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# Academia Open



*By Universitas Muhammadiyah Sidoarjo*

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## The Impact of Digital Quality Management on Achieving Organizational Loyalty: An Exploratory Study in the Iraqi Tourism Authority

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### Abstract

**General Background:** The digital revolution has transformed organizational work environments and encouraged the adoption of digital approaches in management systems, including quality management practices. **Specific Background:** In tourism organizations, digital quality management represents an administrative approach that integrates digital technologies to manage services and operational processes while supporting organizational performance and employee commitment. **Knowledge Gap:** Despite the growing relevance of digital management practices, many institutions within the Iraqi tourism sector continue to rely on traditional administrative frameworks, which contribute to routine bureaucratic procedures and may weaken organizational loyalty among employees. **Aims:** This study aims to examine the relationship between digital quality management and organizational loyalty within the Iraqi Tourism Authority. **Results:** Using a descriptive analytical approach and questionnaire data collected from 100 managers across different administrative levels, the results indicate a statistically significant positive relationship between digital quality management and organizational loyalty. Structural Equation Modeling revealed a standardized path coefficient of 0.71, showing that digital quality management explains approximately 51% of the variation in organizational loyalty. Among its dimensions, data security recorded the highest mean score, while continuous loyalty ranked highest among loyalty dimensions. **Novelty:** The study provides empirical evidence on the relationship between digital quality management dimensions user experience, data security, responsiveness, and integration and innovation and organizational loyalty within a public tourism authority context. **Implications:** The findings highlight the need for tourism institutions to adopt modern digital quality management practices and foster an organizational culture that supports loyalty, innovation, and improved perception of the tourism authority's role in economic and social development.

### Highlights:

- Data Security Recorded the Highest Mean Among Digital Quality Dimensions Within the Tourism Authority.
- Continuous Commitment Ranked First Among Loyalty Components in the Surveyed Managers.
- Structural Equation Modeling Revealed That Digital Quality Practices Explain Over Half of Loyalty Variance.

**Keywords:** Digital Quality Management, Organizational Loyalty, Iraqi Tourism Authority, Tourism Management, Structural Equation Modeling

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## Introduction :

The digital revolution represents the most prominent event that has changed with the life of contemporary societies, and most specialists refer to it as the pinnacle of the revolution in the history of human civilization, that revolution that brought with it major transformations at all levels, foremost of which is the work environment of various economic and administrative organizations, as these organizations adopted the digital work approach as a basis in the management of all businesses within the environment of companies and institutions of various specializations, and one of the most important of those approaches that have absorbed digital formulas is the quality management approach to highlight for us what is known today as digital quality management, which constitutes the independent variable in this research, and it is worth noting that the level of changes that have been referred to was not limited to the physical elements in the organizations, but the effects of the state of change extended. Therefore, the success of any team in adopting any of the modern approaches such as quality or others depends on the extent of the conviction of the working individuals towards the organization that adopts any of the modern styles and patterns or the so-called (organizational loyalty), which represents the variable adopted in the current research.

The research problem appears through the regression and distance of the supervising organizations working in the entire Iraqi tourism sector from adopting modern work methods in general and the approach of digital quality management in particular, and the retreat of institutions to adopt traditional formulas, which necessarily create a state of routine and bureaucracy, which keeps the human cadre away from providing higher levels of performance, and thus the decline of the organizational loyalty index that undermines the operating institutions, and most importantly, the study sample consisted of (100) managers working at various administrative levels within the Iraqi Tourism Authority. Data were collected through a questionnaire specifically designed for the purposes of the study and subsequently analyzed using appropriate statistical methods and analytical software.

The research is structured into four main sections: the first presents the research methodology, the second discusses the theoretical framework, the third addresses the field study and empirical analysis, while the fourth section highlights the key findings and recommendations.

### The first topic

#### First : The research problem:

The problem from which the current research is based lies in clear indicators that frame the mechanisms of the work of the organizations that manage the tourism activity in Iraq, as these indicators show the weak contribution of this sector to the development movement, as well as the decline of Iraq's position on the international and regional tourism activity, and the most important reasons for this decline is the distance. The entire Iraqi tourism activity has been affected by the adoption of modern work methods in general and the approach of digital quality management in particular, and the retreat of institutions to the adoption of traditional formulas, which necessarily create a state of routine and bureaucracy, which keeps the human cadre away from providing higher levels of performance, and thus the decline of the organizational loyalty index within the operating tourism organizations.

#### Second: The problem referred to can be presented through a number of questions :

**A- The Chairman's Question:** What is the level of adoption of the digital quality management approach by the departments working in the Iraqi Tourism Commission and to what extent does this affect the achievement of organizational loyalty to the cadres working in it?

**B. Sub-questions:** They can be summarized in the following points:

1. To what extent are tourism departments aware of the importance of digital quality programs?
2. What is the level of prevalence of the culture of quality among the members of the cadres working in the Tourism Authority?
3. How well are the tourism departments aware of the level of employee loyalty within the Tourism Authority?

