable TB In order to determine the amount of change in the value of the dependent variable in case of a change in the value of the independent variable by one unit by extracting the value of the beta regression coefficient, where the test will examine the following effect hypotheses:

The second main hypothesis: (There is a statistically significant effect of protocol management behaviors in the culture of hotel quality) and subdivided four secondary hypotheses as follows:

(1-1) The first secondary hypothesis: (There is a statistically significant effect of courtesy in the culture of hotel quality).

(1-2) The second secondary hypothesis: (There is a statistically significant effect of virtual representation in the culture of hotel quality).

(1-3) The third secondary hypothesis: (There is a statistically significant effect of the voluntary participation in the culture of hotel quality).

(1-4) The fourth secondary hypothesis: (There is a statistically significant effect of altruism in the culture of hotel quality).

Table (4): Test the hypotheses of the impact of the behavior of protocol management four dimensions in the culture of hotel quality

Hypothesis		Variables		Fixed limit alpha α	Beta regression coefficient β	Coefficient of Determination R^2%	F – test	Researcher's comment
		Independent Variable	**Dependent Variable**				**F calculated value**	
Secondary	**2-1**	Civility	Quality Culture	**1.865**	**0.627**	**47.1 %**	**64.879**	Acceptance of the first secondary hypothesis with 95% confidence
	2-2	Virtual representation	Quality Culture	**1.275**	**0.745**	**55.7 %**	**91.770**	Acceptance of the second secondary hypothesis with 95% confidence
	2-3	Voluntary participation	Quality Culture	**2.210**	**0.558**	**38.5 %**	**45.739**	Acceptance of the third secondary hypothesis with 95% confidence
	2-4	Altruism	Quality Culture	**2.565**	**0.487**	**33.1 %**	**36.147**	Accepting the fourth secondary hypothesis with 95% confidence
Second Main		**Protocol management behaviors**	Quality Culture	**0.870**	**0.826**	**63.7 %**	**127.926**	**Accepting the second main hypothesis with 95% confidence**
Accepted hypotheses		**Number**		**Five moral hypotheses out of five hypotheses**				

	Percentage of accepted hypotheses	100%
Crosstab F value at 95% confidence level = (4.0012)		

It is indicated in table (4) to accept the second main hypothesis, which states (there is a statistically significant impact of protocol management behaviors in the culture of hotel quality) and a confidence rate (95%), where the value of F calculated (127.926) which is significant, because it is greater than The value of F tabular value (4.0012) at the level of significance (0.05), while the value of the coefficient of determination (63.7%), indicating the interpretation of the proportion of the impact of protocol management behaviors in the culture of hotel quality, as shown in Table (4) The virtual representation recorded the highest impact ratio in Achieving a culture of hotel quality among all dimensions of protocol management behaviors (55.7%), while altruism has the lowest (33.1%) of all dimensions of protocol management behaviors.

CONCLUSIONS:

A- Theoretical Conclusions:

1- Protocol management behaviors are a harmonious system of innate and acquired behaviors, and can be stimulated through the process of influence and training directed by management leaders in the research organizations.

2- Civility affects the personality of hotel service providers by adhering to professional ethics and upscale behavior. Reflecting the good image of the organization, guests are therefore aware of a culture of quality when the service provided exceeds their expectations.

3- The quality culture approach is based on supporting the innovation of the service provided by the management of hotel organizations and targeted to support the satisfaction of beneficiaries and meet their needs and future expectations in order to feel a sense of belonging and mutual trust, to provide an appropriate regulatory environment that promotes sustainable competitive advantage.

B. Practical Conclusions

1- The study sample is characterized by a high percentage of females, a high percentage of those with university degrees, a high percentage of those with long service, and the availability of administrative disciplines. These indicators are a strong point for the organizations that can be employed to maximize the application of protocol management behaviors aimed at achieving a culture of hotel quality.

2- Achieve positive correlations between the dimensions of protocol management behaviors combined, and the quality culture: support innovation, support beneficiary satisfaction, support sense of belonging.

3- The dimensions of protocol management behaviors combined showed significant significance in achieving a culture of hotel quality.

RECOMMENDATIONS:

In the light of the conclusions reached, the following recommendations were made:

1- Management of premium hotels should ensure the development of human resources skills working in departments dealing directly with guests: ceremonies, front office, food and beverage, public relations, supervision and management, sales, through the introduction of continuous training courses specializing in protocol management.

2- The need for premium hotel management to understand and analyze the nature of the relationship between the level of expectations of guests of service, and the nature of the culture of hotel quality perceived by them, to enhance their satisfaction and satisfy their renewed need.

3- Establishing the principle of specialization in the assignment of responsibilities in order to reach a state of homogeneity between the job and its professional behavior.

4- The directors of the research organizations should organize special regulations that establish the rules of conduct of protocol management, in order to prepare a unified and agreed upon work context for all.

5- The need to provide the technical structure and organizational climate, which allows the application of the behavior of protocol management to achieve a culture of hotel quality.

6- We recommend the management leadership to adopt a strategic planning system to exclude the culture of hotel quality represented by: support innovation, support the satisfaction of the beneficiary, support a sense of belonging in line with the environmental changes in the hotel industry in order to develop plans and strategies to promote hotel performance and achieve strategic success.

7- Activate the system of physical and moral stimulation of the working individuals, and involve them in committees, councils and decision-making, in order to achieve their satisfaction and support their belonging to the hotel organization.

8- Administrations of the research organizations should continuously try to identify the levels of hotel quality culture through the process of research and development, conducting evaluations and surveying the beneficiaries of the service, to reinforce the weaknesses, and invest the strengths.

Financial support and sponsorship: Nil

Conflict of Interest: None

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Interviews

1. Personal interview, with Mr. Farag Al-Jubouri, "Managing Director" Mansour Hotel.
2. Personal interview, with Mr. Abdul Amir Al-Gharawi, "the authorized manager" Ishtar Hotel.
3. Interview with Mr. Yusuf Kareem, Director of Food and Beverage Department, Al-Rasheed Hotel.
4. Interview, Mr. Firas Kazem, "Director of Public Relations", Mansour Hotel.