

# IMPACT OF KNOWLEDGE MOMENTUM ON PROMOTING ORGANIZATIONAL CITIZENSHIP BEHAVIOR AN EXPLORATORY STUDY FOR OPINIONS OF A SAMPLE HOTEL'S MANAGERS IN THE HOLY GOVERNORATES OF NAJAF AND KARBALA

**Jakub Safar Ali**

*University of Al-Mustansriya , College of Tourism Science*

---

## ABSTRACT

*The research aims to indicate the extent to which hotel administrations can avoid cases of discrepancies between the expectations of guests and the level of hotel service provided, by relying on advanced predictive and proactive cognitive mechanisms that are reflected in controlling the behaviors of working individuals towards dedication to business performance and the completion of assigned tasks. The research problem crystallizes in modest levels of religious tourism revenues when compared to the size of the available capabilities. One of the reasons for this modest performance lies in the limited awareness of hotel managements working in religious activity of the nature and impact of cognitive mechanisms and what they can achieve in directing the behaviors of working individuals towards achieving a level of dedicated work and performance. Distinguished, as it constitutes the field dimension of the research, and the research sample consisted of (74) observations from the departments operating in the (4,5) star hotels operating in the holy governorates of Najaf and Karbala, and the opinions obtained from the mentioned sample were subjected to statistical analysis through the SPSS V statistical package program 25. Among the most prominent findings of the research is the existence of a number of behaviors that are inconsistent with the spirit of organizational citizenship behaviors, such as the preoccupation of many Individuals for long periods of time in inter-conversations outside the framework of work and for personal considerations, which makes it imperative for departments to end such unproductive behaviors that are harmful to public performance. With the audience of visitors and tourists, rather, we must open up to knowledge outputs through interactive programs and advanced media mechanisms, and invest in the fame of the religious sites that Iraq embraces.*

**Keywords:** *Cognitive Momentum, Organizational Citizenship Behavior, and Religious Tourism in Iraq.*

## INTRODUCTION:

The technical revolution witnessed by the world produced tremendous developments and a large amount of knowledge and information that some took as having an exponential growth in the sense that it doubles over a few seconds, which put the operating departments at a strategic crossroads. Knowledge and thus exit outside the frameworks of global competition. Therefore, if the administration wants to take the first path, it must perpetuate work, pursuit and knowledge movement, which expresses the explanatory variable in this research (knowledge momentum). Evolution is data related to the human resource, which is the goal and means of knowledge work. From the point of view of departments, workers are no longer machines devoid of feelings and self-visions. Rather, the individual has become the most important value and a true partner in the organization in which he works. In conclusion, if he feels a sense of actual belonging, he will do so. It will provide double performance that is reflected in unclaimed behaviors in the first place and constitutes the responsive variable in the current research (organizational citizenship behavior).

The research problem crystallizes in the achievement of returns by organizations working in religious tourism at modest levels when compared to the size of the available capabilities. Dedicated work and outstanding performance, which constitutes the field dimension of the research. The research aims to indicate the extent to which hotel administrations can avoid cases of discrepancies between the expectations of guests and the level of hotel service provided, by relying on advanced predictive and proactive cognitive mechanisms that are reflected in controlling behaviors. Individuals working towards dedication in the performance of work and the completion of the assigned tasks. The research sample consisted of (74) observations from the operating departments in the (4.5) star hotels operating in the holy governorates of Najaf and Karbala.

### Problem of Research:

The features of the problem from which the researcher started can be explained through the following two dimensions

**1- Theoretical Aspect:** The work of specialists in the intellectual framework of administrative literature requires continuous work and a continuous cognitive diagnosis aimed at identifying and knowing the relationship between multiple and diverse variables that undergo many changes due to the movement of intellectual development that does not stop and it reaches the truth of the intellectual debate that exists in the variables combined and individually and the level of their knowledge depth, and accordingly The intellectual problem in this research is summed up in the nature of the intellectual and philosophical controversy related to the research variables (knowledge momentum) and (organizational citizenship behavior), as the promotion of knowledge flow needs methods, models and tools that contribute to raising the capabilities of individuals and

their cognitive abilities, and that the employment of this depends It depends on organizational and individual practices associated with multiple variables, including the levels of organizational citizenship for individuals, which some researchers described as the black box in the organization, which makes it difficult to know them using traditional methods and their reflection on the behavioral performance of individuals in the workplace. Therefore, decoding these variables requires unconventional efforts represented in scientific research. The research seeks current towards it.

**2- Field dimension:** Religious tourism activity in Iraq emerges as the most important activity for years, and it is the main driver in a sector that is witnessing a lot of delay and suffers from the causes of neglect. The fame and importance of the religious sites that Iraq embraces, including important scenes and centers, not only for the Islamic religion, but for all monotheistic religions. A level of dedicated work and outstanding performance constitutes the field dimension of the research.

The aforementioned research problem can be crystallized in the following main and sub-questions: The main question: To what extent are the administrations operating in religious tourism hotels aware of the relationships of correlation and influence of the cognitive momentum in promoting the behavior of organizational citizenship among the operating hotel cadres?

**Sub-questions: They can be stated in the following points**

- 1- What are the most prominent intellectual contributions of cognitive momentum and organizational citizenship behavior?
- 2- What is the level of hotel administrations adopting a solid base of organizational citizenship behaviors among members of the operating hotel teams?
- 3- What are the most important organizational repercussions of cognitive mechanisms and cognitive momentum in hotel performance data in its various forms?

**Importance of Research:**

The importance of the current research stems from the importance of its variables and elements, as well as the importance of what emerges from the results, effects, and contributions at the level of the researched organizations and society more broadly, and because the research variables are organizational and behavioral variables that have an active role in leading the performance of organizations to achieve customer satisfaction. And consumers, so the research is expected after realizing the scientific and practical frameworks for it and the interaction between them to achieve the following importance

### 1. Importance at the theoretical level:

A- It emerges by reviewing realistic perspectives that simulate management thought, whose roots go back to very important areas of management in general and hotel management in particular, especially (organizational behavior, human resource management and knowledge management) as it starts from the cognitive momentum approach and ends with organizational citizenship behavior to achieve A clear understanding and realization of its concepts and objectives.