#### Third : Importance of the Research

The significance of this research can be illustrated through the following aspects:

1. The study seeks to clarify the characteristics of strategic orientations that departments within the Authority are expected to recognize and implement, particularly those associated with modern administrative concepts, most notably digital quality management and organizational loyalty.
2. The importance of this research lies in its effort to present methodological insights into key variables affecting public sector organizations in general, and the Ministry of Culture, Tourism and Antiquities in particular. It aims to support managerial practices by enhancing understanding of these variables and facilitating their practical application in everyday organizational activities.
3. The research is an attempt to consolidate the state of engagement between academic and field institutions by contributing to the attempt to reduce the gap between the theoretical literature represented by the research variables and the practical reality of the organizations and put them on the right track.

## Fourth: Research Objectives

The primary objectives of this study can be outlined as follows:

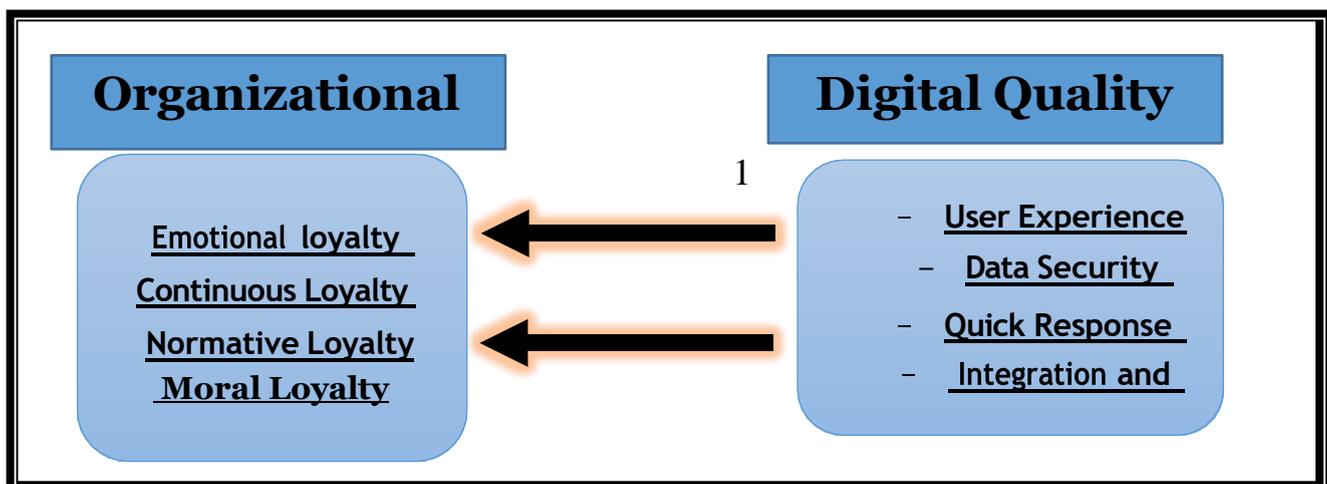
1. Shedding light on the vital role played by modern electronic work portals and their digital forms in various fields, especially those related to the quality management approach in tourism organizations.
2. Providing an integrated structure of ideas expressed in a set of recommendations that would contribute to knowing the relationship between digital quality management and organizational loyalty in the body under study in order to create the necessary requirements for the adoption of modern mechanisms related to the aforementioned variables.
3. Confirm the level of direct affective relationships between research variables
4. Determine the level of dimensions adopted and practiced by the organization under study for each variable and their impact on the level of overall performance, as well as identifying the most important and influential ones.

## Fifth: The hypothetical outline of the research:

This diagram combines the quantitative and qualitative aspects of the form of the relationship between the two variables (interpretive and respondent) as shown in Figure (1). In building the diagram, the researcher relied on the two variables and their sub-dimensions as shown below:

1. The independent variable ( digital quality management ) and its dimensions ( user experience , data security, rapid response , integration and innovation).
2. The adopted variable (organizational loyalty) is represented by the dimensions ( emotional loyalty / continuous loyalty / normative loyalty / moral loyalty)

**Figure (1)** Research Hypothetical Scheme Relationship of Influence



Source: Figure prepared by the researcher

## Sixth: The main and sub-research hypotheses can be determined through the following:

**Main Hypothesis 1** Digital quality management has a statistically significant effect on achieving organizational loyalty within the Iraqi Tourism Authority. Based on this main hypothesis, several sub-hypotheses are derived:

### Subhypotheses

- H1-1: The user experience dimension exerts a significant effect on organizational loyalty in the Iraqi Tourism Authority.
- H1-2: The data security dimension has a significant influence on achieving organizational loyalty in the Iraqi Tourism Authority.
- H1-3: The responsiveness (speed of response) dimension significantly contributes to organizational loyalty in the Iraqi Tourism Authority.
- H1-4: The integration dimension has a significant impact on organizational loyalty in the Iraqi Tourism Authority.

