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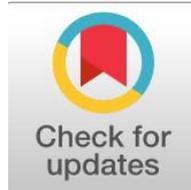
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The Impact of Behavioral Integration of Tourism Administrations in Achieving The Quality of the Services Provided - A Survey Study in a Sample of Iraqi Tourism Companies

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Abstract

General Background: Tourism companies increasingly prioritize service quality to remain competitive in a rapidly changing tourism environment. **Specific Background:** Behavioral integration within management teams, reflected in information exchange, cooperative behavior, and participation in decision making, is considered an important organizational process that supports coordinated managerial work. **Knowledge Gap:** However, limited empirical evidence exists regarding the relationship between behavioral integration and tourism service quality within Iraqi tourism companies. **Aims:** This study examines the relationship between behavioral integration of management teams and the quality of tourism services in Iraqi tourism companies operating in Baghdad. **Results:** Data were collected from 204 management team members through a questionnaire and analyzed using SPSS and AMOS. The findings indicate a statistically significant correlation between behavioral integration and tourism service quality (0.589). The dimensions of information exchange (0.472), cooperative behavior (0.410), and participation in decision making (0.461) also show significant relationships with service quality. Regression analysis confirms that behavioral integration contributes to tourism service quality with an effect coefficient of 0.686, while cooperative behavior shows the highest contribution among the dimensions. **Novelty:** The study provides empirical evidence linking managerial behavioral integration with tourism service quality in Iraqi tourism companies using quantitative analysis. **Implications:** These findings highlight the importance of strengthening cooperation, information sharing, and participatory decision processes within management teams to support the development of tourism service quality.

Highlights:

- Statistical Analysis Confirms a Significant Association Between Managerial Collaboration and Tourism Service Standards
- Cooperative Practices Within Management Teams Demonstrate the Strongest Contribution Among Examined Dimensions
- Evidence Derived From Survey Responses of 204 Managerial Staff in Baghdad Tourism Companies

Keywords: Behavioral Integration, Tourism Service Quality, Information Exchange, Cooperative Behavior, Decision Making

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Introduction :

The topic of teamwork of the working departments embodies a state of interaction in human relations between the members of those teams themselves on the one hand and the employees of the organization and the management on the other hand, which will positively affect the performance of their work in formulating the mission of the organization and its goals. The greater the state of interaction between them, the more effective they are in achieving the desired goals, which is the focus of the independent variable in this research, represented by behavioral integration.

On the other hand, the interest in the quality of tourist services has increased in recent decades from thinkers of Administrative Sciences and tourism company departments alike, and achieving tourist satisfaction has become a real obsession for the Tourist Organization, as organizations that do not focus on the quality of their services will linger and withdraw from the market due to the conditions of intense competition and expanding its range, which necessitates the management of tourism companies to take care of adopting the dimensions of quality, represented by (accessibility, credibility, reliability, safety, concreteness), work and consolidate the efforts of employees to achieve those standards, prepare for external threats, and crystallize the main objectives of the research are to verify the extent to which companies have opportunities to achieve quality standards by enabling them to deal with environmental changes in a responsive or proactive manner, and the research sample was represented by (204) views from the international management teams in tourism companies in the city of Baghdad, where their opinions were polled according to a questionnaire form prepared for this purpose and the opinions obtained were analyzed in the statistical analysis programs (SPSS) and (Amos) in the statistical analysis programs and (SPSS),

The research included four chapters, the first is for highlight the methodological points such as the problem, questions, importance, goals, hypotheses and other points that complement the methodological framework. The second chapter includes a review of the most important theoretical views related to the variables of explanatory and responsive research. The third one represents the field side of the research. For the fourth and final chapter, it includes the most important conclusions, recommendations and proposals.

Chapter One : Problematic of the Research :

The obsession to achieve a high level of quality is the most prominent engine that occupies the largest space of thinking of tourism administrations. In this context, the interaction process that takes place between the members of the teams of tourism administrations, whether related to the exchange of information about the external environment, its interpretation and treatment, participatory behavior among team members, or participation in the decision-making process, which is called behavioral integration of administrative teams, can give the organization greater chances of success in reaching high levels of quality in what is provided services through its ability to deal with environmental changes, allocate its resources, or restructure it in order to achieve the best alignment with many of the general performance indicators of the Departments of tourism companies show a state of declining awareness among the Departments of tourism companies about the importance of the concept of Tourism quality and the need for the services provided to carry the standards of that concept, hence the need to raise a set of questions that in fact represent the problem of research, which are:

- 1 - What is the level of behavioral integration of members of the boards of Directors of Iraqi tourism companies in this study in terms of Information Exchange, participation in decision-making and participatory behavior? Do the companies in this research differ in the level of behavioral integration among the members of their management teams?
- 2- To what extent do tourism companies have the ingredients to achieve quality in a highly complex environment with a lot of pressure factors?
- 3- What is the level of the available opportunities and the possibilities of ensuring a tourist service according to international quality standards based mainly on the foundations of behavioral integration in tourism companies?

