



Article

Effective Leadership and Its Impact on The Quality of Tourism Services A Field Study of Tourism Companies in Babylon Governorate

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Abstract: In modern service economies, effective leadership is a pivotal driver of organizational success, particularly within tourism, where service quality directly influences competitiveness and sustainability. In Iraq's Babylon Governorate, the tourism sector faces structural challenges exacerbated by political and economic instability, limiting its potential to adopt modern management practices. Despite global attention to leadership's role in service industries, empirical research examining this relationship within the Iraqi tourism context remains sparse. This study investigates the influence of effective leadership on the quality of tourism services in Babylon's tourism companies, aiming to assess both correlation and causality between leadership practices and service quality outcomes. Using a quantitative field-survey of 35 respondents and SPSS analysis, findings indicate a strong, statistically significant correlation ($r = 0.81$, $p < 0.05$) and a substantial impact ($R^2 = 66\%$) of leadership on service quality. Effective leadership traits such as communication, vision, and motivational ability are shown to predict and enhance customer satisfaction and service consistency. This research contributes original insights from a region with underexplored tourism dynamics, contextualizing leadership effectiveness in a fragile economic setting. Findings support leadership development as a strategic tool for improving tourism services and customer loyalty, and suggest policy directions including leadership-focused training programs and integration of performance indicators in tourism management evaluations.

Keywords: : effective leadership, quality of tourism services, leadership effectiveness, tourism service quality, transformational leadership, customer satisfaction, tourism management in babylon

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1. Introduction

Effective administrative leadership is one of the most important elements of human behavior, it has become an important factor in defining civilization throughout the ages, in order to understand the past, we must know the leaders who shaped history, when we absorb the present, we look at former leaders and current leaders who affect the lives of millions of people, and what is interesting is as much attention as it is logical that people look at current leaders to see what may happen in the future, where it is known that the vision of these leaders. It carries with it the keys to the future, so individuals look to these leaders and predict the future, hoping for a better life, not to themselves, but to their children and future generations [1].

The effective leadership style is one of the leadership patterns produced by technical progress and development, and through the adoption of the concept of effective leadership, which represents a philosophical and scientific development towards the holistic approaches to the management of tourism companies, it indicates a recent trend

in the application of strategic approaches to effective leadership in corporate management as comprehensive, integrated and complex systems, as they are overlapping ways of thinking and deduction and scientific methodologies that absorb the holistic picture of effective strategic decision-making [2].

Search problem:

The problem of the study crystallizes the subject of the reality of tourism in Iraq, as it suffers from many obstacles, especially the state of political and economic instability, which affects the possibility of using effective leadership methods appropriately with the ambition of tourism companies in Babylon Governorate and so that it is in line with the developments taking place to keep pace with the global march, and to ensure the quality of tourism services provided, and to achieve the goals of tourism companies, and through that the problem of the study can be embodied in the following question: How effective leadership has an impact on the quality of tourism services?

Importance of Research:

The importance of the study comes from the importance of the role played by the effective leadership of human resources in the tourism sector and other sectors in achieving the objectives of the tourism company, through the use of effective leadership strategies, in addition to the different methods used by tourism companies in Babylon province in order to achieve the quality of tourism services.

Research Objectives:

The study aims to:

1. Selecting and measuring the level of correlation and influencing research variables.
2. Studying the relationship of effective leadership to enhance the quality of tourism services in tourism companies in Babylon Governorate.
3. Analyze the nature of effective leadership strategies used in tourism companies in Babil Governorate.
4. Evaluate the role of the quality of tourism services provided by tourism companies to achieve the company's goals and the extent to which they can compete and survive in the market.
5. Reaching a number of proposals that will activate the role of effective leadership in achieving the quality of services in tourism companies, which leads to customer satisfaction.

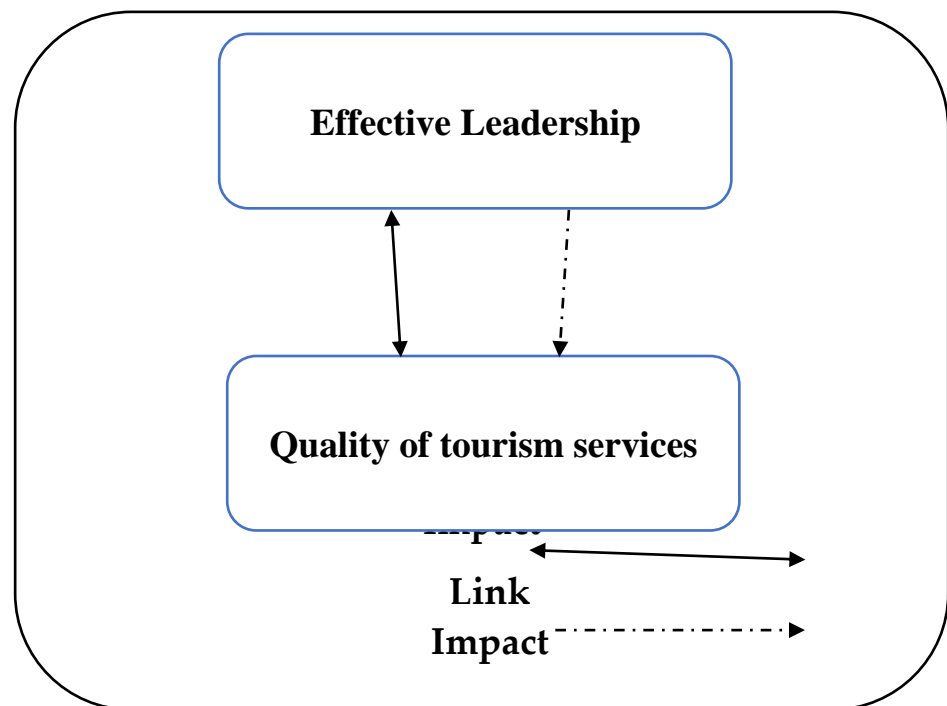
Research hypotheses:

1. The first main hypothesis: effective leadership is determined according to the respondents' answers to the subparagraphs interpreted at the level of the surveyed companies.
2. The second main hypothesis: The quality of tourism services is determined according to the respondents' answers to the sub-paragraphs explaining it at the level of the surveyed companies.
3. The third main hypothesis: There is a statistically significant correlation between effective leadership and the quality of tourism services at the level of the surveyed companies.
4. Fourth main hypothesis: There is a statistically significant effect of effective leadership on the quality of tourism services at the level of the surveyed companies.

Research Outline:

Figure 1 illustrates the conceptual relationship between effective leadership and the quality of tourism services. The solid arrow represents a direct link, while the dashed arrow indicates the perceived impact. This framework emphasizes how leadership practices influence service standards, contributing to enhanced performance and customer satisfaction within the tourism sector.

Figure 1. Conceptual model showing the directional link and impact relationship between effective leadership and the quality of tourism services within the hospitality sector



2. Materials and Methods

The methodology employed in this study is structured to explore the correlation between effective leadership and the quality of tourism services within selected tourism companies operating in the Babylon Governorate. This research adopted a field-based, descriptive-analytical approach, utilizing both quantitative and qualitative techniques to gain a comprehensive understanding of leadership practices and their outcomes on service quality. The primary data was gathered through the distribution of structured questionnaires targeted at employees and management staff across a representative sample of tourism companies in the region. The questionnaire included items measuring leadership dimensions such as vision clarity, communication effectiveness, motivational ability, and decision-making efficiency, alongside indicators of service quality including customer satisfaction, service consistency, responsiveness, and overall service excellence. The study applied a Likert scale to quantify responses, enabling statistical analysis through tools such as SPSS to identify significant relationships and trends. Reliability of the instrument was confirmed using Cronbach's alpha, which yielded a satisfactory coefficient, ensuring internal consistency. Moreover, purposive sampling was used to select participants with relevant knowledge and experience, ensuring the credibility of responses. The research also integrated interviews with a subset of managers to supplement the quantitative data with qualitative insights. The integration of both methods facilitated triangulation, enhancing the validity of the findings. Ethical considerations were observed, including informed consent and data confidentiality. This methodology thus provides a robust framework to examine how leadership effectiveness shapes the delivery and perception of tourism services in Babylon, offering implications for managerial practices and policy development in the sector.

3. Results and Discussion

Introduction to effective leadership

First: The concept of effective leadership:

Effective leadership is **one of the basic elements in achieving successes in the presence of strong competition in order to achieve institutional excellence** through the ability to guide organizations and companies to apply comprehensive administrative quality policies and principles with the success of management and managers who are able to guide individuals towards achieving the desired goals, and the most successful organizations are those that are managed by distinguished leaders who prepare themselves in a continuous learning phase.

Effective leadership can be defined as "the ability of the manager to convince individuals, influence them and encourage them to perform their duties and tasks, which contribute to achieving the goals of the organization".

It was also defined as "a process by which an individual influences a group of individuals in order to achieve common goals" [3].

It was also defined as "operations that are designed and set according to specific criteria in order to direct the available human and material capabilities and capabilities in order to reach certain goals and work to achieve them" [4].

It was also defined as "the ability of an individual to influence a person or group of people by directing and guiding them to obtain their cooperation and motivate them to work at the highest level of efficiency and achieve the set goals" [5].

From the above, effective leadership can be defined as the process by which a person can influence working individuals by directing, guiding and encouraging them to achieve common goals to reach the goals of the organization.

Second: The importance of effective leadership

The importance of leadership is due to the human element, which has taken the first place among various other productive elements that contribute to achieving the goals of the organization, the behavior of the individual is difficult to predict due to the continuous changes in his feelings and emotions as well as changes in the circumstances surrounding the organization, which would lead to a continuous change in policies [6].

The importance of effective leadership can be presented as follows:

1. Effective leadership is the link between employees and the realization of the organization's plans and future visions [7].
2. Support the positive forces in the organization and reduce the negative aspects as much as possible.
3. Control and solve work problems and resolve differences and weighting between opinions.
4. Development, training and care of individuals as the most important resource of the organization, and individuals take the leader as their role model.
5. Effective leadership has a role in encouraging, cooperating, motivating and generating team spirit among the members of the group in order to reach goals.
6. Effective leadership contributes to clarifying the relationship between each of the variables (leader, task, subordinates, work environment) as it is a variable process with the nature of work and the situation, and is not bound by a specific style of leadership, but the goals are achieved in a workable environment through a manager who has the ability to reach the goals through the participation of everyone in the planning and implementation processes.

Third: Characteristics of effective leadership

Effective leadership has many characteristics, traits and components that must be available in the leader in order to be able to describe him as an effective leader, which have an impact on the work and development of the organization, and to have a clear vision and the ability to deliver it effectively, and managers of organizations and tourism companies need to have special capabilities and methods that help motivate individuals,

and the work of organizations is subject to a set of influences, including changes that occur in the business environment and the needs of stakeholders, as well as affected by the characteristics and characteristics of Leadership [8].