## Research Methodology :

The research methodology covers the systematic approach taken by the investigator to manage the data and information in both theoretical and empirical level. In this investigation, a descriptive analytical framework was employed, which allowed the collection of strong and comprehensive data that are sufficient to accurately portray the conditions within the real world and the basis for all interpretive analyses of the research phenomena. The efficiency of such approach is well known in the administrative and economic sciences thanks to its ability to reveal and analyze organization and economic realities.

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## **Eighth: The limitations of the research: It included the following:**

- 1 - Knowledge Limits: The two research variables were represented by the first of which is the independent variable ( digital quality management (and its sub-dimensions) user experience / data security / speed of response / integration and innovation) and the dependent variable (organizational loyalty) and its sub-dimensions (emotional loyalty / Continuous Loyalty / Normative Loyalty / Moral Loyalty)
2. Spatial boundaries: The spatial boundaries of the research were represented in the headquarters of the Iraqi Tourism Authority.
- 3-Time Limits: It was represented by the period it took to complete the field study during the month of July 2025.
4. Human limits: represented by the target group, which included a sample of managers working in the Tourism Authority at different administrative levels.

## **Data collection tools**

This research relies on a set of coherent tools in order to accomplish it and achieve its goals, starting from the problem and ending with conclusions and recommendations, the most important of which are:

1. Theoretical aspect: It relied on various sources that dealt with the variables of independent and accredited research, including books, master's theses, doctoral theses, in addition to relevant materials accessed through online academic resources and the Internet.

The practical aspect includes:

A. Personal interviews: The researcher carried out several interviews with selected participants from the study sample to ensure clarity and proper understanding of the statements incorporated in the questionnaire.

B. Documents and Records: The researcher resorted to inspecting a number of administrative records in order to determine the size of the sample by reviewing the organizational structures of the Authority and its various departments.

C. Questionnaire: It is the most prominent tool in scientific research processes in administrative sciences, and a questionnaire has been prepared for the purpose of testing research variables, and the questionnaire form includes the following points :

- The first part includes general information related to the individuals in the research sample, which includes (educational qualification, years of service, job location) for the purpose of describing the research sample.
- The second part, which deals with the main themes of digital quality management / organizational loyalty, as shown in Table (1) below.

**Table(1)** Main themes , sub-dimensions, paragraphs and sources of the approved scale

Number of paragraphs in the questionnaire	Scale	Dimensions	Study Variables
Four paragraphs for each dimension which means that the variable is measured by 16 Paragraph	-Cabrerizo, F. J,2022	1- User Experience 2- Data Security 3- Quick Response 4- Integration and Innovation	Digital Quality Management
Four paragraphs for each dimension, which means that the variable is measured by 16 Paragraph	-Zainuddin, Mohamed ,2020  -Wang ,2022	1- Emotional loyalty 2- Continuous Loyalty 3- Normative loyalty.	Organizational Loyalty

Source : Table prepared by the researcher

## **Tenth – Honesty and steadfastness:**

A- Apparent Honesty Test: In this part, the researcher distributed the questionnaire to a number of specialists in the sciences (production management, quality management, organizational behavior), and each of the referees provided many observations aimed at showing the form better, and the researcher took the mentioned observations and the paragraphs of the form were modified accordingly.

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B- Structural Stability and Structural Honesty of the Measurement Tool: behavioral measurement instruments are analyzed as a basic process in confirmation of the effectiveness of questionnaires used for quantifying behavioral variables and phenomena. A good scale of measurement is expected to have consistency and reliability when used repeatedly, and hence measure the construct for which it was designed. Cronbach's Alpha is one of the most common statistical measures of assessing internal consistency. According to set statistical standards, reliability values below 0.60 indicate weak consistency while reliability values above 0.70 indicate acceptable levels of reliability (Quality, 2010: 45). these thresholds can be determined by root of stability coefficient, and the degree of honesty for the axes of digital quality management has reached 86.49%, which means the degree of validity of the questionnaire is high. Moreover, the Cronbach's Alpha level of the independent variable (digital quality management) was 0.900, and the level of validity of organizational loyalty was 93.91% with a reliability level of 0.883. These results confirm a level of internal consistency of the items in the questionnaire and the reliability of the responses obtained, indicating that the repeated administration of the instrument would produce similar responses with a high degree of confidence.

In addition, the split half procedure was used to analyze reliability by dividing the questionnaire items into two homogeneous groups (odd and even items). The analysis was done using responses from the study sample of 100 participants. The questionnaire, which has 32 items, was divided into two equal parts, and its reliability was determined using the Spearman-Brown correction formula. The reliability coefficient was found to be 0.878 for the individual half and 0.901 for the even-item section. Similarly, the split half's coefficient of Guttman and the Spearman-Brown's were 0.901 and correlation coefficient between two halves of questionnaire was 0.820 respectively presented in Table 2.