Secondly: Importance of the research : it can be explained in the points below :

- 1- The importance of the research comes through dealing with an important situation that concerns tourism specialists, expressed in the form of changes in the tourism business environment and accelerated, increasing the intensity of competition, raising barriers between countries and the openness of the world, all this requires paying sufficient attention by responding to external changes, preparing for them, and adapting to face them, and this can only be done by emphasizing the management of tourism organizations in the spirit of a behaviorally integrated team and adopting appropriate practices in this direction, and this is what the research dealt with.
- 2- The research is characterized by a distinct aspect of importance, as it came simultaneously with the quest of Iraqi tourism companies to bridge the gap between them and their counterparts operating at the Arab and international levels and the adoption of effective practices by senior management, after which the most prominent way to achieve the established quality standards .
- 3- The importance of the research is highlighted as an attempt to clarify the role of senior management teams in the companies studied and the extent and importance of their practices to become effective organizations that are able to identify themselves and their presence and keep pace with the accelerating changes locally and globally and reach the global level.

4- It is expected that the research will produce results that contribute to giving the management of the companies studied a roadmap that, if adopted, can raise the level of attention to quality standards and understand the mechanisms through which the members and teams of those companies can mobilize the effort to direct the tourism work according to quality standards .

Thirdly: research objectives: the research seeks to achieve the following objectives:

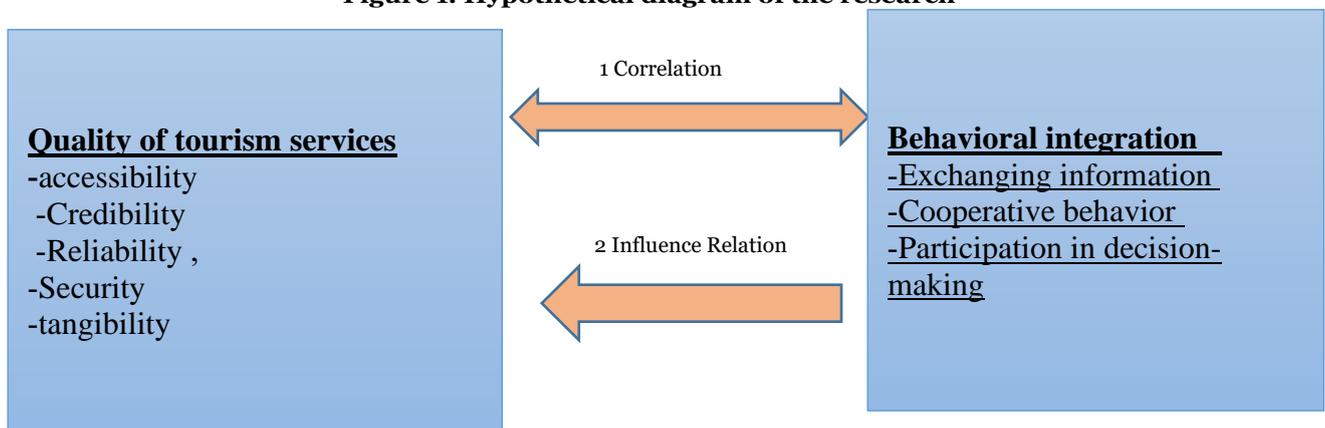
- 1- Identify the level of behavioral integration among the members of the boards of Directors of tourism companies sample study, whether related to participatory behavior, information exchange among members, and participation in decision-making.
- 2- Verifying the extent to which companies have performance standards that lead to achieving the quality standards of tourism services by enabling them to deal with environmental changes in a responsive or proactive manner.
- 3- Indicate the level of variation and differences between the companies in the course of research in the level of availability of the two variables subject to study .
- 4- Measuring the level of correlation and influence between the two study variables .
- 5- Providing a set of proposals and recommendations to the working departments regarding the recommended mechanisms to achieve the state of behavioral integration and to ensure the provision of tourism services according to the quality indicators adopted globally .

Fourthly : The hypothetical scheme :

The research scheme shows the set of logical relationships and influences that may be quantitative or descriptive and bring together the main features of the reality you are interested in, which is the embodiment of the researcher's idea based on the intellectual literature, as Figure (1) shows the hypothetical scheme of research and the correlation and influence relationships between the current variables of research, which are:

- 1- The Independent Variable (behavioral integration) represented by its Dimension (information exchange, cooperative behavior, participation in decision-making)
- 2- the dependent variable (quality of tourist services) represented by its dimensions (accessibility / credibility/ reliability /security/concreteness).