B - The theoretical importance appears from the importance of working towards studying the theoretical relationship that governs the general frameworks of the variables embodied in the cognitive momentum and the behavior of organizational citizenship and the most prominent contributions of researchers in these areas, in addition to defining the researched organizations with the theoretical aspect of the value of these variables and their impact on organizational performance in general.

### 2. field importance:

A- The importance appears on the ground by choosing one of the most important operating sectors in the Iraqi economic environment, which, if invested optimally, can achieve real diversification in income sources and address the state of dependence of the Iraqi economy on a specific sector.

B- The spiritual, social and cultural importance enjoyed by the hotels, the researcher's sample, in each of (Al-Najaf Al-Ashraf and Holy Karbala), as hotel organizations today are an important interface for the country, to which the eyes of Muslims from all over the world are diagnosed.

C- The importance of the research is evident in presenting a practical framework for an integrated model whose variables are dealt with in an integrated and comprehensive view that extends from the causes and is reflected in the results, as well as through the use of reliable global standards and tools and testing them in organizations and generalizing these concepts intellectually and practically to reach efficiency and effectiveness in performing the tasks entrusted to the organizations' departments.

### **Aims of Research:**

1. A statement of the extent to which hotel managements can avoid cases of discrepancies between the expectations of guests and the level of hotel service provided by relying on advanced predictive and proactive cognitive mechanisms that are reflected in controlling the behavior of working individuals towards dedication to business performance and the completion of assigned tasks.
2. The researcher aims to establish a framework for the nature of theoretical relationships by surveying the most prominent theoretical literature on the research variables and everything related to them, by defining the concepts and the importance of the dimensions of the research variables (cognitive momentum / organizational citizenship behavior)

3. Providing a set of practical and theoretical information to those in charge of hotel organizations and workers in the relevant authorities, as through this it is possible to clarify the nature of the research variables, their sources and causes, and the extent of their reflection on the research sample to direct the attention of the departments of the researched organizations and make them more appropriate to the reality of the required performance in light of the Iraqi work environment Disturbed and uncertain.
4. Presenting and analyzing indicators of cognitive momentum and their relevance and impact on enhancing organizational citizenship behavior.

### Research Model:

The hypothetical diagram of any research represents an expressive image of the research idea as well as being considered a translation of the research problem and its hypotheses in its practical form, as it is built according to what resulted from the intellectual controversy and theoretical propositions related to the research variables and their implications and the expected response to address the research problem and questions in a manner consistent with the research methodology and method and testing the nature of the research relationships The relationship and influence between the main and sub-variables, and the chart includes the following two axes:

The first axis: the explanatory variable, and it is expressed by (cognitive momentum) and its dimensions (the speed of knowledge, the intensity of knowledge, the direction of knowledge).

The second axis: the responsive variable and it is expressed by (organizational citizenship behavior) and its dimensions (altruism, living conscience, civilized behavior) and as in the figure below.

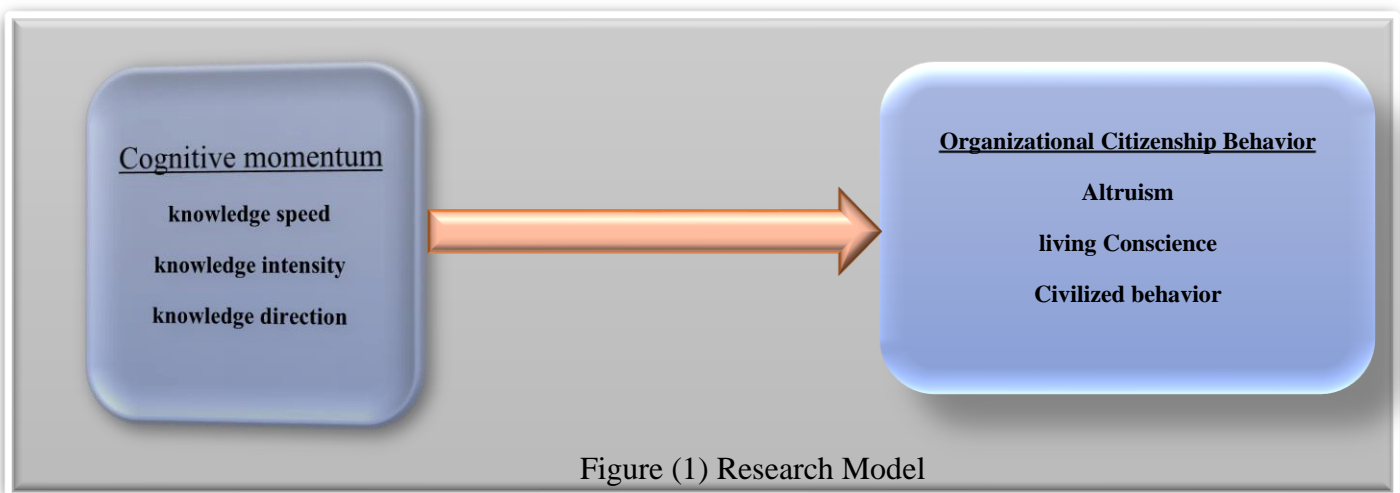


Figure (1) Research Model

**Hypothesis:**

In light of the general problem and the questions raised in the research, the following main and sub-hypotheses were formulated:

**1- The First Main Hypothesis:** There is a significant correlation between cognitive momentum and the promotion of organizational citizenship behavior in hotels operating in the holy governorates of Najaf and Karbala, and the following sub-hypotheses emerge from it.

1-1 There is a significant correlation between the speed of knowledge and the promotion of organizational citizenship behavior in hotels operating in the two holy governorates of Najaf and Karbala.

2-1- A significant correlation between the intensity of knowledge and the promotion of organizational citizenship behavior in operating hotels in the holy governorates of Najaf and Karbala

1-3 A significant correlation between the direction of knowledge and the promotion of organizational citizenship behavior in operating hotels in the holy governorates of Najaf and Karbala.

2- The second main hypothesis: There is a significant influence relationship of the cognitive momentum in promoting organizational citizenship behavior in hotels operating in the holy governorates of Najaf and Karbala, and the following sub-hypotheses emerge from it.

1-2 There is a significant impact relationship of the speed of knowledge in enhancing the behavior of organizational citizenship in operating hotels in the two holy governorates of Najaf and Karbala.

2-2 There is a significant effect relationship of knowledge intensity in enhancing organizational citizenship behavior in operating hotels in the holy governorates of Najaf and Karbala.