Through this, the most important components and characteristics of effective leadership can be identified as follows:

1. **Encouraging diversity:** Diversity is represented in the plurality and diversity of ideas and diversity of work team cadres, according to competency criteria without regard to gender, age, race, religion or political beliefs [9].
2. **Adopting a culture of trust:** The principles of trust are one of the most important factors in achieving the goals in the organization, and this is done by creating a culture of trust, communication, transparency and achieving the public interest [10].
3. **Stay away from selfishness:** An effective leader supports individuals, facilitates their tasks, supports their success, and praises the employer, that staying away from selfishness achieves participation for everyone in achieving success and creativity without hesitation or fear of not valuing the effort at work [11].
4. **Enhancing the spirit of leadership among employees:** through training and developing the spirit of one team at work in order to create a generation capable of leadership and enhance leadership achieved through training, guidance and delegation of working individuals [12].
5. **Owning a vision:** It means the ability to develop a future vision that all individuals seek to achieve and is a kind of farsightedness, as leaders who have a comprehensive vision, which is based on research and successful leadership, see the whole picture and clarify it to subordinates, as this contributes to finding a common goal that everyone seeks to achieve.
6. **Taking responsibility and self-evaluation:** The leader must have the courage and courage to take responsibility and be an example to subordinates and get their trust, and have the ability to reveal facts even if they show his weaknesses, he works on self-evaluation, in order to strengthen his strengths and address his weaknesses [13].
7. **The ability to influence others:** In order for a leader to influence individuals, he must be at a high level of ethics and do what he says, give others confidence, participate in decision-making and achieve their needs by providing material and moral incentives and encouraging human relations without affecting the interests of the company, and achieving satisfaction with them.
8. **Possess effective communication skills:** An effective leader must have the ability to communicate with individuals within the company by valuing their efforts, listening well to them, developing their abilities, arranging their thoughts, and leaving constant blame.

Fourth: Effective Leadership Qualities

There is a set of qualities and competencies that must be available in the leader's personality in order to be called an effective leader, leaders have behavioral traits and have competencies and skills that enable them to set vision and goals, and discover and develop the skills of individuals for better performance by providing training, resources, decision-making and creativity, as they are a model of attractive and influential leadership for subordinates [14].

Effective leadership qualities include:

Refine the higher standards of personal ethics: It means that an effective leader cannot live with double ethics, one in his public life and the other at work, as personal ethics must match professional ethics [15].

1. **High Activity:** An effective leader must rise above trivialities and encourage and indulge in important issues if he knows that they are important and exciting.

2. **Achievement:** An effective leader must have the ability to accomplish priorities, as there is a difference between setting priorities and accomplishing them.
3. **Having courage:** that is, an effective leader has the ability to take responsibility and results for the actions he does in order to reach the achievement of the alleged goals.
4. **Work motivated by creativity:** An effective leader is characterized by having the ability to innovate and feel bored with things that do not work, while individuals and people who are motivated and courageous will not have the patience to wait for permission to start work.
5. **Hard work with dedication and commitment:** Effective leaders have the ability to accomplish their work with great dedication and giving, and they have a commitment to those works.
6. **Goal setting:** An effective leader has the ability to set their own goals, which are considered absolutely necessary to make difficult and important decisions in the company.
7. **Continued enthusiasm:** Most leaders have inspiring enthusiasm, they are just like a flame that never extinguishes to remain always burning, because the growth of a leader needs real enthusiasm and inspiration and if the individual is at a loss about how to obtain that enthusiasm, then he has to repeat the qualities of previous leadership because there is a close and monolithic relationship between those qualities.
8. **Possess sophistication:** An effective leader is a person who possesses a high level of sophistication so that he can organize chaotic situations, he does not respond to problems but responds to them.
9. **Helping others grow:** Real leaders are those who do not seek self-development and growth only, and when the working conditions are sound, correct and free of trivialities, the context of the work will then be the exchange of ideas freely, which leads to cooperation and through that the company and its employees become an integral and integral part, forming a team that addresses the strongest teams and tasks.

From the above, it can be said that an effective leader must possess a high level of high morals so that he is an ideal and role model for subordinates and helps them manage and organize their own behavior and improves individual motivation at work by delegating responsibility and authority to the lowest organizational level in the company, and develops the style of initiative, self-reliance, positive thinking and problem solving, and also helps subordinates to self-control and develop their self-leadership skills.