Figure 1. Hypothetical diagram of the research



Source: Figure prepared by the researcher

Fifthly : Hypotheses :

In order to achieve the objectives of the research and test its hypothesis scheme, the research relied on a set of Main and subsidiary hypotheses and were formulated as follows:

1-the first main hypothesis : there is a statistically significant correlation between the behavioral integration of departments and the achievement of quality services in Iraqi tourism companies .

1.1- there is a statistically significant correlation between the exchange of information and the achievement of quality services in Iraqi tourism companies .

1-2- there is a statistically significant correlation between cooperative behavior and achieving the quality of services in Iraqi tourism companies .

1-3- there is a statistically significant correlation between participation in decision-making and achieving the quality of services in Iraqi tourism companies .

2-the second main hypothesis: there is a statistically significant impact relationship of behavioral integration of departments in achieving the quality of services in Iraqi tourism companies .

1-2-there is a statistically significant impact relationship for the exchange of information for departments in achieving the quality of services in Iraqi tourism companies .

2.2 there is a statistically significant influence relationship of the cooperative behavior of the departments in achieving the quality of services in the Iraqi tourism companies .

2.3 there is a statistically significant impact relationship of participation in the decision-making of departments in achieving the quality of services in Iraqi tourism companies .

Sixthly : research methodology :

the subject of research and the goals plays a direct role in choosing its approach, determining the appropriate methods for collecting the necessary data and information, and in light of the goals that the research seeks to achieve and the nature of the variables it includes, the researcher adopted the method (descriptive Analytical) that exceeds the barrier of collecting information to describe a certain phenomenon, to delve into its interpretation and reveal the relationships that form between them .

Seventhly: limits of the research: they can be indicated in the points below :

1- spatial boundaries: represented by the headquarters of a sample of tourist companies operating in the city of Baghdad.

2- human limits: the research sample included the management teams working in tourism companies.

3- time limits: represented by the time period taken by the field study during the month of November of 2024

Eighthly: Methods of data and information collection: the research in the collection of data and information of the theoretical and practical aspects relied on the indicated sources :

1- theoretical aspect: in this aspect, the researcher relied on reviewing many of the contributions of writers and researchers obtained from scientific sources, books, journals, theses, Arabic and English theses related to the research topic, as well as reviewing the international network sites to see what is contained in them and related to the research variables .

2- practical aspect: in this part of the research, the researcher adopted a set of sources regarding the collection of data and information, which are described below :

A-reviewing the records and structures of the tourism companies sample research to support the research with a number of information on the nature of the composition of the working departments and their preparation and the number of individuals working within the different administrative levels .

B-personal interviews: the researcher conducted a number of personal interviews with officials in the companies of the research sample for the purpose of obtaining data and information about the nature of the work.

C-field inspection: in order to identify the reality and nature of the work process in tourism organizations and review the booking processes, ticket cutting, preparation of tourist programs and others .

Ninthly: questionnaire: in order to obtain realistic data and survey the opinions of tourism departments in the companies of the research sample, the questionnaire was adopted as a main tool in collecting data and information related to the variables in question, the following are a number of points for the questionnaire :

1- questionnaire design: the questionnaire was designed to include three axes, the first related to the personal information of the study sample, which included (academic qualification, job location, years of service), while the second axis is related to the first variable (behavioral integration) and the third axis is related dependent variable (quality of tourist services), the five-tiered Likert scale was adopted in the answers specified in the questionnaire

2-The scale: the research scale was built based on a number of confiscations shown in Table (1), which addressed the research variable and its sub-dimensions, after making adjustments that put the scale in a formula consistent with the reality of the field research environment

Tabel (1) A dddressed the research variable and its sub-dimensions

references	Number of paragraphs	Sub-dimensions	The main variable	N
- Zhang & Kwan, 2019	5	Exchange of information	Behavioral integration	1
	5	Cooperative behavior		
	5	Participation in decision-making		
Parasuraman et al., 2015	3	accessibility	Quality of tourism services	2
	3	Credibility		
	3	Reliability,		
	3	Security		
	3	tangibility		

Source: Table prepared by the researcher

3. Tests of the truthfulness of the questionnaire: these tests include:

A-virtual honesty test :

This test consisted in the researcher is for presenting the research tool in its initial form to a number of arbitrators specialized in the fields of (organizational behavior /management of tourism companies/ Production Management /Human Resources Management /Psychology) and their number reached (12) arbitrators in order to ensure the apparent honesty of the measurement tool, which builds the ability of paragraphs to cover the field to which it belongs, the researcher has prepared a special form from the interlocutor. In light of the opinions expressed by the arbitrators, the researcher made the amendments agreed upon by the arbitrators, and amended and formulated some of the phrases that the arbitrators considered necessary to be reworded to be clearer.