**Table (2)** Tests of the Validity and Consistency of the Questionnaire

Alpha Parameter Cronpach –	Number of paragraphs	Coding	Variables and dimensions
0.811	4	X1	User Experience
0.702	4	X2	Data Security
0.743	4	X3	Responsiveness
0,067	4	X4	Integration and Innovation
0.900	16	X	Digital Quality Management
0.725	4	Y1	Emotional loyalty
0.803	4	Y2	Continuous Loyalty
0,766	4	Y3	Normative Loyalty
0.877	4	Y4	Moral Loyalty
0.882	17	Y	Organizational Loyalty
0.878		Consistency coefficient of individual questions	
0,901		Consistency coefficient of marital questions	
0,901		Spearman Brown Parameter	
0,901		Guttman Split-Half Coefficient	
0.820		Partial-Resolution Correlation Coefficient	

**Source :** The table prepared by the researcher based on the statistical programs

## Statistical analysis and processing tools

Statistical analysis techniques represent essential procedures for examining research hypotheses and determining their validity through appropriate interpretation of collected data. Accordingly, selecting suitable statistical methods is necessary to ensure accurate data analysis and reliable hypothesis testing. Based on this approach, the researcher employed several statistical tools, including:

A. Cronbach's Alpha Coefficient: utilized to assess the reliability and internal consistency of measurement scales and to ensure their accuracy in capturing the study variables without methodological bias.

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B. Arithmetic Mean: applied to identify the general level of responses to questionnaire items and to evaluate the overall level of the studied variables within the research field.

C. Standard Deviation: used to measure the extent of dispersion or variability of respondents' answers around the mean value.

D. Relative Difference Coefficient: employed to examine the degree of consistency and homogeneity among sample responses.

E. Relative Importance: used to determine the intensity of responses and assess their comparative significance within the study context.

In addition, advanced statistical analytical techniques, including Structural Equation Modeling (SEM), were applied to analyze both direct and indirect relationships and to evaluate simple and multiple effect interactions among the study variables.

## II. Research community and sample

The community element of any research and the selected sample are often dealt with with a wide margin of intellectual controversy, which occupies the thinking of any researcher, and therefore the understanding of the society that the field part of any study deals with is the guarantor of the success of the sample selection process, and what is meant by understanding the community is its characteristics in terms of the criterion of homogeneity or heterogeneity or the criterion of the expansion of the size of that community, and in this research, the researcher reviewed the organizational structures of the body and the different sections in it and selected the individuals who He holds the position of General Manager / Assistant General Manager / Head of Department / Division Officer), where 110 questionnaires were distributed, of which 100 were recovered, 100 are the forms that were subjected to statistical analysis - the characteristics of the sample and the table below represents the most prominent features of the sample and the following agencies:

**Table (3)** Description of the research community

Percentage	Issue	Sub-Details	Features
%20	20	Diploma	Educational Qualification
%40	40	Bachelor	
%10	10	Higher diploma	
%12	12	Master	
%18	18	PhD	
%7	7	Less than 5	Years of Service
%10	10	10-6	
%33	33	15-11	
%25	25	20-16	
%10	10	25-21	
%15	15	26 and above	Job Location
%5	5	General Manager	
%20	20	Assistant General Manager	
%40	40	Department Manager	
%35	35	Division Manager	

**Source :** Table prepared by the researcher based on the results of the field study

1. Educational qualification: The majority of the sample were holders of a bachelor's degree with a percentage of 40%, followed by the category of holders of a diploma certificate with a percentage of 20%, then holders of a doctorate degree with a percentage of 18%, then holders of a master's degree with a percentage of 12%, and finally the percentage of holders of a higher diploma certificate with a percentage of 10%, which indicates that the members of the departments working in the Authority are holders of higher degrees at various levels. Therefore, their ability to deal with scientific variables and present facts about them is high

2- Years of experience: The largest percentage of the sample was within the category of (11-15) with the frequency of 33 individuals, followed by the category of (20-16) with a frequency of 25, then the category of 26 years and above with a frequency of 15, then the rest of the categories (25-21) (6-1) came with a frequency of 10, and finally a category of less than 5 years with a frequency of 7. This indicates that most of the selected people in the sample have sufficient experience to understand the details of the work and thus provide information that serves the research objectives and reflects the reality in the body under study.

3. Job Position : Most of the sample members are at the administrative level as a department manager with a percentage of 40%, and they are the closest to the work adopters in the Authority, and therefore they are the ones who give a realistic and practical opinion accompanied by administrative experience and actual practice, followed by the level of a division manager with 35%, then the assistant general manager with 20%, and finally the level of general managers with 5%.