3-2 There is a significant effect relationship of the direction of knowledge in promoting organizational citizenship behavior in operating hotels in the two holy governorates of Najaf and Karbala.

**Research Approach:**

The approach adopted in any study or research is seen as a reflection of the researcher's point of view and ideas, and it is also an indicator of his awareness of the problematic that the study's questions derive from. Determine the features of the phenomena, And the nature of the relationships that govern the variables and their trends. At the level of the field study, the questionnaire method was adopted to determine the reality of the variables mentioned in the surveyed organizations.

**Validity of the questionnaire:**

- 1) Test of virtual honesty: Scientific research specialists undertake a very important procedure represented by subjecting the questionnaire in its initial form to scientific arbitration, and for this purpose the questionnaire was presented to (12) arbitrators in different administrative disciplines closely related to the subject of the study variables such as (behavior). organization, human resources management, hotel management, religious tourism), and the questionnaire was modified based on the observations and modifications in the arbitration forms, which became their final form.
- 2) Measuring honesty using the stability coefficient: The researcher employed the (Alpha Cronbach) test to know the stability of the questionnaire and to know its consistency and results, as well as the degree of confidence in which the (scale) is free from error and to obtain the same results, if it is reused multiple times and with different periods of time and the same degree Confidence, as table (2) shows the results of the coefficient of validity and stability for each of its axes (cognitive momentum, organizational citizenship behavior). It is clear from the results of table (2) that the independent variable cognitive momentum obtained a stability coefficient (0.765) and across 12 items that measured the dimension in The hotels are the research sample, and it obtained a validity coefficient (0.874), while at the level of the dependent variable organizational citizenship behavior, which was measured through (14) items, it obtained a coefficient of stability and validity (0.855), (0.924), respectively. And through its (26) paragraphs, it obtained a stability coefficient (0.884), and a total validity coefficient (0.940), while the researcher resorted to employing the midterm retail coefficient by dividing the paragraphs of the questionnaire into individual paragraphs (13) paragraphs that obtained a stability coefficient (0.792). and even paragraphs (13) paragraphs, I obtained a stability coefficient (0.843), while the correlation coefficient of the individual paragraphs with the even paragraphs (0.625) was strong across the two halves of the questionnaire, while the value of Spearman Brown was (0.769) and the Gutman half-partition coefficient was (0.768), as the researcher notes that all stability coefficients indicate a strong consistency The resolution.

**Table (1) shows the results of the Alpha Cronbach stability coefficient test**

| <b>Var.</b>                         | <b>Code</b> | <b>Alpha Cronbach</b> | <b>Decision</b>   |
|-------------------------------------|-------------|-----------------------|-------------------|
| Cognitive Momentum                  | X           | <b>0.765</b>          | <b>acceptance</b> |
| Organizational Citizenship Behavior | Y           | <b>0.855</b>          | <b>acceptance</b> |
| Total                               |             | <b>0.884</b>          | <b>acceptance</b> |



## Research Community and Sample

**Community and sample:** Research is often evaluated through the methodological mechanisms adopted in selecting the community, which constitutes the field container for the theoretical foundation presented by the researcher, as well as evaluating the mechanisms adopted in selecting the sample that represents that community and the extent of the implications of choosing the sample when compared to the size of the original community. And harmony, and in the current research, the researcher proceeded to choose the community of hotels operating within the activity of religious tourism due to its economic, spiritual and social importance. Within my classification (5/4) stars, with (8) hotels (4) in each governorate, the opinions of the departments operating in the hotels were surveyed, and (80) questionnaires were distributed, with (10) in each hotel, of which 74 were recovered (a questionnaire that was subjected to statistical analysis and the table Below shows sample hotels searched and forms distributed and retrieved.

**Table (2) Hotels of the Research**

| City    | Hotel's Name   | Observers | Class   |
|---------|----------------|-----------|---------|
| Najaf   | Al Dur Place   | 9         | 5 stars |
| Najaf   | Al- Nahreen    | 9         | 4 stars |
| Najaf   | Barda          | 10        | 4 stars |
| Najaf   | Granada        | 9         | 4 stars |
| Karbala | Al Baron       | 10        | 5 stars |
| Karbala | Rehana Karbala | 9         | 5 stars |
| Karbala | Karbala Plaza  | 8         | 4 stars |
| Karbala | Dur Alqaser    | 10        | 4 stars |

Characteristics of the research sample: The most prominent characteristics of the research sample can be stated through the following points:

**Job Position:** Most of the members of the research sample were heads of departments in hotels with a rate of 43.5%, and then came the people's officials category with a rate of 40.6%, which reflects the realism of the answers obtained from the field study, given that the two categories above are the closest to the reality of field work in hotels and the most able to clarify the data of hotel work As it is on the ground, the category of board member was 9.6% of the sample, and finally, the percentage of general managers was 6.3% of the sample.



**Education :** The results of the table below show that the largest percentage of the respondents are bachelor's degree holders with a rate of 68.5%, while the second rank came with a master's degree holder with a rate of 10.3%, after that came a category with higher diploma holders with a rate of 12.7%, and finally came a category with a PhD degree with a rate of 8.5%, which is documented. The results obtained, considering that the sample individuals have the intellectual ability to absorb the depth and content of the research variables and to indicate the answers that are consistent with the qualifications mentioned.

**Experience** The results of the field study show that most of the respondents are in the category - 10 (less than 15 years old) with a rate of (48.9%), which is positive, as it represents the category of individuals with experience, after that came the category (20 years and over) with a rate of 25.7%, then the category (-15 less than 20) with a rate of 18.6%, and finally the category (5-less than 10 years) came with a rate of (6.8%).