B - the results of the stability test (Alpha cronbach): -

It is one of the tests that are approved as part of the analytical fieldwork of the data obtained and on the results of the stability or internal consistency test via the Cronbach Alpha correlation coefficient, as shown in Table (2), which confirmed the internal consistency of the paragraphs of the scale at the level of the main variables and their sub-dimensions, all after the values of the cronbach Alpha correlation coefficients exceeded the minimum acceptable (0.70) to confirm the internal consistency of the scale and thus its stability required in case of repetition of the test

Table No. (2) Reliability test results Cronbach Alpha

Cronbach alpha coefficient	Number of paragraphs	Scale
0.873	15	Behavioral integration
0.848	5	-Exchanging information
0.727	5	-Cooperative behavior
0.847	5	-Participation in decision-making
0.910	15	Quality of tourism services
0.778	5	-accessibility
0.867	5	- Credibility
0.818	5	-Dependability,
0.763	5	-Security
0.715	5	-tangibility
0.852	30	All items of the questionnaire

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

The stability of the scale is an indicator of the homogeneity of the components of the scale that measures a particular concept or theory, that is, the questions should be interrelated with each other as a group measuring a particular concept, and the extent of internal consistency of the scale can be identified by identifying the correlation between the constituent questions or

by confidence tests in both halves of when applying this method, it was found that the correlation coefficient of the resolution reached (0.86), which means that by its various measures it has good stability and can be adopted at different times and for the same individuals and gives the same results .the table below shows the details of this test.

Table 3. Split-half test

Reliability Statistics				
Cronbach Alpha	Part 1	Value	0.910	
		N of Items	24	
	Part 2	Value	0.922	
		N of Items	23 ^b	
	Total N of Items			47
	Correlation Between Forms			0.725
Spearman-Brown Coefficient	Equal Length		0.861	
	Unequal Length		0.861	
Guttman Split-Half Coefficient			0.844	

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

Tenthly : statistical methods :

Statistical methods are one of the most important parts of scientific research, and as a whole, they constitute a set of tools adopted in data processing and showing results that carry significance and translate the general indicators of the answers obtained to serve the goals that any researcher aims to achieve, and in the current research, a number of methods have been relied on below:

- 1- stability coefficient (Cronbach Alpha)
- 2-virtual honesty test
- 3- arithmetic mean
4. standard deviation
- 5- coefficient of variation
- 6-correlation coefficient
- 7- simple and multiple regression coefficients
- 8- ready-made statistical software package (SPSS V.25) (AMOS V.25)

Eleventh: community and sample of the research

1 - research community : those interested in scientific research methods in its general form and in administrative sciences specifically refer to the partial identification of the community assimilated to the field study of any research as the most important element in the approved research methodology and the decisive factor in achieving the research objectives as any sample determines and largely the possibility of generalizing the results obtained to all the vocabulary of society, considering that the selected sample is sufficiently representative of the society assimilated to the research, and in current research, the community of tourism companies is one of the most important sectors, which is often considered an indicator of the state of economic and social development of any country, which is one of the urban, technical and economic phenomena that have always the researcher distributed the questionnaire forms in a number of tourism companies in the city of Baghdad, and by looking at the table below, it turns out that the researcher distributed the forms by (216) in the most prominent and active companies in Baghdad, and recovered (204) forms that were subjected to statistical analysis.

2- research sample: the features and characteristics of the research sample can be viewed through the table below

Table No. (4) Characteristics of the research sample

Percentage %	Number of samples	Distribute the property	Personal traits of the research sample	N
7%	15	General Manager and Assistant General Manager	Career location	1
18%	36	Head of department		
75%	153	Division manager		
100.0	204	Total		
1%	2	5 years and under	Duration of service	2
6%	12	10-6 years		
21%	43	11-15 years old		
35.7%	73	16-20 years old		
36.3%	74	21 years or more		
100.0	204	Total		
39%	80	diploma	Educational certificates	3
45%	92	Bachelor's		
16%	32	Higher diploma		
-	-	Master's		
-	-	Ph.D		
100.0	204	Total		

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

Chapter two : the theoretical aspect

Firstly: Behavioral integration

1- concept: behavioral integration is focused on the substantive interaction and communication between team members, and behavioral integration is managed to some extent by the CEO due to the fact that he has the authority and the possibility to pull these executives beyond the narrow perspectives of their subunits and establish mechanisms through which they should interact on issues of mutual importance and the balance of power and influence between team members .