Fifth: Effective Leadership Mechanisms

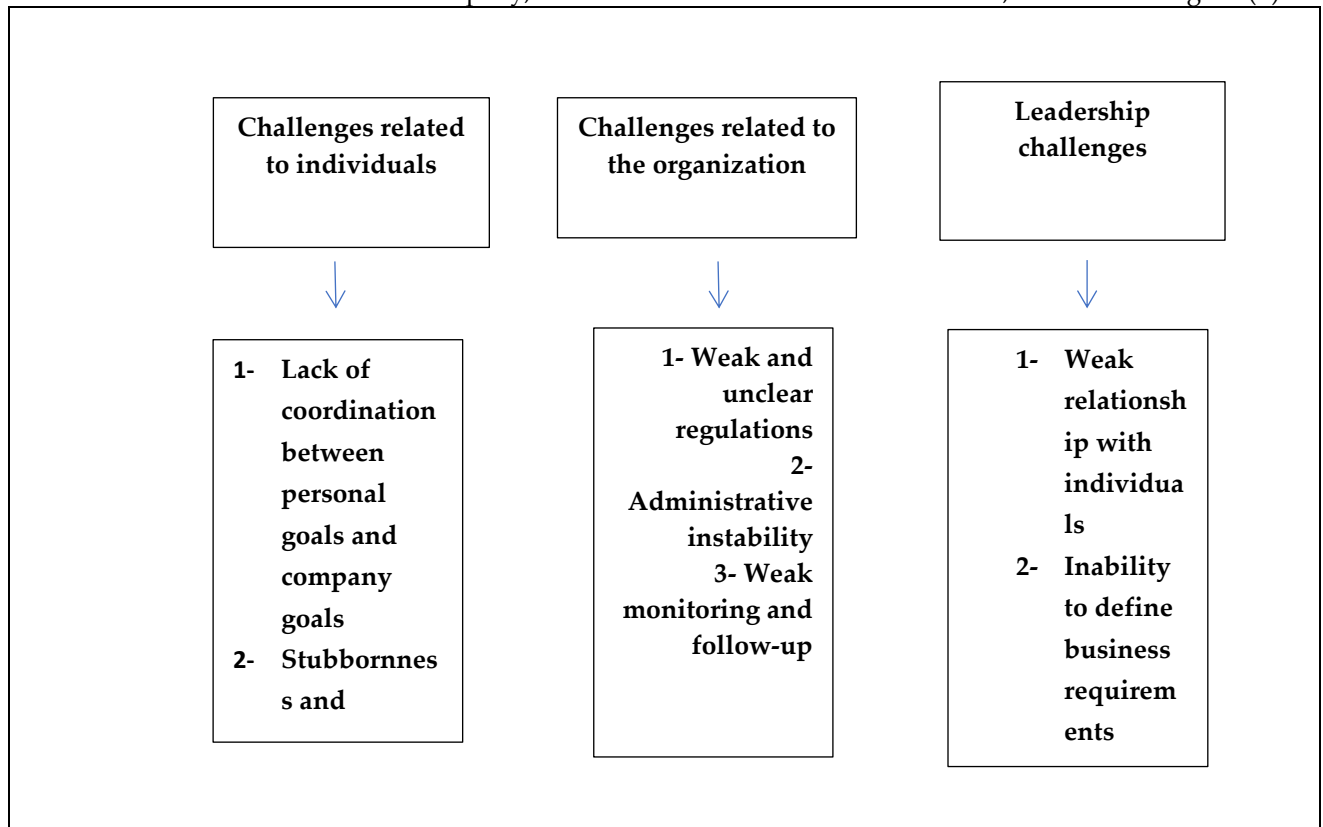
There is a set of mechanisms that contribute to achieving the goals of companies and organizations in general, as well as tourism companies and are one of the priorities of the company's success, and these mechanisms are as follows:

1. **Personnel Training:** Training is one of the tasks of an effective leader with the aim of developing the skills of human resources within the company, as the human element is the real wealth that the company possesses, and training helps in the accuracy of the implementation of tasks and helps develop individuals, acquire new knowledge, discover and develop skills, identify strengths and weaknesses, and increase the level of innovation and renewal.
2. **Empowering individuals:** Empowering individuals is the process through which individuals are allowed to participate in information, planning and controlling the tasks of their jobs for the purpose of achieving positive results at work and achieving individual and organizational goals, and empowerment of individuals is one of the entrances to governance to improve the quality of service, achieve customer satisfaction, job satisfaction among individuals, organizational commitment and organizational effectiveness, and

empowerment of individuals achieves many benefits for companies as it works to develop the way leaders think, develop their creative abilities and allow more time for them To focus on strategic affairs, develop visions, formulate long-term mission and goals, and draw long-term plans, and management becomes more enthusiastic and successful and is able to improve, use and employ resources and people and benefit from the strengths of each individual, and with regard to employees and individuals, the benefits of empowerment multiply, including increasing their commitment and commitment to new responsibilities and providing them with what develops their abilities and skills, as empowerment contributes to unleashing individuals to activate their knowledge and innovative ability and gives them energy and the ability to work continuously [16].

Sixth: Obstacles and Challenges of Effective Leadership

There are many variables and reasons that reduce the effectiveness of leadership, which leads to the failure to achieve the goals sought by the company, and therefore the obstacles to effective leadership can be divided by tourism companies, including those related to leadership, what is related to the institution, the rules and laws that regulate the work of the company, as well as what is related to individuals, as shown in Figure (2).



Source: Prepared by the researcher

Figure 2 Obstacles to effective driving

It is clear from the figure above that:

1. **Challenges related to leadership:** These obstacles are related to the level of leadership knowledge of the attitudes and behavior of individuals working for it, including:
2. **Weak relationship with individuals:** The existence of professional and human relations with individuals is one of the important things in the company, as it is possible to solve many problems and know the real trends of subordinates and influence them according to the company's goals.
3. **Inability to determine business requirements:** The manager's inability to determine business requirements is due to the nature of the company's work or

organizational structure or lack of follow-up and control and the leader will not be able to determine the correct directions of the company.