## Second Topic - Theoretical Framework of the Research

### First- Digital Quality Management :

#### 1. Concept

According to the American Federal Institute for Quality, quality is defined as "the right performance of the work, and in the right way from the first time, relying on the evaluation of the beneficiary in knowing the extent of the improvement of the performance" (Harry, 2022:49), and (Feignbaum) defined it as " the total output of the product or service due to the integration of the characteristics of the marketing activity, engineering, manufacturing, and maintenance that enable to meet the needs and desires of the customer" (Mahmal, 2024: 17)

As for the concept of digital quality management, it is defined as "a set of practices that ensure the provision of highly efficient products and services with specific standards, noting that all procedures, practices and functions are carried out by adopting digital work formulas among all parties" (Mahmal, 2024:32)

#### 2. Aspects of Digital Quality Management Performance :

With the adoption of any work approach and in any space of the modern business environment, the departments working in the organizations must understand the aspects of this approach, i.e. what aspects it requires to be dealt with by the organization that claims to adopt it, and with regard to digital quality management, the following aspects that the departments of tourism entities are required to deal with in this research, which are:

(Bulhafa, 2023: 45 / Alimat, 2021 : 67 / Al-Kubaisi, 2022 : 83)

A- Customer side: The customer is constantly in a state of demand for appropriate and immediate access to the services provided by the institutions all the time and during all days wherever he is located, regardless of where he is located, and thus digital work has proven an important fact in this aspect, which is that the customer, by adopting modern mechanisms, gets rid of any restrictions that prevent him from accessing services through information and communication technology of various kinds..

B- Business aspect: This aspect is represented in the way the management contributes to improving the work climate and providing advantages to business institutions, as these diverse institutions have become using digital management between each other and thus achieve many gains in terms of reducing costs, improving productivity, and easy and fast access to them on the network. Adopting partnership and alliance options in a way that creates many aspects of achieving the overall quality of business.

C. The State Side: This aspect relates to the larger framework for the adoption of digital quality management, which is represented by comprehensive governance strategies and allocated budgets, as well as the legal framework for digital quality management processes, financial inclusion strategies, and other major policies, which are in most aspects closely related to digital quality concepts and standards.

#### 3. Dimensions :

What has characterized the administrative and intellectual environment in particular in the past few decades is the increased interest in the concepts, standards, mechanisms, programs and dimensions of total quality, which has provided us with many models that enable the researcher to choose the appropriate and consistent dimensions with the nature of research in his field framework. Al-Ayasra (2021: 59)

**A- User Experience:** It is the central dimension in digital quality management processes, and this dimension is referred to as representing the pivotal role provided by quality services in terms of a distinctive experience for the consumer through an easy-to-use design and the provision of integrated services that meet the needs of various groups smoothly and quickly, especially with the development of technical and digital awareness of individuals in terms of digital usage mechanisms, the capacity of penetration and diversity in the services provided..

**B- Data Security:** The digital age, with its positive aspects and ease of use, has carried with it a number of risks that may cause harm to any user in the event that his data or accounts are exposed to technical problems, and therefore organizations adopt guarantee measures to protect and encrypt sensitive data and prevent unauthorized access.

**C. Rapid Response:** This dimension refers to the ability to respond quickly to changes and challenges, such as constantly updating systems and improving performance, as well as the acceleration of digital diffusion, which puts the management in a position that shows the difficulty of adjusting quality indicators in parallel with the state of acceleration of tremendous technological development.

**D. Integration and Innovation:** It means the integration of different systems and applications within the organization and continuous innovation to provide new solutions.

The researcher believes that tourism work in general, and especially related to the institutions sponsoring this sector, such as the Tourism Authority, is facing a major responsibility in the processes of spreading the culture of quality in general and digital in particular, as these institutions move in two axes, one and they have their responsibility to implement the state's plans related to the digitization of public performance within the e-government project, and the second is It is represented in the necessity of applying digital mechanisms and formulas to tourism organizations and events in order to achieve the state of integration with tourism development at the global level, thus simulating major tourism companies and institutions that are active in developed countries in tourism, so it requires the Tourism Authority to exert greater efforts and strive more seriously in order to consolidate the culture of digital total quality at the level of the tourism sector .

## Organizational loyalty

**1. Concept:** Organizational loyalty is defined as) employees who are loyal to the organization show their desire to serve it, regardless of the amount of returns they receive from their organization due to their commitment to the goals and values of the organization, serious efforts for it, and the constant desire to continue to remain within its working staff" (Duarte, 2024:4).

Organizational loyalty is also defined as "a phenomenon that occurs as a result of the mutual relations between the individual and the organization, which results in a mutual agreement that remains in place as long as the contractual relationship continues, it includes active and positive fruitful relations between the individual and his organization, represented by the full readiness of the individual to exert all possible time, effort and dedication in order to contribute to the success of that organization because of his attachment and strong attachment to it" (Eliyana, 2024: 133 )

## 2. Determinants of Organizational Loyalty :

Many literature has pointed to a number of determinants that in their entirety, and if they are available optimally, they set a solid basis for the possibility of achieving a sense of organizational loyalty in any organization and within any work team, and these determinants are many, according to the book, we will mention some of them :

(Yenen,2022:14 / Zahng ,2020 :192)

A- Organizational climate: This determinant is seen as a set of characteristics and characteristics that distinguish and reflect the distinctive nature of the internal organizational environment, through which the organization acquires characteristics that distinguish it from other organizations.

B- Job satisfaction : It is the emotional reaction of the worker towards various aspects of work such as the physical work environment , the relationship with superiors, and others.