Both (Barraza,2018 :9) and(Carmeli,2008:713) consider that behavioral integration is" a construction that produces team outputs by combining the three elements of Information Exchange , Cooperation, and joint decision-making that are interrelated and strengthened together"

It is also defined as "a superstructure that designs team processes in social dimensions(cooperative behavior (and task) information exchange, joint decision-making)" (Zhang & Kwan, 2019 :4)

He pointed out (Wang et al ,2021:11)(Capporarello et al.,2010:6) to behavioral integration as "a group process involving social interactions between members of the senior management team "

The researcher believes that behavioral integration can be defined procedurally as (the degree to which the senior management team in the tourism company exercises the set of tasks and duties in a collaborative manner, shares powers and resources and takes responsibility for the results achieved)

2- dimensions: behavioral integration is seen as a variable that has a lot of breadth and intellectual entanglement, which increases the base of opinions that are put forward in order to determine the dimensions of this variable, which led the researcher to choose a set of dimensions that are consistent with the nature and characteristics of the field side of the research and the organizations:

A-information exchange: (Zhang &Kwan ,2019: 39) and(Slevin et al.1998:180) it is a process that reflects the frequent and intensive interaction of information, knowledge and ideas in a timely manner between the members of the senior management team, which is an imperative necessity to generate creative ideas and implement them and thus make high-quality decisions

B-cooperative behavior :it is the set of practices of the senior management team that consists in coordinating activities among them in a cooperative manner to search for solutions to problems that exceed their individual capabilities (Ji et al, 2015 :350)(Baynard, 2011: 34)

C - participation in decision-making : both (Zhang & Kwan ,2019 :42)and(Halevi,2008:24) (Lubatkin,2006:651) see the process of exchanging views and ideas and benefiting from experiences among members of the senior management team according to objective bases and rules leading to the achievement of common goals

The researcher believes that dealing with behavioral integration in Iraqi organizations in general, and tourism in particular, has a lot of specificity, as compatibility, harmony and understanding between the members of the senior management team is the basis for the success of the Tourism Organization, tyranny of opinion and intolerance of the other cannot support or lead to the formation of a successful organization, because the sense of shared responsibility the decision-making process at the present time and under highly changing environmental conditions and the major challenges facing tourism organizations, which requires the participation of senior management team members to put forward opinions and ideas, collect information, identify alternatives and evaluate them, to reach creative solutions .decision-making in this capacity generates a high sense of commitment to these decisions due to the participation of members in making them and enable organizations to keep pace with environmental requirements and deal with them, the same applies to all dimensions referred to in the behavioral integration variable.

Secondly: Quality of tourist services :

1. the concept

A tourist service can be defined as any action or achievement provided by the tourist company to the customer (tourist), which is mainly described as intangible services and in most respects does not result in owning anything, and the process of producing such services is characterized by the fact that they may or may not be related to something material(2000: 284), Pride & Ferrell)

2. dimensions :

In this research, the most famous international model will be adopted in determining the quality criteria of tourism services in its five basic dimensions, although many studies have expanded and increased the number of criteria, but researchers are in a state of near agreement that the five criteria form the basis in the world of service quality in its general and tourism context specifically, and the model adopted is the (Parasuraman et al., model.,2015:120-148)

A-The accessibility: the services provided by the tourist company require that they be easy to obtain by the tourist(the customer) and be available to him most of the time, and here the tourist services have the peculiarity of not being transferable to the final consumer, which means that the buyer must go to the office or the tourist company, which confers more responsibility on the company's employees, as the cost provided by the tourist increases in such cases, and therefore the company is required to provide a distinguished level of services .

B- The credibility: it is defined as the degree of trust that the tourist places in the service provider, i.e. commitment to the promises he makes to obtain the tourist's trust in the service provider that he will not be harmed during the provision of service to him (Iranzadeh&Other, 2004:90)

C-The reliability: which basically means the completion of the provision of tourist service with the promised accuracy, high skill, accurate and correct form, within the specified time and in the way that the tourist wishes to obtain . (Belhassan, 2012:14)

D. The safety: One of the priorities of the work of tourism companies is the ability to provide safety and security to tourists, as the provision of services should be ensured in a way that achieves the state of complete safety of the tourist in its physical, psychological, financial and other aspects . (Al-Qaryouti, 2013:156)

E-concreteness: it means the external appearance of the company, its location, internal design, equipment used, the appearance of its employees and other tangible aspects of the tourist service (Kang&James, 2004:269)

The researcher believes that the treatment of Tourism Management with the concept of quality of tourist services according to traditional mechanisms does not lead to the assimilation of the standards of this concept in its actual form and the focus of work towards it, meaning that the management in the Tourism Organization cannot in any way remain dependent on understanding quality according to indicators considered by many as secondary or unimportant, but those departments must root the adopters of Tourism work today through the mechanisms and quality indicators that have become the actual guide for every work done in all the details of tourism performance in international companies operating in this sector .