Table No (3) Demographic Distribution of members of Sample

| Characteristics     | Notice                           | Observe | Rate |
|---------------------|----------------------------------|---------|------|
| <b>Job Position</b> | General Manager                  | 5       | 6.3  |
|                     | Member of the Board of Directors | 7       | 9.6  |
|                     | Department Manager               | 32      | 43.5 |
|                     | Division official                | 30      | 40.6 |
| <b>Education</b>    | Bach.                            | 51      | 68.5 |
|                     | H. Diploma                       | 9       | 12.7 |
|                     | Master                           | 8       | 10.3 |
|                     | Ph. D                            | 6       | 8.5  |
| <b>Experience</b>   | Less 10                          | 5       | 6.8  |
|                     | Less 15                          | 36      | 48.9 |
|                     | Less 20                          | 14      | 18.6 |
|                     | More 20                          | 19      | 25.7 |

## SECOND APPROACH - THEORETICAL FRAMEWORK:

### Cognitive Momentum

**1- Concept of Cognitive Momentum:** concept of momentum is one of the most prominent concepts and adoptions of physics with its three dimensions (velocity, mass, direction). The nature of administrative work, from which this concept appeared in its administrative version, and the researcher believes that the basic pillars of momentum (speed, movement, force, continuity, change, direction, density or mass) can be employed in multiple fields of knowledge, resulting in an immediate change in the future of the organization through continuity, and persistence in achieving goals, to be the equation of momentum.

**Developing the organization cognitively = speed of knowledge x its intensity x its direction**

The researcher adopted density to measure knowledge instead of mass, because density is used to measure intangible quantities, and this applies to knowledge, but mass is used for tangible quantities.

The momentum model was embodied in the construction of knowledge for the first time in (1996) by the thinker Viiri, and the first concepts sought how to employ the momentum processes represented by (speed, density, and direction) in the processes of building knowledge (ERGUL, 2013: 1898) in order to obtain It contains new information that is arranged in the direction of a specific goal that achieves strategies to uncover facts and solve problems facing decision-making processes in organizations. Cognitive momentum is defined as (the ability of the knowledge organization to achieve positive changes at the internal and external levels in a way that guarantees outstanding and sustainable performance) (2004: 201, Jansen), while (Bratianu, 2016: 325) defined it as (a continuous dynamic process generated from the interactions of the organization's members and has social dimensions emanating from the interaction of human power with material and informational resources, and this is what is called dynamic intellectual capital). Capital and defined by (Hijira and Madani, 2017: 12) as (the ability of organizations to have skills in generating, acquiring, transferring knowledge, and modifying their behavior in a way that reflects positively on creating new knowledge on an ongoing basis). The researcher believes that cognitive momentum can be defined procedurally as:

The ability of the hotel management to create a state of flow and continuous movement of knowledge from its external and internal sources, to produce knowledge energy, which distinguishes the hotel and tourism organization from others, as well as the efficiency of its applications, and its investment in the fields and activities of production and provision of hotel services in order to achieve the standards of distinguished hotel performance).

**2- Characteristics:** The most important characteristics of cognitive momentum can be summarized in the following points (Cordero & Ferreira, 2019: 62).

A- What distinguishes cognitive momentum from other management concepts is that it can be absorbed, absorbed, stored and redirected as a knowledge power used by the organization to be more effective and productive in its work.

B- Cognitive momentum has a cumulative characteristic, as cognitive energy is represented by knowledge accumulation that is based on the characteristics of speed and density, as well as a set of capabilities and capabilities with the ability to acquire knowledge, share it, transform it, and invest it in the necessary activities.

C- One of the characteristics of knowledge momentum is maintaining the sharing and transfer of knowledge, developing appropriate organizational structures and culture that encourage the exchange of knowledge, building a pleasant organizational climate that supports informal

relationships in organizations, which in turn contribute to the continuation of knowledge momentum, and flexible response to changes in the surrounding environment in order to overcome competitors, and in a turbulent environment, the best, most flexible, and active organizations succeed.

**3- Dimensions:** By looking at the literature that dealt with the concept of cognitive impetus, the researcher found a great diversity in defining the dimensions of this concept, and therefore the dimensions with scientific content that approached the nature of the current research and the field environment that it deals with were chosen. Therefore, the following dimensions were elected:

A- Speed of Knowledge: It is defined as (the ability of the organization to absorb and assimilate new knowledge from its various sources after analyzing, interpreting and applying it in its activities in order to adapt to the unstable environment) (Hajira and Madani, 2017: 59), as the speed of knowledge absorption in the organization increases when changes increase. In the external environment, and vice versa, the speed of knowledge flow is variable and not fixed.

B- Knowledge Intensity: It is defined as (the volume of "explicit and implicit" organizational knowledge, and the possibility of attracting, employing, sharing, and distributing it in areas of work in a way that enhances the company's performance and its ability to provide high-quality goods and services (Zhang, 2016: 802).

C - Direction of Knowledge: (Abbas, J. and Sagsan, M, 2019: 131) defined the knowledge direction (the process of transferring and exchanging knowledge from its primary sources towards the activities of the organization based on an integrated methodology that works to absorb, assimilate and employ it (and on the other hand defined it) Shrestha 2016: (23) Sharing and exchanging knowledge among members of the organization with the aim of identifying identity through warehouses and electronic networks, and the need to invest it optimally (

The researcher believes that the openness witnessed by the religious tourism sector and the global fame enjoyed by the sites located in Iraq, and in light of the state of technical development that shaped all aspects of the life of human societies in general, with all these circumstances and data, the hotel departments working in this field are no longer faced with the option of adopting knowledge mechanisms. Or not, but today it is facing the inevitability of adopting modern digital and cognitive mechanisms, programs, and curricula. Therefore, it is required more than ever to perpetuate the momentum of cognitive performance and to adopt methods that enhance the symbiosis of the knowledge movement in order to reach performance processes to standards that are in line with international standards, as it attracts visitors from all over the world.

## **Organizational citizenship behavior:**

### **1 . concept Organizational citizenship behavior:**

This concept is seen in management thought in its modern form as a development of cognitive efforts that began in the forties of the last century when interest in the employee's discretionary behavior began, as Bernard discussed the important functions of executives in business. Later, Katz continued to discuss positive employee behaviors such as generating cooperation to enhance organizational adaptability and thus organizational effectiveness. Since then, organizational behavior specialists have published research articles examining the antecedents and consequences of beneficial employee behavior that goes beyond the call of duty (Chiaburu et al, 2008: 92) At the beginning of the second millennium, research efforts developed into the year (2014), where Bateman and Organ coined the term "Organizational Citizenship Behavior" to conceptualize the behavior of helping at work (Aboyi, 2018: 48), (Amintojjar et al, 2015: 147) organizational citizenship behavior as (an additional voluntary behavior carried out by employees that is not included in their official job duties and is not subject to the reward system formally within the organization). While (Lee et al, 2013: 55) defined it as (efforts Additional benefits for workers are not official or required by the organization, but are discretionary acts carried out by workers within the organization.