C. Organizational Justice: It refers to the extent to which employees are aware of fair treatment and fairness from the organization and the employees' perception that the decisions and actions of the management are fair, including wages and financial incentives, opportunities for promotion, and various performance evaluation criteria.

C. Work Stress: This determinant represents the state of incompatibility between the individual abilities of the worker and the organizational requirements, and it is an unpleasant emotional state that the worker experiences when the requirements of his job do not fit with his vision.

## 3. Dimensions

In the field of behavioral variables, in which the organizational element is mixed with the subjective psychological element of individuals, the visions and the fragmentation of ideas are varied in what can be considered a dimension of this variable and what cannot be considered yet, and organizational loyalty is one of these variables in which visions and ideas have varied in its treatments, and the researcher has chosen the following dimensions in what can be considered consistent with the researched environment ( Balay,2022:73 /Arnak et al ,2019 :40 )

1. Emotional loyalty: It refers to the emotional feeling generated by the worker towards the organization and his desire to perform the work in its optimal way, as well as the integration of the worker with the ideas and culture of the organization and its desired goals.
2. Continuous loyalty: It refers to an individual's preference to continue with the organization in the long term, regardless of moving on to any long-term competitor
3. Normative Loyalty: In this type of loyalty, the working individual feels that he belongs to this organization and makes him an example to follow, and with this behavior, he provides a model for the rest of the employees and thus a state of agreement is established that creates an advanced level of organizational culture within the organization.
4. Moral Loyalty: This type of loyalty is embodied in the individual's conviction that he is doing the right thing with the organization to which he belongs and that the product of the goods he provides is a service that is for the benefit of the beneficiaries and the society as a whole.

The researcher believes that with the importance of the human element in tourism organizations as they are part of the third productive sector, which is difficult to do without human resources, the idea of loyalty is increasing in importance in addition to the problems related to the structure of tourism work such as seasonality and high work turnover in different

organizations, so attention to the concept of organizational loyalty is imposed on the working departments, which is in this case. Calling for understanding, and realizing the most prominent pillars that create a state of loyalty in any organization and providing them in a way that ensures and to some extent achieves a distinct level of loyalty within the hearts of tourism work teams.

### Third Researcher: The Field Aspect

#### First : Presentation and Analysis of Research Variables Results :

This section presents and interprets the findings related to the study variables, namely the dimensions of digital quality management and organizational loyalty, along with their respective sub-dimensions, using descriptive statistical analysis techniques.

The researcher relied on the computed arithmetic mean values to determine the levels of the research variables, which were categorized into five distinct levels according to predefined ranges of arithmetic means, as illustrated in Table (4).

**Table (4)** Classification of arithmetic mean levels by categories

Category Level	Category Range	t
Very low	1.80-1	1
Low	2.60-1,81	2
moderate	3.40-2,61	3
High	4,20-3,41	4
Very high	5.00-4,21	5

**Source:** Nakapan, W. & Radsiri, S. (2012) "Visual training in virtual world: A comparative study between traditional learning versus learning in a virtual world" Proceedings of the 17th International Conference on Computer-Aided Architectural Design Research in Asia, p. 573

#### 1. Presentation and analysis of the results of the digital quality management variable:

Table (5) presents the ranking of the sub-dimensions related to the digital quality management variable. The findings indicate that this variable recorded an overall mean score of 4.206, with a standard deviation of 0.397 and a coefficient of variation of 9.44, reflecting a high level of realization of digital quality management within the research sample. At the level of sub-dimensions, the data security dimension ranked first, achieving a mean value of 4.399 and a coefficient of variation of 11.65. He explains that the sample that was surveyed and as a result of the nature of the official work in the body under study, the security dimension is the most important concern in the agenda of the working managers, considering that the government work starts in many of its adopts on the security side, as is the case in the financial aspect, for example, and came after integration and innovation in the last rank with an average of 4,206 and a standard deviation of 0.397 It is also related to the formal dimension of the researched organization, as it adopts traditional frameworks and adheres to the governing instructions and legislations, many of which are far from innovative thought and are characterized by rigidity and stereotyping, as shown in Table (5).

**Table (5):** Description and Diagnosis of Digital Quality Management Variable

Order of paragraphs by coefficient of difference	Variance Coefficient %	Standard deviation	Arithmetic mean	Paragraphs	t
3	12.79	0.548	4.283	User Experience	1
1	11.65	0.513	4.399	Data Security	2
2	12.28	0.534	4.349	Responsiveness	3
4	15.67	0.594	3.794	Integration and Innovation	4
	9.44	0.397	4.206	Digital Quality Management	

**Source:** Prepared by the researcher based on the outputs of the statistical program

#### 2. Presentation and analysis of the results of the organizational loyalty variable.

Table (6) illustrates the findings related to the organizational loyalty variable, which represents the dependent variable adopted in the present study. The results indicate that organizational loyalty was generally achieved at a favorable level, recording an arithmetic mean of 4.221, a standard deviation of 0.376, and a coefficient of variation of 8.90.