Chapter Three : Field Study:

Firstly: Descriptive statistics of search variables

The calculation mean, the standard deviation, the average relative weight, the order of importance and the direction of the answer will be based on the opinions of the surveyed sample according to their answers. The research was based on the five-way Likert scale in the sample answers for the resolution, the level of each variable will be between (1-5) with four levels and Table (5) shows this, and includes two levels in case of increase from the hypothetical average of (2.60 to 3.39), it will be good if it ranges from (3.40 to 4.19) and very good if it increases from (4.20 to 5) also includes two levels if it decreases from the hypothetical average (2.60 to 3.39), it will be weak if it ranges from (1.80 to 2.59) and very weak if it drops from (from 1 to 1.79).

Table (5) shows the weighted average and trend of the response

Answer level	answer scale	Weighted average
Very weak	I don't completely agree	From 1 to 1.79
weak	I don't agree	From 1.80 to 2.59
Average	neutral	From 2.60 to 3.39
good	I agree	From 3.40 to 4.19
very good	I completely agree	From 4.20 to 5

Source : Nakapan , W. & Radsiri , S. (2012) " Visual training in virtual world: A comparative study between traditional learning versus learning in a virtual world , P. 573 .

1- description and diagnosis of the behavioral integration variant :

By looking at Table 6 below, the results related to the description and diagnosis of the behavioral integration variable show that the variable has achieved a total arithmetic mean of 3.727, exceeding the hypothetical mean of 3, with a standard deviation of 0.233 and a coefficient of difference of 6.25, and as for the order of the sub-dimensions of the variable, the dimension of participation in decision-making came in the first order with an arithmetic mean of 3.741, with a standard deviation of 0.250 and a coefficient of difference of 6.68, which indicates the adoption by tourism companies of distinct mechanisms in decision-making processes it relies on dealing with the decisions taken according to processes through which the management teams participate and in which more than one opinion is consulted and used.

It came after the cooperative behavior in the last ranking with an arithmetic mean of 3.670 and a standard deviation of 0.371 and a difference coefficient of 10.10, which confirms that the work in the companies sample research is characterized by a decline in the state of cooperation, which is supposed to prevail in the internal environment of the Tourism Organization, as the departments within those companies often lack the cooperation and coordination between them, For example, the department responsible for the ticket cutting process is often given independently without coordination with other departments responsible for preparing tourist programs, for example, or responsible for the tourist sign activity and related functions.

Table No. 6 Descriptive statistics for the behavioral integration variable

Dimensional order	Coefficient of variation	Standard deviation	Arithmetic mean	paragraphs
2	8.06	0.304	3.771	Exchange of information
3	10.10	0.371	3.670	-Cooperative behavior
1	6.68	0.250	3.741	-Participation in decision-making
	6.25	0.233	3.727	Exchange of information

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

2.Description and diagnosis of the variable quality of tourism services:

The results of describing and diagnosing the variable quality of tourism services are shown in Table No. 7 below :

Table No. 7 Descriptive statistics for the variable quality of tourism services

Dimensional order	Coefficient of variation	Standard deviation	Arithmetic mean	Paragraphs
3	8.56	0.322	3.761	-accessibility
2	7.29	0.276	3.781	- Credibility
4	8.59	0.326	3.791	-Dependability,
1	6.95	0.262	3.768	-Security
5	9.19	0.344	3.744	-tangibility
	4.82	0.182	3.769	Quality of tourism services

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

By looking at the above table, it turns out that the adopted variable, the quality of tourist services, has achieved an arithmetic mean of 3.769 compared to the hypothetical arithmetic mean of 3, with a standard deviation of 0.182 and a coefficient of difference of 4.82, but at the level of sub-dimensions, it came after safety in the first order with an arithmetic mean of 3.768, with a standard deviation of 0.262 and a coefficient of difference of 6.95, which indicates that the top management in tourism companies the tourism companies market, whose pioneers are often troubled by the element of security due to the prevalence of cases of manipulation and fraud, which arise as a result of the entry of many fictitious companies and other cases that push everyone to pay attention to the security dimension more than the rest of the standards. It came after the concreteness in the last order with an arithmetic mean of 3.744 and a standard deviation of 0.344 and a coefficient of difference of 9.19, which indicates a state of delay regarding attention to the concrete form of tourist service represented by the appearance, design of companies and their employees, as well as the tools used in the company and the nature of other tangible aspects such as the form of cards used, which is an indicator of a decline in tourist awareness in general, in many countries tourism companies and their tangible aspects are seen as a facade of the country and an indicator of the level of civilization and urbanism in it.