4. **Inability to communicate:** The inability to communicate with individuals through meetings, complaints box and mailings, or through informal means such as trips, recreational activities and social relations, leads to the inability to influence the attitudes of individuals or reduce the incidence of influence.
5. **Increase confidence in dealing:** Some leaders have a group of close associates within the company, which leads to the marginalization of others and the inability to change, and the leader cannot know the real trends that exist among individuals [17].
6. **Challenges related to the institution:** There are a set of challenges related to the company or institution itself, including the following:
7. **Weak and unclear regulations:** The clarity of regulations in the company is one of the most important means of the success or failure of the institution, as its lack of clarity may lead to chaos and lack of confidence in the goals set, which leads to a weak process of change in the negative trends of individuals.
8. **Administrative instability:** The constant change in administrative leaders reduces the chances of changing the attitudes of individuals, as the feeling of instability and the presence of change will occur hinders the processes of change within the company, where there is a state of uncertainty that controls all individuals.
9. **Weak control and follow-up:** The presence of control and follow-up by the leadership is important for individuals and increases their chances of responding to change and support, while weak control leads to chaos and weakens the level of response to change and support processes.
10. **Challenges related to individuals:** There is a set of challenges that are related to individuals themselves and they are the most important link in the process of change that occurs in companies and institutions, and they include the following:
11. **Lack of coordination between personal goals and the goals of the institution:** There must be differences between the goals of individuals and the general objectives of the company, but these differences should not increase so that the gap does not become large, and a challenge in changing the attitudes of individuals, and it is necessary to work to reduce these differences through coordination between the goals of the individual and the company and achieve compatibility between them.
 - a. **Stubbornness and arrogance:** The firm convictions of some individuals and the refusal to change them, which leads to a lack of response to change, and here comes the role of effective leadership in changing these convictions through good communication with individuals.
 - b. **Inefficient training:** Inefficient training reduces the efficiency of individuals, which leads to adherence to the current situation and fear of change, and here comes the role of the administration in providing the necessary training in order to raise the level of efficiency of working individuals.
 - c. **Poor awareness of change:** Individuals have illogical ideas related to change, and these ideas control them, which weakens the response to the change of the result, and this can be solved by raising communication levels, clarifying goals and increasing cognitive as well as behavioral and emotional support.

The second topic

What is the quality of tourism services?

First: The concept of quality

Quality is one of the basic elements of tourism companies because it achieves the competitive advantage of companies in all fields, and in order to know what is meant by quality, it is necessary to address the definitions of quality, and their definitions have

varied in different looks at them and the development of their concept itself, and these definitions include the following:

Quality is defined as "the degree to which a set of inherent characteristics of a requirement is met, which can be natural, functional or organic, which is inherent in a product, process or system and relates to a requirement, and a requirement is a need or expectation that has been implicitly or mandatorily stated."

It was also defined as "the extent to which the characteristics of the service converge with the needs and desires of customers, and through this the appropriate quality strategy can be built, and then formulated into designs that then match the service with those designs and provide indications of how to use and measure the extent of customer acceptance."

The American Society defines it as "the characteristics associated with goods and services that demonstrate the ability of those goods and services to achieve the customer's good expectations and satisfy his needs and desires."

It was also defined as "a set of intrinsic qualities that characterize the service and that can meet the desires and requirements of the tourist [18].

Through the previous definitions, quality can be defined as the possession of goods and services a set of characteristics and qualities that make them able to meet the needs and desires of the customer in a way that corresponds to his inclinations and desires at the right time and place.

Second: The importance of quality tourism services

Achieving quality in providing tourism services is one of the basic and important things and must be available in any tourism institution now Quality is a strategy to gain the largest number of customers and customers and is of great importance to customers and tourism institutions for the multiplicity of their activities.

The importance of the quality of tourism services is represented in the following points:

1. **Growth of the service sector:** The number of tourist establishments that provide high-quality tourism services is increasing significantly, in the United States of America most of the existing institutions are active in the service sector.
2. **Increased competition:** The existence of intense competition between companies and tourism institutions as a result of their increasing numbers, so it is necessary to increase the level of quality of services they provide to achieve competitive advantage.
3. **Increasing sales volume and market share:** The quality of tourism services is one of the factors affecting the volume of sales of institutions and the tourist facility, the higher the level of quality in services, the more that tourist will accept to buy them.
4. **Maintaining existing customers and attracting new customers:** Paying attention to the level of quality of services provided by tourism institutions and companies for the purpose of retaining existing customers, gaining new customers, gaining their satisfaction and gaining their loyalty.
5. **Improving production efficiency:** by keeping costs at a minimum and profits at their maximum, as for production, it is to measure the quality of resources in tourism institutions and companies and exploit them optimally in order to reach the desired goals.

Third: Tourism Services Quality Objectives

There are a set of goals that tourism institutions seek to achieve through the quality of services they provide, including the following:

1. Increase the level of quality of services provided by tourism institutions and companies to reduce customer complaints.
2. Achieve an increase in the level of sales, market share as well as profits.

3. Raising production rates and improving the quality of services provided.
4. Reducing costs, reducing the duration of service provision and reducing errors contributes to raising the level of performance of service activities.
5. The level of international quality should be reached by raising the standards of service quality.
6. High coordination between departments and units of tourism institutions and organizations leads to achieving the highest levels of quality.

Fourth: Steps to achieve the quality of tourism services

There are a set of steps that achieve quality in tourism services, including the following:

1. **Showing positive attitudes towards customers:** After arousing the tourist's interest and attracting him by highlighting the tourism service providers who are the basis for the success of institutions and companies by gaining their satisfaction and loyalty by paying attention to the external appearance of workers, using body language in dealing with tourists, listening and focusing to meet the needs of the tourist and satisfy his desires in order to reach an optimal tourist service.
2. **Knowing the needs of the tourist:** You can know the needs of the tourist by providing advice, guidance and assistance calmly and carefully, to alleviate their anxiety and satisfaction by understanding their needs and interpreting the messages they send.
3. **Working to meet the desires of the tourist according to the available service capabilities:** To meet the basic needs of tourists and their sense of satisfaction by providing services to them in the right place and at the specified time through people who have acquired prior knowledge, skills and performance training.
4. **Gaining the satisfaction and loyalty of tourists to tourism institutions and companies:** This step comes by ensuring the continuity of the relationship between the tourist and the tourism institution by addressing the complaints of tourists while thanking them as a result of submitting the complaint, as well as conducting a continuous survey on the quality of services and the results of this step are an important criterion for judging the success of the tourism services provided and winning tourists of a difficult nature, since the tourist is the focus of the tourism process and the evaluator for its quality [19].

