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GOLDEN BEHAVIOUR OF LEADERSHIP AND ITS IMPACT ON ACHIEVING ORGANIZATIONAL COMMITMENT: AN EXPLORATORY STUDY FOR OPINIONS OF A SAMPLE OF MANAGERIALS OF TOURISM PRIVATE COMPANIES IN BAGHDAD

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ABSTRACT

The research aims at several goals, most notably building a golden leadership behavior model for the departments of the organizations surveyed based on the practical results of the study of each variable, and according to the compatibility shown by those results, by testing the correlation and influence relationships between the types of golden leadership behavior and organizational commitment, and the research problem is crystallized through The data of the overall performance of the tourism companies, which indicate, in their general framework, a state of decline in the level of outputs, which many specialists see as dependent on the behavior of the leaders of these companies characterized by monotony, non-renewal and the adoption of the same traditional mechanisms, which is directly reflected in the level of what the staffs working in these companies provide. From the state of organizational commitment towards the strategic programs and objectives set, and the research sample was represented by (106) observations from the operating departments in a sample of tourism companies operating in Baghdad. Their opinions were surveyed through a form prepared for this purpose and subjected to analysis through statistical mechanisms. Working in tourism companies, the research sample to choose the appropriate and effective objectives, and Developing methods and techniques successfully to absorb knowledge and embody it by linking the various contextual knowledge accumulated with global knowledge, based on achieving the dimension of wise behavior in the first place, while one of the most important recommendations of the research is the necessity of working through awareness sessions, quality seminars, seminars and direct meetings with workers to build a solid base of Organizational culture puts tourism work in companies in a privileged position within the psyche of working individuals in order to enhance the state of organizational commitment, as work in the tourism sector is characterized by the feeling of its workers in what is known as Low Status or low status, and therefore its constant endeavor to leave it to other professions or to other organizations.

Keywords: *Golden Leadership Behavior, Organizational Commitment, Tourism Companies in Iraq*

INTRODUCTION

The departments of organizations in the business environment work in different fields of work and tourism, in particular, in a highly complex environment and rapid change that puts them in a state of challenge and at a crossroads. Positioning is in a privileged position in the map of the mission environment, and many believe that these solutions come through proactive golden leadership behaviors that work to choose the best possible ways to achieve the goals, meaning that it has a special thought about its organization to

clarify its vision in formulating its decisions by evaluating them before implementing them, which is done through Through it, identifying areas of strength and weakness, thus seizing opportunities and avoiding the challenges and threats they face, which constitutes the independent variable in this research.

On the other hand, the human resource in the tourism sector enjoys a distinguished position as service organizations in which the structure of the entire organization is reduced to the appearance and interaction of the employee, as well as the

characteristic of the tourism service in the impossibility of profiling and that it is based on the state of human interaction between its provider and its consumer. The stability and harmony of the members of the organization, which doubles the importance of the organizational commitment of the members of the organization, as it constitutes the adopted variable in this research. The behavior of the leaders of these companies is characterized by monotony, non-renewal, and the adoption of the same traditional mechanisms, which is directly reflected in the level of what the staff working in these companies provide in terms of organizational commitment towards the strategic programs and objectives set. The researched based on the practical results of the study for each variable.

Problem of Research

The features of the problem from which the researcher started can be explained through the following below: The research problem crystallizes through two axes, the first of which is the conceptual pattern based on the state of intellectual debate through what has been produced by the various administrative and tourism literature in particular if we realize the dynamics of the two research variables (Golden behavior) and (Organizational commitment) as each of them is

characterized by modernity, development and continuous change, which necessitates Researchers follow up and monitor the nature of those changes in the concepts referred to and test them in field environments. The second axis of the problem posed by the researcher is embodied by following up a number of field indicators related to the performance of tourism companies, which can be followed up through the various publications of field research or the statistics of the competent authorities, which indicate their framework. The year is a state of decline in the performance data of that company, which many specialists see as dependent on the behavior of the leaders of these companies characterized by monotony, non-renewal, and the adoption of the same traditional mechanisms, which is directly reflected in the level of organizational commitment provided by the staff working in these companies. Strategic programs and set goals.

The aforementioned problem can be expressed in its intellectual and field dimensions through the following questions: The President: To what extent does the adoption of the data of the golden behavior by the leaderships working in the tourism companies affect achieving a distinct state of organizational

commitment for the workers in those companies?.

Sub-questions: They are expressed in the following

1- What is the level of awareness of the leaders working in tourism companies of the golden behavior?

2- To what extent do the operating tourism teams achieve an outstanding level of organizational commitment?

3- What is the level of correlation and influence relationships between the research variables?

Importance of Research:

Importance of research can be explained in the following points:

1- The nature of the relationship between the variables (golden behaviors and achieving organizational commitment) and its sub-dimensions bear a level of complexity that is not easy, as they are sometimes attractive and at other times seem discordant. From here the research gains its importance as an important attempt looking at the field of interaction between these variables in the field of corporate governance. 2- The research is important because it is an attempt by the researcher to build a model for distinguished leaders, and for the research

to be a guiding and motivating guide for tourism companies to adopt the current model.

3- The importance of the research appears from the importance enjoyed by the tourism companies' sector as it is the field container for research, which constitutes an important axis of the axes of the tourism work environment in particular and of the overall economic structure in any country.

4- The importance of the research comes from presenting an intellectual discussion of very important topics in administrative and tourism thought, and it has a major role in improving the performance of the researched organizations.

Aims of Research:

The main objectives of the research can be stated in the following points:

1- Building a theoretical and cognitive foundation for the study variable (the golden behavior of leaders and organizational commitment) and its variables by reviewing and tracking the relevant literature and presenting the achievements made in it on the basis of dealing with modern philosophical trends, and avoiding traditional propositions as much as possible in order to crystallize

solutions related to answering the questions of the epistemological problem.