Secondly: Testing of correlation hypotheses: In this part of the research, the main correlation hypothesis and the sub-hypotheses arising from it are tested and it is clear through the data of Table (8) the results of the values of the correlation coefficient (Pearson) between behavioral integration and its dimensions(information exchange /cooperative behavior /participation in decision-making) The Pearson correlation is used to discover the strength of the relationship between variables and their direction, and represents a positive correlation between two variables that an increase in one variable is offset by an increase in the other variable, and the negative correlation indicates an increase in one variable is offset by a decrease in the other variable, if the correlation coefficient is (+1), this indicates a completely positive correlation, and (-1) indicates a completely negative correlation, and (0) indicates a lack of correlation (Pallant, 2011: 459).

The results of testing the first main hypothesis and the sub-hypotheses can be shown in the table below Table No. (8) results of testing the correlation hypothesis according to the coefficient Pearson

Variables		Exchange of information	Cooperative behavior	Participation in decision-making	Behavioral integration
Quality of tourism services	Pearson Correlation	.472**	.410**	.461**	.589**
	Sig (2tailed)	.000	.000	.000	.000
	N	204	204	204	204

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

The above table shows the validity of the first main hypothesis the first main hypothesis : there is a statistically significant correlation between the behavioral integration of departments and the achievement of quality services in Iraqi tourism companies, as the test results showed a strong correlation with a moral significance reached (.589**), which means accepting the main hypothesis and the sub-hypotheses emanating from it, as follows

1.1 there is a statistically significant correlation between the exchange of information and the achievement of the quality of services in Iraqi tourism companies, as shown by the above table, there is a strong correlation expressed through the value of the correlation coefficient that reached(.472**) which means accepting the hypothesis

1-2 there is a statistically significant correlation between cooperative behavior and achieving the quality of services in Iraqi tourism companies, and the hypothesis can be accepted as the value of the correlation coefficient reached (.410**), which is an indicator of the presence of a significant-semantic correlation.

-1-3there is a statistically significant correlation between participation in decision-making and achieving the quality of services in Iraqi tourism companies, and through the above table shows the value of the correlation coefficient reached (.461**) it is an indicator of a strong semantic-semantic relationship and therefore the sub-hypothesis can be accepted .

Thirdly: Testing of impact hypotheses:

In this part of the research, the second main hypothesis is tested, the effect hypothesis, which states (there is a statistically significant effect relationship for the behavioral integration of departments in achieving the quality of services in Iraqi

tourism companies) and in order to verify the research hypothesis and the sub-hypotheses emanating from it, a simple linear regression test was adopted as follows :

1-2 there is a statistically significant impact relationship for the exchange of information for departments in achieving the quality of services in Iraqi tourism companies, and by looking at the results of Table (9), the value of the impact parameter (0.356), equal to the marginal slope (β), appeared at the morale level (0.001) and the value of the critical ratio (3.571, which is greater than its tabulated value (1.96) at the morale level (0.05), when companies increase their interest in the mechanisms of information exchange by one unit, it will increase the level of quality of services the tourism provided by (35.6%), which means the validity of the first sub-hypothesis of the second main research hypothesis.

Table (9) The effect of information exchange on the quality of tourism services

Dependent variable	Direction of impact	Independent dimension	Impact parameter	Standard error	Critical ratio	Significance level
Quality of tourism services	←---	Exchange of information	0.356	0.100	3.571	0.001

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

2.2 - there is a statistically significant impact relationship of the cooperative behavior of departments in achieving the quality of services in Iraqi tourism companies, from the results of Table (10), the value of the impact parameter 0.560 (), equal to the marginal slope (β) appeared at the morale level (0.000) and the value of the critical ratio (6.235), which is greater than the tabulated value (1.96) at the morale level (0.05), when increasing the interest of the Departments of tourism companies this increases the quality of the service provided by a value of (56%), and from all of the above, the second sub-hypothesis of the second main research hypothesis is accepted

Table (10) The effect of the cooperative behavior dimension on the quality of tourism services

Dependent variable	Direction of impact	Independent dimension	Impact parameter	Standard error	Critical ratio	Significance level
Quality of tourism services	←---	Exchange of information	0.560	0.090	6.235	0.000

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

3-2 There is a statistically significant impact relationship of participation in decision-making for departments in the quality of services in Iraqi tourism companies, as evidenced by the results of Table (11), the appearance of the value of the impact parameter (0.411) equal to the marginal slope (β) at the morale level (0.000), which is less than the morale level of 5% and the value of the critical ratio (4.652), which is greater than the tabulated value (1.96) at the morale level (0.05) and from all of the above, the third sub-hypothesis of the second main research hypothesis is accepted.