Fourth: Quality Standards of Tourism Services

This study will rely on five criteria to measure the quality of tourism services provided by tourism companies that have been agreed upon by a group of researchers:

1. **Tangible:** It contains a set of variables that measure the use of modernity in the form and equipment of companies, and that they have an attractive vision of material facilities, as well as the decent appearance of their employees, as well as the attractiveness and impact of the services and programs they provide.
2. **Reliability:** This scale includes variables that measure the extent to which companies adhere to their obligations towards customers and their interest in finding solutions to their problems, and the extent of their keenness on honesty and accuracy in providing service, as well as their commitment to providing service on time.
3. **Response:** This criterion consists of a set of variables that measure the extent to which the tourism company is interested in informing its customers of the timing of providing its services and programs, as well as measuring the willingness of employees in companies to provide advice and respond immediately to customer requests.

4. **Reincarnation and safety:** This criterion includes variables that measure the keenness of workers in tourism companies to instill confidence within the hearts of customers and their sense of security while dealing with employees in the company, and their ability to constantly deal tactfully with customers and to be knowledge-conversant, and the extent to which they receive the necessary training in order to be able to present their work at a good level and high quality.
5. **Empathy:** This criterion consists of a set of variables related to the interest of tourism companies in the customers who frequent them personally and know their requests and needs and the suitability of the company's work for all customers and provide suitable parking spaces and a suitable location for the company's place.

The third topic: the practical side

First: Description and diagnosis of the variable of effective leadership at the level of the surveyed companies

The data of Table (1) produced that there is a general agreement among the respondents on effective leadership, as the percentage of agreement (83.10) and the arithmetic mean (4.09) and standard deviation (1.07) and response rate (81.82) and coefficient of difference (26.20), note that this variable covered a set of subparagraphs from (x1) to (x12) and was the largest contribution For paragraph (x1), which confirmed that (the manager controls all individuals in tourism companies), and that was by general agreement of (94.20), by exercising control over the company and its departments and controlling its members, and it is the responsibility of the manager to make important decisions related to the company and its employees Effective leadership is the link between employees and the achievement of the organization's plans and future visions.

Table (1)

Description of the variable of effective driving

| | | | | Measuring Response | | | | | | | | | | | |
|-----------------|----------------------------|--------------------|-----------------|--------------------|---|---------------|---|---------|---|---------|----|------------------|----|-----------|----------------------|
| Response Rate % | Coefficient of variation % | Standard deviation | Arithmetic mean | Strongly disagree | | I don't agree | | neutral | | I agree | | I strongly agree | | Questions | |
| | | | | % | t | % | t | % | t | % | t | % | t | | |
| 89.20 | 17.49 | 0.78 | 4.46 | 0 | 0 | 5.7 | 2 | 0 | 0 | 37.1 | 13 | 57.1 | 20 | X1 | Effective Leadership |
| 77.80 | 31.11 | 1.21 | 3.89 | 0 | 0 | 25.7 | 9 | 0 | 0 | 34.3 | 12 | 40 | 14 | X2 | |
| 86.80 | 14.75 | 0.64 | 4.34 | 0 | 0 | 0 | 0 | 8.6 | 3 | 48.6 | 17 | 42.9 | 15 | X3 | |
| 78.20 | 31.97 | 1.25 | 3.91 | 8.6 | 3 | 8.6 | 3 | 2.9 | 1 | 42.9 | 15 | 37.1 | 13 | X4 | |
| 80.60 | 27.30 | 1.10 | 4.03 | 2.9 | 1 | 8.6 | 3 | 14.3 | 5 | 31.4 | 11 | 42.9 | 15 | X5 | |
| 85.20 | 19.25 | 0.82 | 4.26 | 0 | 0 | 5.7 | 2 | 5.7 | 2 | 45.7 | 16 | 42.9 | 15 | X6 | |
| 78.80 | 29.44 | 1.16 | 3.94 | 8.6 | 3 | 5.7 | 2 | 0 | 0 | 54.3 | 19 | 31.4 | 11 | X7 | |
| 84.00 | 24.29 | 1.02 | 4.2 | 2.9 | 1 | 5.7 | 2 | 8.6 | 3 | 34.3 | 12 | 48.6 | 17 | X8 | |
| 81.20 | 31.53 | 1.28 | 4.06 | 8.6 | 3 | 8.6 | 3 | 0 | 0 | 34.3 | 12 | 48.6 | 17 | X9 | |

| | | | | Measuring Response | | | | | | | | | | | |
|-----------------|----------------------------|--------------------|-----------------|--------------------|---|---------------|---|---------|---|---------|----|------------------|----|------------------------|--|
| Response Rate % | Coefficient of variation % | Standard deviation | Arithmetic mean | Strongly disagree | | I don't agree | | neutral | | I agree | | I strongly agree | | Questions | |
| | | | | % | t | % | t | % | t | % | t | % | t | | |
| 78.20 | 30.69 | 1.20 | 3.91 | 8.6 | 3 | 5.7 | 2 | 5.7 | 2 | 45.7 | 16 | 34.3 | 12 | X10 | |
| 81.20 | 26.11 | 1.06 | 4.06 | 5.7 | 2 | 2.9 | 1 | 8.6 | 3 | 45.7 | 16 | 37.1 | 13 | X11 | |
| 80.60 | 32.26 | 1.30 | 4.03 | 8.6 | 3 | 8.6 | 3 | 2.9 | 1 | 31.4 | 11 | 48.6 | 17 | X12 | |
| 81.82 | 26.20 | 1.07 | 4.09 | 4.50 | | 7.63 | | 4.78 | | 40.48 | | 42.63 | | General rate | |
| | | | | 12.13 | | | | | | 83.10 | | | | Overall dimension rate | |

Source: Prepared by the researcher in light of the results of the statistical analysis program spss26

Based on the above results of the analysis and diagnosis of the effective leadership variable, which proved to be available to the leaders of the surveyed companies in varying proportions, it is possible to accept the first main research hypothesis that confirms the ownership of the leaders of the surveyed companies of the paragraphs expressing effective leadership.