As for (Al-Ismaili, 2019: 40), it has been shown that organizational citizenship behavior is optional personal behavior that has positive effects on co-workers and work followers, and it is not required as required by tasks ,official job, but it is desirable by senior management, and it does not punish workers, but it contributes to achieving organizational effectiveness.

The researcher believes that organizational citizenship behavior can be defined as: comprehensive general sum of optional self-behaviors carried out by the members of the tourism and hotel organization in a manner that stems from the cooperative spirit of the individual away from the official duties entrusted to him.

**2- Influencing factors:** Many researches have contributed to revealing a group of factors influencing the behavior of organizational citizenship, including: (Hassan, 2018: 34 / Al-Masry, 2015: 28)

**A- Job satisfaction:** Job satisfaction among employees expresses their desire to adopt the organization, and this leads to a positive impact on organizational citizenship behavior.

**B- Administrative leadership:** The leader can have a significant positive impact that is translated by pushing workers to do additional work.

**C - Organizational culture:** If the organizational culture requires employees to perform their basic functions only, this leads to the absence of voluntary behavior and practices within the organization.

**D - Organizational justice:** Organizational justice is one of the basic elements in the formation of the social and psychological structure of the organization and thus the nature of the behaviors presented by each individual.

**Human resource practices:** By adopting high-performance practices in the field of human resources, competitive advantage will be achieved through voluntary behavior that is not placed within the job description.

**3- Dimensions:** The subject of the dimensions of organizational citizenship behavior went through multiple intellectual reviews that produced a number of intellectual models in this regard. The researcher chose a number of dimensions that are consistent with the nature of the current research, and these dimensions are:

**A- Altruism:** Dimension means that the worker assists another person on a voluntary and discretionary basis in a specific work-related problem or task. (Dash & Pradhan, 2014:19)

**B- Conscientiousness:** Indicates that the individual performs his role in the organization in a way that exceeds the level expected of him, and examples of this work after the end of the official times for the benefit of the organization, as well as not spending the time allotted for work on personal issues, conversations and side (Al-Azzawi and Youssef, 2016: 209).

**C- Civilized behavior:** It is a behavior directed towards achieving the organization's goals, such as preserving the organization's resources, defending the organization when it is criticized in the community, reading and contributing to the organization's permanent bulletin, attending meetings and seminars, and presenting new ideas and proposals to improve work. (Hassan, 2018: 38)

The researcher believes that as a result of the specificity of the field environment that accommodates the current research, which is represented by religious tourism based mainly on the spiritual dimension, as a result, the importance of adopting distinguished human behaviors in its general and organizational form increases in particular, as dealing with visitors to religious sites imparts a double human and moral tinge, and therefore the working individual In the hotel organization hosting visitors, there is a greater need to adopt voluntary and cooperative mechanisms and behaviors at the level of internal organization and at the level of dealing with consumers of hotel services. Therefore, it is the responsibility of hotel administrations to create an internal regulatory environment that adopts unique behaviors such as organizational citizenship behaviors as the target form that must be established within Think of all members of the organization.

### **THIRD APPROACH: PRACTICAL ASPECT**

This part seeks to identify the reality of cognitive momentum and organizational citizenship in the surveyed hotels according to the response of the sample, as the arithmetic mean, standard deviation

and coefficient of difference will be relied upon for the opinions of the researched sample according to their answers, as the results of the variables constituting the dimensions of cognitive momentum are presented and analyzed as an independent variable and organizational citizenship as a variable. It is approved, so that the opinions of the research sample can be known where they are heading for each paragraph of the questionnaire related to the research variables, Descriptive analysis of the research variables according to the sample answers, This topic reviews the results of the descriptive statistical analysis of Cognitive Momentum and Organizational citizenship behavior.

A. It is clear from Table (4) below that the independent variable (cognitive momentum) achieved an arithmetic mean of (3.189), which is higher than the hypothetical mean, with a coefficient of difference of 24.42 (with a standard deviation of 0.779), which indicates the presence of the variable among the sample, and at the level of sub-dimensions. It came after the speed of knowledge in the first place, with a difference coefficient of (19.78%) and an arithmetic mean of (3.420), which indicates that the departments adopt the cognitive mechanisms in which the hotel work environment is known to absorb knowledge at a pace characterized by acceleration, which is a result of the changing nature and the rapid transformations that characterize it. The Iraqi work environment in general and the tourism one in particular, as working in such environments means increasing the speed of knowledge for the operating organizations.

Whereas, it came after the trend of knowledge in the last arrangement with a coefficient of difference (29.343%) and a standard deviation (0.902), which is an indication of the decline in the state of knowledge sharing between members of the organization within the hotel teams, which requires the administration to take care of it by activating the formal and informal mechanisms that work on Activating self-knowledge transfer processes in the event of age differences and varying experiences between individuals.

**Table (4) descriptive statistics for Cognitive Momentum**

| Peripety        | response | Imp. R | C. V  | St. D | M     | Var.                |
|-----------------|----------|--------|-------|-------|-------|---------------------|
| 1 <sup>st</sup> | High     | 68.40  | 19.78 | 0.677 | 3.420 | knowledge speed     |
| 2 <sup>nd</sup> | Middle   | 61.48  | 24.73 | 0.760 | 3.074 | knowledge intensity |
| 3 <sup>rd</sup> | Middle   | 61.46  | 29.34 | 0.902 | 3.073 | knowledge direction |
|                 | Middle   | 63.78  | 24.42 | 0.779 | 3.189 | Cognitive Momentum  |

B. It can be seen from Table (6) that the dependent variable (organizational citizenship behavior) achieved an arithmetic mean (2.97), which is higher than the hypothetical mean with its minimum limit of (2.61-3.40).

As for the sub-dimensions, the dimension (altruism) came first with a coefficient of difference (21.84%) and a standard deviation of (0.657), which is an important indicator that is consistent with the nature of society and the environment of the research sample, as it is based on religious behaviors that emphasize the need to provide assistance to all voluntarily and with moral motives. A matter that reflects a distinct image of the hotels and work teams in question, and it came after (the living conscience) in the last order with a difference coefficient (31.024%) and an arithmetic mean of (2.96), which carries important connotations and indicators that appear through a number of behaviors that the researcher touched through field visits such as preoccupation. Many individuals, for long periods of time, are in interpersonal conversations outside the framework of work and for personal considerations, which makes it imperative for departments to end such unproductive behaviors that are harmful to public performance.