Table (11) The effect of participation in decision-making on the quality of tourism services

Dependent variable	Direction of impact	Independent dimension	Impact parameter	Standard error	Critical ratio	Significance level
Quality of tourism services	←---	Participation in decision-making	0.411	0.088	4.652	0.000

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

To verify the second main research hypothesis, the results of Table (12) show the value of the impact parameter 0.686 marginal mile at the morale level of 0.000 and the critical ratio values (6.557), that is, when the interest of the tourism companies in question increases the behavioral integration dimension by one unit, it thereby increases the chances and the possibility of raising the level of quality of services provided by a value of (68.6%), which indicates the synergy of behavioral integration dimensions combined in their impact in raising the level of quality of tourist services better than the second main research hypothesis

Table (12) The effect of behavioral integration on the quality of tourism services

Dependent variable	Direction of impact	Independent dimension	Impact parameter	Standard error	Critical ratio	Significance level
Quality of tourism services	←---	Behavioral integration	0.686	0.105	6.557	0.000

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

Through resorting to the multiple regression model, it is noted through the results of Table (13), that the highest impact value in the tested model of the dimension of cooperative behavior was the magnitude of its impact (44.6%), the β value of the impact was (0.446) with a moral level (0.000) and the value of the critical ratio (3.891, which is greater than its Tabular value (1.96) at the level of morale (0.05), as for the two independent dimensions (information exchange, participation in decision-making) the morale level of the impact of information exchange was (0.247), which is greater than the morale level (0.000), with the value of the critical ratio (1.157), which is less than its Tabular value (1.96), while the morale after participation in decision-making was (0.055), which is greater than the morale level (0.05), while the critical ratio of the test (1.915), which is less than its Tabular value (1.96)

Table (13) Multiple linear regression model for the effect of behavioral integration dimensions on the quality of tourism services

Dependent variable	Direction of impact	Independent dimension	Impact parameter	Standard error	Critical ratio	Significance level
Quality of tourism services	←---	Exchange of information	0.124	0.093	1.157	0.247
	←---	Cooperative behavior	0.446	0.104	3.891	0.000
	←---	Cooperative behavior	0.217	0.092	1.915	0.055

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

Chapter Four: Conclusions, Recommendations and Proposals

Firstly: Results:

1- the results of the field study showed that working in the companies of the research sample is characterized by a decline in the state of cooperation, which is supposed to prevail in the internal environment of the Tourism Organization, as the departments within those companies often lack the state of cooperation and coordination between them, for example, the department responsible for the process of

2- it turned out through the field side that the top management in tourism companies deals with a declining level of Tourism work with regard to the quality standards of services, as it is any of those departments have always treated the quality standards in tourism services as an unimportant matter and not as a real indicator of the success of any performance or any work, and therefore it is something that indicates a state of declining tourist awareness of the departments operating in this important market .

3- through the observations of the researcher in the field work, it turned out that many tourism departments are not really and effectively open to the important and distinctive international experiences in this important and influential sector in the world's economies at the regional level at least, as companies operating in locations such as Dubai, Cairo and Tunisia have achieved advanced levels of quality in tourism work by achieving quality standards in a distinctive way, opening new markets and providing services that achieve satisfaction among tourists at higher levels.

4- the results of the statistical analysis proved the validity of the two main hypotheses of the research and the sub-hypotheses arising from it, which means that there is a correlation and an effect of behavioral integration in achieving the quality of tourism services .

Secondly: Recommendations and proposals :

A. recommendations :

1- The necessity for having a departments in tourism companies for establishing an internal organizational culture based mainly on a state of cooperation and the supremacy of the spirit of work based on selflessness and joint work in all details, the independence of departments in tourism companies does not mean that the work is carried out according to a state of separation between its employees, since the inputs of each department are based mainly on the outputs of another department, which is the decisive factor in achieving success .

2- working to raise the level of tourist awareness among the Departments of companies about the importance of the concept of quality of tourist service as an actual indicator of the performance provided in those companies and as the true determinant of a successful company in the world of tourist services

3 - If tourism companies want to achieve success, they must leave the traditional tourism frameworks and deal according to proactive mechanisms and strategies that appear in the events industry instead of waiting for them, open new tourism markets, launch various programs and innovate various activities, especially with the great wealth in the components of tourism activity in Iraq .

4 - working to spread the culture of quality among the teams of tourism companies through the adoption of actual training programs and participation in seminars and seminars that deal mainly with what are the quality standards and the actual mechanisms that are adopted to produce services according to those standards.

B. proposals :

The researcher can show a set of ideas and visions as elements that can be adopted by researchers in future studies to cover areas not covered by the current study ,and the most prominent of these ideas can be indicated through the following headings :

1- The impact of behavioral integration in achieving job satisfaction for employees in Iraqi hotels .

2- the impact of the regulatory climate in raising the level of quality of tourism services .

3 - the impact of behavioral integration in building organizational culture in Iraqi tourism organizations .

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