Second: Description and diagnosis of the variable of the quality of tourism services at the level of the surveyed companies

The data of Table (2) showed that there is a general agreement among the respondents on the variable of the quality of tourism services, as the percentage of agreement (82.29) and an arithmetic mean (4.13) and a standard deviation (1.05) and a response rate (82.60) and a coefficient of difference (25.42), noting that this variable included a set of subparagraphs from (Y1) to (Y15)) was the largest contribution to paragraph (Y15), which emphasized (the company provides special places for parking customers), and that was a general agreement rate of (91.40), which indicates a great interest in the companies surveyed quality of services provided to their customers, especially the emotional dimension, as well as their interest in customers hesitant personal attention, and try to attract them in their favor, coupled with the provision of appropriate timing to deal with them.

Table (2)
Description of the variable of the quality of tourism services

| | | | | Measuring Response | | | | | | | | | | | |
|-----------------|----------------------------|--------------------|-----------------|--------------------|---|---------------|---|---------|---|---------|----|------------------|----|-----------|------------|
| Response Rate % | Coefficient of variation % | Standard deviation | Arithmetic mean | Strongly disagree | | I don't agree | | neutral | | I agree | | I strongly agree | | Questions | |
| | | | | % | t | % | t | % | t | % | t | % | t | | |
| 88.60 | 20.77 | 0.92 | 4.43 | 0 | 0 | 5.7 | 2 | 11.4 | 4 | 17.1 | 6 | 65.7 | 23 | Y1 | Quality of |
| 78.00 | 32.31 | 1.26 | 3.9 | 8.6 | 3 | 8.6 | 3 | 8.6 | 3 | 37.1 | 13 | 37.1 | 13 | Y2 | |
| 78.80 | 30.20 | 1.19 | 3.94 | 5.7 | 2 | 8.6 | 3 | 11.4 | 4 | 34.3 | 12 | 40 | 14 | Y3 | |

| | | | | Measuring Response | | | | | | | | | | | |
|-----------------|----------------------------|--------------------|-----------------|--------------------|---|---------------|---|---------|---|---------|----|------------------|----|------------------------|--|
| Response Rate % | Coefficient of variation % | Standard deviation | Arithmetic mean | Strongly disagree | | I don't agree | | neutral | | I agree | | I strongly agree | | Questions | |
| | | | | % | t | % | t | % | t | % | t | % | t | | |
| 78.80 | 29.44 | 1.16 | 3.94 | 8.6 | 3 | 5.7 | 2 | 0 | 0 | 54.3 | 19 | 31.4 | 11 | Y4 | |
| 83.40 | 24.94 | 1.04 | 4.17 | 2.9 | 1 | 5.7 | 2 | 11.4 | 4 | 31.4 | 11 | 48.6 | 17 | Y5 | |
| 82.20 | 25.55 | 1.05 | 4.11 | 5.7 | 2 | 2.9 | 1 | 5.7 | 2 | 45.7 | 16 | 40 | 14 | Y6 | |
| 89.00 | 20.67 | 0.92 | 4.45 | 0 | 0 | 5.7 | 2 | 11.4 | 4 | 14.3 | 5 | 68.6 | 24 | Y7 | |
| 81.80 | 29.83 | 1.22 | 4.09 | 5.7 | 2 | 11.4 | 4 | 0 | 0 | 34.3 | 12 | 48.6 | 17 | Y8 | |
| 81.80 | 28.12 | 1.15 | 4.09 | 5.7 | 2 | 5.7 | 2 | 8.6 | 3 | 34.3 | 12 | 45.7 | 16 | Y9 | |
| 83.40 | 25.66 | 1.07 | 4.17 | 2.9 | 1 | 8.6 | 3 | 5.7 | 2 | 34.3 | 12 | 48.6 | 17 | Y10 | |
| 78.20 | 32.48 | 1.27 | 3.91 | 8.6 | 3 | 8.6 | 3 | 5.7 | 2 | 37.1 | 13 | 40 | 14 | Y11 | |
| 78.80 | 23.10 | 0.91 | 3.94 | 2.9 | 1 | 5.7 | 2 | 8.6 | 3 | 60 | 21 | 22.9 | 8 | Y12 | |
| 82.80 | 22.71 | 0.94 | 4.14 | 2.9 | 1 | 2.9 | 1 | 11.4 | 4 | 42.9 | 15 | 40 | 14 | Y13 | |
| 86.20 | 17.63 | 0.76 | 4.31 | 2.9 | 1 | 0 | 0 | 8.6 | 3 | 42.9 | 15 | 45.7 | 16 | Y14 | |
| 85.80 | 20.75 | 0.89 | 4.29 | 2.9 | 1 | 2.9 | 1 | 2.9 | 1 | 45.7 | 16 | 45.7 | 16 | Y15 | |
| 82.60 | 25.42 | 1.05 | 4.13 | 4.40 | | 5.91 | | 7.40 | | 37.71 | | 44.57 | | General rate | |
| | | | | 10.31 | | | | | | 82.29 | | | | Overall dimension rate | |

Source: Prepared by the researcher in light of the results of the statistical analysis program spss26

Based on the above results of the analysis and diagnosis of the quality of tourism services, which proved their availability among the leaders of the surveyed companies in varying proportions, it is possible to accept the second main research hypothesis, which confirms that the leaders of the surveyed companies possess paragraphs expressing the quality of tourism services.