**Table (6) Descriptive statistics for Organizational citizenship behavior**

| Peripety        | response | Imp. R | C. V   | St. D | M     | Var.                                |
|-----------------|----------|--------|--------|-------|-------|-------------------------------------|
| 3 <sup>rd</sup> | High     | 60.14  | 21.843 | 0.657 | 3.007 | altruism                            |
| 1 <sup>st</sup> | High     | 59.26  | 31.024 | 0.919 | 2.963 | living conscience                   |
| 2 <sup>nd</sup> | High     | 59.04  | 30.512 | 0.901 | 2.952 | civilized behavior                  |
|                 | High     | 59.48  | 27.76  | 0.826 | 2.974 | Organizational citizenship behavior |

## 2. Test of Correlation Hypothesis:

The results of hypothesis testing are as shown in Table (8) and the test results are as shown in the following points:

1- The first main hypothesis: There is a significant correlation between cognitive momentum and the promotion of organizational citizenship behavior in hotels operating in the holy governorates of Najaf and Karbala, according to Table (8). The correlation coefficient between cognitive momentum and organizational citizenship behavior reached (0.743\*\*) at the level of Significance (0.000), which is less than the level of significance (0.05), and this means acceptance of the hypothesis, and this means that whenever there is an exchange of knowledge and experiences between workers, and hotel administrations work to overcome all obstacles that prevent the process of knowledge sharing between workers, the more this helps to enhance citizenship behavior Organizational in line with external variables.



1-1 There is a significant correlation between the speed of knowledge and the promotion of organizational citizenship behavior in hotels operating in the two holy governorates of Najaf and Karbala. The correlation coefficient was (0.612\*\*) at the level of significance (0.000), which is less than the level of significance (0.05), and this means that the hypothesis is accepted, and this indicates that interest in the speed of assimilation of knowledge from the surrounding environment for the hotels researched and work on the development of those absorption mechanisms and motivate individuals Which will work to reflect this trend in a positive way towards the commitment of citizenship behaviors.

2-1 A significant correlation between the intensity of knowledge and the promotion of organizational citizenship behavior in operating hotels in the holy governorates of Najaf and Karbala. The correlation coefficient was (0.677\*\*) at the level of significance (0.000), which is less than the level of significance (0.05).

3-1 A significant correlation between knowledge orientation and the promotion of organizational citizenship behavior in operating hotels in the holy governorates of Najaf and Karbala. The correlation coefficient between the knowledge orientation dimension and organizational citizenship behavior reached (0.691\*\*) at the level of significance (0.000), which is less than the level of Significance (0.05), and accordingly, the hypothesis is accepted, which indicates the strength of the correlation relationship, that is, the pursuit of knowledge development on a large scale and at all levels of work in hotels according to environmental changes and developments, as this will facilitate the transition of individuals little by little towards the commitment of organizational citizenship behavior.

**Table (7) Correlation Matrix between Cognitive Momentum & Organizational citizenship behavior**

| Correlation |     | الزخم المعرفي وابعاده | المتغير المستقل<br>المتغير<br>المعتمد |
|-------------|-----|-----------------------|---------------------------------------|
| 0.612**     | r   | KS                    | OCB                                   |
| 0.000       | Sig |                       |                                       |
| 0.677**     | r   | INK                   |                                       |
| 0.000       | Sig |                       |                                       |
| 0.691**     | r   | KD                    |                                       |
| 0.000       | Sig |                       |                                       |
| 0.743**     | r   | CM                    |                                       |
| 0.000       | Sig |                       |                                       |

|  |             |                           |
|--|-------------|---------------------------|
| <b>Correlation is significant at the 0.01 Level (2-tailed)**</b> | <b>4</b>    | <b>Hypothesis</b>         |
|  | <b>%100</b> | <b>Rate of Acceptance</b> |
|  | <b>74</b>   | <b>n</b>                  |

### 3. Test of Impact Hypothesis:

This part is concerned with testing influence hypotheses according to what has been determined, for the purpose of indicating the possibility of judging them either by acceptance or rejection, as the second main influence hypothesis was Which will be investigated according to the simple linear regression equation, as follows

$$Y = a + \beta_1 X_1$$

( $\alpha$ ) represents the constant value, and this relationship means organizational citizenship behavior (Y) is a function of the real value of the dimensions of the cognitive momentum variable. Estimates of those values and their statistical indicators have been calculated at the level of the study sample amounting to (74) for the sample researched in a sample of Iraqi hotels to analyze The levels of influence between the variables are as follows:

The statistical indicators shown in Table (9) were used to show the results by testing the second main hypothesis, as the analysis will be carried out according to the simple linear regression model, as follows:

$$Y = \alpha + \beta (X_i)$$

$$Y = 0.844 + 0.687 ( X_i )$$

A- The value of (F) calculated between the cognitive momentum in organizational citizenship behavior was (145.613), meaning that it is greater than the value of (F) tabular, amounting to (3.94) at the level of significance (0.05), and accordingly the hypothesis was accepted, at the level of significance (5%), that is, With a degree of confidence (95%), this indicates that the cognitive momentum is an effective and strong influence in enhancing the behavior of organizational citizenship, that is, whenever there is a strong and effective interest by the surveyed hotels in the process of cognitive and cultural momentum between workers and taking all necessary measures that contribute to strengthening the bonds of partnership Whenever this helps to develop the level of organizational citizenship behavior among individuals, and through the value of the coefficient of determination ( $R^2$ ), which is (0.552), it is clear that the cognitive momentum explains (55%) of the variables that occur in organizational citizenship behavior, while the remaining percentage is (%) 45) It refers to other variables that are not included in the study model, as well as from the value of the marginal slope coefficient ( $\beta$ ) of 0.687 () that an increase in cognitive momentum by

one unit will lead to the enhancement of organizational citizenship behavior by (68%) with a constant value ( $\alpha$ ) in The equation (0.844), meaning when the cognitive momentum variable is equal to zero, the organizational citizenship behavior variable will not be less than that value.:

**Table (8) Impact of CM on OCB**

| Sig   | F-Table | F-Test  | R <sup>2</sup> | $\beta$ | $\alpha$ | Dependent | Independent |
|-------|---------|---------|----------------|---------|----------|-----------|-------------|
| 0.009 | 3.94    | 70.760  | 0.375          | 0.583   | 1.044    | OCB       | KS          |
| 0.000 |         | 99.998  | 0.459          | 0.574   | 1.273    |           | KIN         |
| 0.000 |         | 107.585 | 0.477          | 0.493   | 1.521    |           | KD          |
| 0.000 |         | 145.613 | 0.552          | 0.687   | 0.844    |           | CM          |

In order to determine the map of determining the dimensions of the independent variable in the dependent variable and its dimensions, the researcher resorted to the multiple regression test, which is illustrated in Table 10. The results were as follows:

A- It is evident from Table (10) that there is a significant effect of (after the speed of knowledge) in (organizational citizenship behavior) and in the dimensions (altruism, living conscience, civilized behavior), as it is evident through the critical value C.R of (2.294). (2.305) (2.330) that it is greater than the critical standard value of (1.96) at the significance level (0.05), and this means that there is a significant effect of the speed of knowledge dimension in citizenship behavior with its dimensions, which is an indicator of acceptance of the first sub-hypothesis 1-2

B- It is evident from Table (9) that there is a significant effect of (knowledge density dimension) on organizational citizenship behavior and dimensions (altruism, living conscience, civilized behavior), as it is shown through the critical value C.R of (2.338) (3,314 ) (2,138) as greater than the critical standard value of (1.96) at the significance level (0.05), which means accepting the sub-hypothesis 2-2

C- It is evident from Table (10) that there is a significant effect of (after knowledge orientation) on organizational citizenship behavior and its dimensions (altruism, living conscience, civilized behavior), as it is evident through the critical value C.R of (5.250) (4.295). (2.067) that it is greater

than the critical standard value of (1.96) at the significance level (0.05), and this means that there is a significant effect, which requires the acceptance of the sub-hypothesis 2-3

What has been shown through the data referred to above is the realization of the second main hypothesis (the hypothesis of influence) and the sub-hypotheses emanating from it.

**Table (9) Test of Regression Hypothesis**

| dependent          | effect | Independent | $\beta$ | S.E. | T     | T-table | P    |
|--------------------|--------|-------------|---------|------|-------|---------|------|
| altruism           | <---   | KS          | .220    | .094 | 2.330 | 1.96    | .020 |
| living conscience  | <---   |             | .236    | .102 | 2.305 |         | .021 |
| civilized behavior | <---   |             | .240    | .105 | 2.294 |         | .022 |
| altruism           | <---   | KIN         | .224    | .105 | 2.138 |         | .033 |
| living conscience  | <---   |             | .377    | .114 | 3.314 |         | ***  |
| civilized behavior | <---   |             | .272    | .116 | 2.338 |         | .019 |
| altruism           | <---   | KD          | .171    | .083 | 2.067 |         | .039 |
| living conscience  | <---   |             | .386    | .090 | 4.295 |         | ***  |
| civilized behavior | <---   |             | .483    | .092 | 5.250 |         | ***  |

#### **FOURTH ASPECT: CONCLUSIONS AND RECOMMENDATIONS:**

##### **A. Conclusions:**

1- Results of the field study showed the ability of the hotel departments of the research sample to adopt the knowledge mechanisms that improve the hotel work environment quickly or what is known as the absorption of knowledge, which is a result of the changing nature and rapid transformations that characterize the Iraqi work environment in general and the tourism ones in particular, as the Working in such environments means an increase in the need to catch up with the frequent developments, and thus means the speed of knowledge for the operating organizations. However, the aforementioned ability is still below ambition compared to what can be achieved in an important field such as religious tourism.

2- The field study showed a high level of voluntary work and the spirit of altruism, which is consistent with the nature of society and the environment of the research sample, as it is based on

religious behaviors that emphasize the need to provide assistance to all voluntarily and with moral motives, which reflects a distinct image of the hotels and work teams in question.

3- Results of the field study accompanied by the researcher's personal observation through field visits showed that there are a number of behaviors that are inconsistent with the spirit of organizational citizenship behaviors, such as the preoccupation of many individuals and for long times in inter-conversations outside the framework of work and for personal considerations, which necessitates the administrations to end such inappropriate behaviors. productive and harmful to public performance.

4- Through the results of the field research, the main and secondary research hypotheses were achieved, which confirms the correlation and influence relationships between the independent and dependent research variables.

### **B. Recommendations:**

1. Enhancing mechanisms to allow individuals of all levels to present proposals and visions, and raise various problems and initiatives through formal and informal channels.
2. Work on adopting and adhering to an integrated structure of Cognitive Momentums in general and enhancing performance that would develop early warning mechanisms in the Authority's management because organizations in today's world are no longer evaluated through levels of reactions to what is happening in terms of events, but rather through initiative mechanisms that contribute to Creating and creating events.
3. Raising awareness of the importance of Organizational citizenship behaviour operations and activities at the individual and organizational levels by including these activities within the various training programs and policies and through modern mechanisms such as interactive programs, direct meetings, and others.
4. Activating the informal effort in dealing with the work teams, as it is often the best way to bypass the routine complexity that often characterizes formal performance practices in government organizations and institutions.

### **C. Suggestions:**

The proposals that the researcher sees as complementing the current research can be stated in the following points:

1- The operating hotel departments must deal more professionally with the outputs of knowledge work and not be limited to a limited margin of digital mechanisms and programs in dealing with the public of visitors and tourists.

2- Developing training policies based on interactive and modern mechanisms in order to raise the level of cognitive performance of working individuals in general and get them out of a state of reliance on a small number of modern technical means. .

3- The need for departments to adopt behavioral curricula and organizational cultures that cultivate the spirit of cooperation and voluntary work and do more than the duties stipulated in the description of the various jobs and link this thought and behavior to achieving a state of self-satisfaction that stems from optimal performance of work.

4- It is imperative for the operating departments to activate the mechanisms and programs of engagement with charitable and supportive organizations and institutions for voluntary work and to involve the individuals working in them. Through this, behaviors and ideals are inculcated in the hearts of the workers to be practiced in the same hotel organization later and without regard to the material consideration.