At the level of sub-dimensions, continuous loyalty ranked first, with an arithmetic mean of 4.504 and a standard deviation of 0.490. It is related to the nature of employment in the Authority, which is a government institution in which employment is seen as long-term and not similar to recruitment processes in private institutions in which the decision of the individual to

stay or continue is subject to various factors and thus the trade-off and then the choice of loyalty over transfer, and came after the standard loyalty in the last rank with a mean of 3.926 and a difference factor of 15.95 This represents a decline in the state of the prevailing organizational culture in the Authority and problems in dealing with this institution in terms of its role in society, as many employees see it as a marginal organization when compared to other organizations and institutions with greater economic weight, which necessitates the need to pay attention to the awareness of the members and the society as a whole about the vital role played by the Tourism Authority in society.

**Table (6)** Description and Diagnosis of the Organizational Loyalty Variable

Order of paragraphs by coefficient of difference	Variance Coefficient %	Standard deviation	Arithmetic mean	Paragraphs	t
2	15.13	0.646	4.269	Emotional loyalty	1
1	10.88	0.490	4.504	Continuous Loyalty	2
4	15.95	0.626	3.926	Normative Loyalty	3
3	14.01	0.586	4.186	Moral Loyalty	4
-	8.90	0.376	4.221	Organizational Loyalty	

**Source :** The table prepared by the researcher based on the results of the statistical program

As for the main variables, Table7 below shows the values of the two variables (digital quality management) and organizational loyalty, where the adopted variable (organizational loyalty) came in the first order with an arithmetic average of 4.221 and a coefficient of difference of 8.90, while the variable of digital quality management came in the first order. ( with a mean of 4.206 and a standard deviation of 0.397

**Table (7)** Description and Diagnosis of the Research Variables (Digital Quality Management) and (Organizational Loyalty)

Order of paragraphs by coefficient of difference	Variance Coefficient %	Standard deviation	Arithmetic mean	Paragraphs	t
2	9.44	0.397	4.206	Digital Quality Management	1
1	8.90	0.376	4.221	Organizational Loyalty	2

**Source :** The table prepared by the researcher based on the results of the statistical program

### Testing of impact hypotheses

In order to test the main direct impact hypotheses, and the sub-hypotheses from them, the study adopted the Structural Equation Modeling (SEM) approach. This method is an advanced statistical analytic technique for building and validating models, especially models involving causal relationships between variables. SEM provides a useful framework for estimating both direct and indirect effect simultaneously.

Through the technique, the relationships between the variables introduced into the proposed conceptual model can be analyzed, then allow the identification and quantification of the magnitude of direct effects between variables, presented below:

### Testing the Main Hypothesis

#### 1. A statistically significant effect exists between the adoption of digital quality management and the achievement of organizational loyalty within the Iraqi Tourism Authority .

Table (8) shows there is a positive and statistically significant effect of digital quality management on organizational loyalty. The model fit indices are in acceptable thresholds where the Root Mean Residual (RMR) value obtained was 0.036 which is less than the permissible limit of 0.80, confirming the adequacy of the model. Furthermore, the standardized path coefficient obtained a value of 0.71, which indicates that digital quality management is partially responsible for explaining about 71% of the variation in the degree of organizational loyalty among the study sample. The statistical significance of this relationship is backed by the Critical Ratio (C.R.) which was 11.915, indicating significance at the P-Value level spelt out. In addition, the

coefficient of determination (R<sup>2</sup>) was determined at 0.51, in which the digital quality management is responsible for the variance of organizational loyalty by 51%, and the remaining 49% can be explained by other variables not included in the proposed research model. Accordingly, the main hypothesis is accepted.

**Table (8):** Structural paths and statistical indicators for examining the effect of digital quality management on organizational loyalty

Tracks			Standard Regression Weights	Non-standard estimation	Standard error	Critical Percentage	Morale level
Organizational Loyalty	<----	Digital Quality Management	.711	.673	.056	11.915	***
Emotional loyalty	<----	Digital Quality Management	.797	1.073	.069	15.613	***
Continuous Loyalty	<----	Digital Quality Management	.515	.772	.109	7.090	***
Normative Loyalty	<----	Digital Quality Management	.771	.996	.070	14.279	***
Moral Loyalty	<----	Digital Quality Management	.841	1.159	.063	18.294	***
User Experience	<----	Organizational Loyalty	.733	1.260	.099	12.707	***
Data Security	<----	Organizational Loyalty	.592	.987	.114	8.661	***
Responsiveness	<----	Organizational Loyalty	.704	.919	.079	11.691	***
Integration and Innovation	<----	Organizational Loyalty	.535	.834	.112	7.458	***

**Source:** Table prepared by the researcher based on the results of the statistical program

Four sub-hypotheses emerge from the main hypothesis, which are as follows:

**1-1 - The results indicate a statistically significant effect of the user experience dimension on achieving organizational loyalty within the Iraqi Tourism Authority .**

As shown in Table 9, the results show a positive and statistically significant effect of user's experience on the organizational loyalty. The standardized path coefficient was 0.36, which indicates that user experience has been found to explain about 36% of the variation in organizational loyalty among employees of the Tourism Authority included in the study sample. This implies that each unit of increase in user experience represents a 36% improvement in the level of organizational loyalty. The statistical significance of this relationship is proved by the Critical Ratio (C.R.) value, which is 4.712, and has a level of 0.000 significance. Accordingly the first sub hypothesis is supported and accepted.