Third: Testing the nature of correlation relationships between the two research variables

This analysis aims to test the correlation between the two research variables represented by (effective leadership and quality of tourism services) depending on the correlation coefficient (Person-Correlation), as the content of this analysis indicates the test of the third main hypothesis, which stipulated the existence of a statistically significant correlation between effective leadership and the quality of tourism services at the level of the company surveyed, and by following up the data of Table (3)) It is clear that there is a statistically significant correlation between them, in terms of the value of the correlation coefficient between them (0.81) and at a significant level ((0.05), and these results indicate the significance and strength of the correlation between the two variables

to indicate the acceptance of the third main hypothesis, which emphasizes the ability of effective leadership to interpret and predict the quality of tourism services.

Table 3

The results of the correlation between effective leadership and the quality of tourism services

| Mr | Effective Leadership | Variable | |
|-------|----------------------|-----------------------------|--------------------|
| | | Independent | Dependent variable |
| 0.000 | 0.81** | Quality of tourism services | |

Source: Prepared by the researcher in light of the results of the SPSS26 program **P ≤ 0.05 n=35

Fourth: Testing the nature of the effect between the two research variables

The content of this relationship indicates the testing of the fourth main research hypothesis, which stipulated the existence of a statistically significant effect. There is a statistically significant effect of effective leadership on the quality of tourism services at the level of the company studied, as it is clear from Table (4) that there is a significant impact of the variable of effective leadership in the quality of tourism services, and the value of the significance level was (0.000), which is less than the hypothetical moral level of the study (0.05), and effective leadership was interpreted in terms of the coefficient of determination (R^2) is (0.66%) of the total differences in the quality of tourism services in the surveyed companies, and its morale is supported by the value of (F) calculated (66.21), which is greater than its tabular value (4.34) at two degrees of freedom (1.33) and the level of significance ((0.05), and that the remaining percentage of (0.34%) is due to other variables that cannot be controlled or not included in the research scheme, and the value of the regression coefficient (Beta) (0.81) is a significant value in terms of (t) calculated (8.07) and is greater than its tabular value (1.68) at a significant level (0.05), which indicates that a change in effective leadership by one unit will lead to a change of (0.81) of the quality of tourism services in the surveyed companies, and these results indicate the acceptance of the fourth main hypothesis of the research, which stipulated the existence of a statistically significant impact of effective leadership on the quality of tourism services at the level of the surveyed companies.

Based on the above, it can be noted that the quality of tourism services derives its evoked elements from the adoption of indicators expressing effective leadership by the leaders of the surveyed companies.

Table (4)

The Effect of Effective Leadership Variable on the Quality of Tourism Services

| Effective Leadership | | | | | | | Independent variable |
|----------------------|------------|------|------|------------|------------|------|-----------------------------|
| T | | B | B0 | F | | R2 | Analysis data |
| Schedule d | Calculated | | | Schedule d | Calculated | | Dependent variable |
| 1.68 | 8.07** | 0.81 | 0.84 | 4.34 | 66.21** | 0.66 | Quality of tourism services |

Source: Prepared by the researcher in light of the results of the SPSS26 program df = 1,33 n=35 **P ≤ 0.05

4. Conclusion

The researcher presents a set of conclusions reached in the light of the facts mentioned in the aspect of theoretical and field study, which were manifested as follows:

- 1- The effective leadership of the leaders of the surveyed companies provides the ability to communicate with individuals within the company by valuing their efforts, listening well to them, developing their capabilities and arranging their ideas.
- 2- Effective leadership contributes effectively and effectively to the quality of banking services in The effective leader has a high level of sophistication so that he can organize chaotic situations, he not only responds to problems, but also responds to them and interacts with them and invests his energy and capabilities in adapting to them and providing appropriate solutions to them.
- 3- The results of the analysis of the correlations between the two research variables proved the strength of effective leadership indicators in interpreting the quality of tourism services and predicting them in light of the coupling between them.
- 4- The results of the impact analysis and at the macro level of the research variables in the surveyed companies showed that the quality of tourism services is affected by indicators expressing effective leadership, that is, the impact of the quality of tourism services derives its components from the availability of indicators expressing effective leadership.
- 5- Paying attention to the level of quality of services provided by tourism institutions and companies contributes to maintaining existing customers, gaining new customers, gaining their satisfaction and gaining their loyalty.

Recommendations

In light of the conclusions reached, the researcher presents a set of proposals that he finds necessary for companies in general and the surveyed in particular, including:

1. Giving importance to the development of a future vision that all individuals seek to achieve, as the active leader has a comprehensive vision based on research and sees the whole picture and clarifies it to subordinates, as this contributes to finding a common goal that everyone seeks to achieve.
2. Training and developing the spirit of one team at work in order to create a generation capable of leadership and strengthening leadership is achieved through training, guidance and delegation of working individuals.
3. Urging to rise to the level of international quality by raising the standards of service quality, i.e. increasing the level of quality of services provided by tourism institutions and companies provided to their customers by adopting indicators expressing effective leadership.
4. Optimal investment of the resources of tourism companies to achieve their goals, reduce costs and achieve high profits.
5. Arousing the interest of the tourist and attracting him to gain their satisfaction and loyalty by paying attention to the external appearance of the workers, using body language in dealing with tourists, and listening to them to meet their needs in order to reach an optimal tourist service and provide advice, guidance and assistance calmly and carefully.
6. Seeking to provide services to the customer in the right place and at the right time through people who have acquired prior knowledge, skills and performance training.
7. Identify the causes and obstacles that reduce the effectiveness of leadership and that lead to the failure to achieve the goals sought by the company and work to overcome them.

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