### RESOURCE:

1. Abbas , J. and Sagsan , M. ( 2019 ) , " Impact of knowledge management practices on green innovation and corporate sustainable development : a structural analysis " , Journal of Cleaner Production , Vol . 229.P611-620 .
2. Abdel-Fattah, Ezz (2017), Introduction to Descriptive and Inferential Statistics Using SPSS, Al-Khwarizmi House, Riyadh.
3. Aboiyij . ( 2018 ) . A Correlational Study On School Climate And Organizational Citizenship Behavior In Catholic Schools , A Dissertation Presented in Partial Fulfillment of the Requirements for the Degree Doctorate of Philosophy Grand Canyon University Phoenix , Arizona .
4. Al-Azzawi, Shifa Muhammad Ali and Youssef, Marwa Badr Zia, (2016), the effect of re-engineering administrative processes on organizational citizenship, applied research in the General Company for Electronic Industries, research drawn from a master's thesis, Journal of Economic and Administrative Sciences, Volume 22, Issue 91.
5. Ali, Firas Mahdi, (2021), the effect of cognitive momentum on sustainable performance by mediating proactive behavior, master's thesis, College of Administration and Economics, University of Baghdad.
6. Al-Ismaili, Jaber Shuaib (2019), The Role of Transformational Leadership in Promoting Organizational Citizenship Behavior - A Field Study on Employees of Omani Islamic Banks, Journal of Economic and Administrative Research, Volume 2, No.
7. Al-Masry Muhammad Shafiq Saeed (2015), Job Immersion and its Relationship to Organizational Citizenship Behavior - A Field Study on Governmental Hospitals in the Gaza Strip, Master Thesis / Faculty of Economics and Administrative Sciences / Al-Azhar University - Gaza
8. Amintojjar , Hossein , Shakari , Gholam , Abbas & Zabihi , Mohammad Reza , 2015 , The effect of social capital on organizational citizenship behavior : A case study of employees in Mashhad Municipality , by Inter national Journal of Organizational leader , VOL.4

9. Bozan, Muhammad, (2012), "Statistical Methods in the Social Sciences: Their Concepts and Executions by Employing SPSS," first edition, Dar Al Masirah for Publishing, Distribution and Printing, Amman.
10. Bratianu , C. ( 2016 ) , Knowledge Dynamics , Management Dynamics in the Knowledge Economy , Vol.4 ( 2016 ) no.3 , pp.323-337 .
11. Chiaburu D. S. , Marinova S. V. And Dyne L. V. ( 2008 ) . Should I Do It Or Not A Prototype Of Cognitive Processes 7 Prediction Of Sound Behavior , Academy of Management Proceedings Issue 1 .
12. Cohen.j .. Statistical Power Analysis for the Behavioral Sciences Second Edition , Lawrence Erlbaum Associates , USA , ( 1998 ) .
13. Cordero . P. Laura and Ferreira . Jo à o J , ( 2019 ) , Absorptive capacity and organizational mechanisms , A systematic review and future directions Vol . 29 No. 1 , 2019 , 2019 , pp . 61-82 .
14. Dash , Sang ya , pradhan , Kumar , 2014 ,, Determinants & Consequences of Organizational Citizenship Behavior : A Theoretical Framework for Indian Manufacturing Organisations , by International Journal of Business and Management Invention , VOL . 3 , NO . 1.
15. ERGÜL , N. Remziye . ( 2013 ) . Momentum Concept in the Process of Knowledge Construction Educational Consultancy and Research Center , Educational Sciences : Theory & Practice 2013 - 13 ( 3 ) . 1897-1901 , www.edam.com.tr/estp , DOI : 10.12738 / estp.2013.3.1146 .
16. Hajira, Reqab; Madani, Maryam, (2017), the importance of building a learning organization in improving competitive advantage, a field study at Al-Houdna Mills Corporation, to obtain a master's degree in business administration, Faculty of Economic and Commercial Sciences and Management Sciences, University of Mohamed Boudiaf, Algeria. Tavakol , M. & Dennick , R. ( 2011 ) " Making sense of Cronbach's alpha " International Journal of Medical Education .Vol.2 , pp.53- 55 .
17. Hassan, Marwan Sabah (2018), organizational citizenship behavior and its impact on achieving organizational excellence - a field study in Aseel Company, Dinars Magazine, Issue 23.
18. Ivey J . , ( 2014 ) , The Effects Of Religion On Organizational Citizenship Behavior A Thesis Submitted To The Honors College Of The University Of Southern Mississippi In Partial Fulfillment Of The Requirements For The Degree Of Bachelor of Science In Business Administration In The Department Of Management .
19. Janssen , Onne . ( 2004 ) . How Fairness Perceptions Make Innovative Behavior More or Less Stressful . Journal of Organizational Behavior . 25. p.p.201-215 .
20. Lin , C. P. ( 2008 ) . Clarifying relationship between organizational citizenship behaviors , gender , and knowledge sharing in workplace organizations in Taiwan . Journal of Business and Psychology , 22 , p.p.241-250 .



21. Mahdi, Hamza Katea, (2021), Interpretation of the cognitive momentum relationship in confidence levels according to the Dunning Kruger curve and its impact on determining organizational learning methods, a thesis for obtaining a doctorate degree in the philosophy of administrative sciences, submitted to the College of Administration and Economics, Al-Mustansiriya University
22. Shrestha S , Regmi B , Dotel S , Bhattarai D and Adhikari M. ( 2016 ) , Creating a Knowledge Base to Enhance Knowledge Sharing : A Case Study of Computer Department at Kathmandu University , Journal of Information Technology & Software Engineering , Volume 6 Issue 2.
23. Vough , Heather Bindl , Uta K. ,Parker Sharon K. , ( 2017 ) " Actions proactive : le rôle des opérations sociales dans la manière dont les employés amorcent eux - mêmes le changement » , Human Relations Journal . Article Information Volume : 70 issue : 10 , PP: 1-43 .
24. Yilmaz , Ozgur D. ( 2014 ) "Perception of Organizational Politics and Organizational citizenship behaviour Behaviors : A Tourism Industry Perspective" , International Journal of Business and Social Science Vol . 5 , No. 8.pp. 98-109 .
25. Zhang , C. ( 2016 ) . Agglomeration of knowledge intensive business services and urban productivity Papers in Regional Science , 95 ( 4 ) ,p.p. 801-818