**1-2-2 The impact of the data security dimension on achieving organizational loyalty in the Iraqi Tourism Authority**

The table shows the evidence of a statistically significant positive effect of the dimension data security on organizational loyalty. The standardized effect coefficient was 0.21, which indicates that data security explains about 21 percent of the variance of organizational loyalty in the sample. Consequently, each unit increase in the data security dimension is linked with 21 per cent increase in the level of organizational loyalty of the respondents. This relationship is further supported by the fact that the Critical Ratio (C.R.) is 2.327 which is significant at 0.020. Accordingly, the second sub -- hypo is supported by the empirical evidence.

**3-1 There is a significant impact relationship for the rapid response dimension in achieving organizational loyalty in the Iraqi Tourism Authority**

The table shows that there is a significant positive effect of the rapid response dimension in organizational loyalty, as we note that the value of the standard impact factor has reached (0.22), which means that the response speed dimension affects the organizational loyalty variable by (22%) at the level of the tourism authority of the research sample. This means that a change in one unit of deviation from the rapid response in the research sample organization will lead to a change in the organizational loyalty achieved by (22%), and this value is significant because the value of the critical ratio (. C.R) shown in Table (2.667) with a significant value at a significant level of (0.008) **and based on the above, the third sub-hypothesis can be accepted**

**4-1 The impact of integration and innovation on organizational loyalty in the Iraqi Tourism Authority**

The results presented in the table were showing the statistically significant and positive influence of the integration and innovation dimension on the organizational loyalty in the Iraqi tourism authority. The standardized path coefficient was 0.16, which proved that integration and innovation have approximately 16% contribution to explain the variation in organizational

loyalty among the study sample. This finding suggests that an increase of 1 unit in the integration and innovation dimension is associated with a corresponding 16% improvement in the level of organizational loyalty in the organization.

Furthermore, the observed significance of this relationship is verified by the value of the critical ratio (C.R.) 2.629 which is significant at the probability level of 0.009; implying that the effect that is observed is reliable statistically. Accordingly, the fourth sub - hypothesis are supported and accepted.

**Table (9)** Paths and Parameters for Testing the Effect of Digital Quality Management Dimensions on Organizational Loyalty

**Source:** Table prepared by the researcher based on the results of the statistical program

## Fourth Topic : Conclusions, Recommendations and Suggestions

### I. Conclusions :

1. The results of the field study of the sample that was surveyed and the result of the nature of the official work in the body under study showed that the security dimension is the most important concern in the agenda of working managers, considering that government work is based in many of its adopts on the security side, as is the case in the financial aspect, for example.
2. Through the field study of the researched organization, it was found that it adopts traditional frameworks and adheres to the governing instructions and legislations, many of which are far from innovative thought and are characterized by rigidity and stereotyping, so the margins of innovation in the approved quality approach have declined.
3. The field study in the Iraqi Tourism Authority showed that there are problems in dealing with this institution in terms of its role in society, as many workers see it as a marginal organization when compared to other organizations and institutions with greater economic weight .
4. Through the results of the field study, the validity of the main and sub-research hypotheses was shown

### Recommendations and proposals

#### A. Recommendations

1. The need for the departments working in the Tourism Authority to adopt modern work methods, foremost of which is the Total Quality Management in its digital form, and not to be satisfied with adopting empty titles from its real applied content limited to administrative correspondence, so that the quality thought is not limited to an accumulated set of papers .
2. Working to raise the level of the margin of innovation and finding creative solutions to tourism problems and linking them to the policy of rewards and wages, even if this requires an amendment in the rigid structure of laws and instructions, the state of creativity and innovation depends on the level of flexibility and freedom adopted by the Authority, despite being one of the official ministerial formations .
3. Actively seeking to build an organizational culture whose main pillar is to consolidate loyalty among individuals, while emphasizing the need to change the existing view of the role of the Commission and the need for everyone to be aware that it is an important organization with a vital role at the economic and social level in any country and in Iraq in particular, with the size of the tourism capabilities and resources it possesses.
4. Openness to academic, research and TQM institutions at the local, regional and international levels in order to develop the level of performance within the Authority through conducting research and training strategies that ensure inspiration with advanced experiences in this aspect.

**B. Proposals:** They can be expressed in the following points:

1. The Impact of Agile Management Standards on Achieving Organizational Loyalty in Iraqi Hotels
2. The Impact of Quality Management on Achieving Strategic Sovereignty in Tourism Companies
3. The Impact of Strategic Decision-Making Processes on the Adoption of Digital Quality Management at the Ministry of Culture, Tourism and Antiquities

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