2- Diagnosing the levels of (golden behavior of the leaders and the organizational commitment) of the departments operating in the tourism companies in the city of Baghdad, the research.

3- Arousing the interest of the research sample of the operating companies in the importance and sensitivity of adopting the golden behavioral mechanisms and the extent to which this adoption contributes to enhancing the state of organizational commitment among the members of those companies.

4- Building a golden leadership behavior model for the departments of the surveyed organizations based on the practical results of the study of each variable, and according to the compatibility shown by those results, by testing the correlation and influence relationships between the types of golden leadership behavior and organizational commitment.

5- Provide a base that researchers can adopt in building and preparing future research and studies that enhance current research efforts.

Research Model:

The hypothetical diagram represents an expressive image of the research idea and aims to translate the current research problem into its practical framework in order to analyze and interpret the results. The hypothetical research diagram also aims to clarify the correlation and influence relationships between the variables, as well as clarifying the dimensions that have been measured, as the two-way arrows indicate Correlation relationships, while the one-way arrows indicate the influence relationship. The dimensions of the variables were chosen according to the literature and available sources according to the following variables:

1- The independent (explanative) variable: it is embodied in the (Golden Behavior) and measured through the dimensions (parental behavior / wise behavior / brave behavior / fair behavior).

2- The dependent variable (the respondent): It is embodied in (organizational commitment) and measured through the dimensions (continuous commitment / emotional commitment / normative commitment) and Figure. (1) below represents the hypothetical scheme of the research.



Figure (1) Research Model

Hypothesis:

1- First hypothesis: There is a significant correlation between the level of Golden Behavior and the Organizational Commitment, and the following sub-hypotheses emerge from it:

1-1- The first main hypothesis: There is a significant correlation between the adoption of the golden behavior by tourism leaders and the strengthening of the state of organizational commitment in tourism companies at the level of the main variables and sub-dimensions, and the following sub-hypotheses emerge from it:

1-1 There is a significant correlation between adopting parental behavior and enhancing the state of organizational commitment in the tourism companies under study.

2-1 There is a significant correlation between adopting wise behavior and

enhancing the state of organizational commitment in the tourism companies under study.

3-1 There is a significant correlation between adopting courageous behavior and enhancing the state of organizational commitment in the tourism companies under study.

4-1 - There is a significant correlation between adopting fair behavior and enhancing the state of organizational commitment in the tourism companies under study.

2- The second main hypothesis: There is a significant influence relationship for the adoption of the golden behavior by tourism leaders in enhancing the state of organizational commitment in tourism companies at the level of the main variables and sub-dimensions, and the following sub-hypotheses emerge from it.

1-2 There is a significant effect relationship of adopting parental behavior in enhancing the state of organizational commitment in the tourism companies under study.

2-2- There is a significant influence relationship for the adoption of wise behavior in enhancing the state of organizational commitment in the tourism companies under study.

3-2 There is a significant influence relationship for the adoption of courageous behavior in enhancing the state of organizational commitment in the tourism companies under study.

4-2 There is a significant influence relationship for the adoption of fair behavior in enhancing the state of organizational commitment in the tourism companies under study.

Research Approach

The research methodology in the administrative sciences is a plan according to which the techniques of data collection and analysis are defined and in light of the nature of the problem, the objectives, the research model and hypotheses. current and researched variables.

Validity of the questionnaire:

1- Measuring virtual honesty: It is also called honesty of experts and arbitrators. Researchers resort to it in order to ensure the ability of their standards to measure the main variables, dimensions and paragraphs of the study, as the questionnaire was presented to a group of experts and specialists in (organizational behavior, human resources management, and management of tourism companies) to ensure From the validity of the dimensions and paragraphs and their relevance to the hypotheses and objectives of the study, their opinions were surveyed and all their observations that improved the questionnaire were taken into account before the researcher entered the practical field and distributed to the study sample and presented in an appropriate manner. The questionnaire obtained an acceptance degree of (89.43%).

2- Structural stability of the resolution: The structural stability test means the extent to which the scale provides a stable and consistent result, and it is said that the scale or test can be relied upon if the repetition of the measurement that was conducted under fixed conditions gives the same result, and the scale has high stability in consistency if its elements measure The same structure (Taherdoost, 2016: 33) In

order to identify the validity of the scale and the stability of the questionnaire, the researcher relied on the (Alpha Cronbach) test, which is one of the best methods of stability of behavioral measures and the structural validity coefficient that represents the square root of the value of

the stability coefficient (Alpha Cronbach). In this regard, (Sharma, 2016: 273) indicated how to interpret the values of (Alpha Cronbach) to assess the state of stability achieved in a specific application environment, as shown in Table (1).

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

Var.	Code	Alpha Cronbach	Decision
Golden Behavior	X	0.901	acceptance
Organization Commitment	Y	0.918	acceptance
Total		0.953	acceptance

Research Community and Sample

The scientific methodological mechanisms, if they are adopted in an accurate scientific manner in the process of selecting the sample for any research, provide a lot of accuracy in the nature of the results obtained, especially if that sample is actually representative of the nature of society and by informing the researcher of the reality of work in the tourism companies sector in the city of Baghdad shows that there are many companies that do not have the correct administrative structure, which can be dealt with in the process of conducting the field study. Therefore, I decided to select companies with an organization that could form an actual picture of the tourism performance, so a sample of (40)

companies was selected. 120) a form from which (106) was retrieved to represent the sample on which the statistical analysis was conducted.

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

Job Position: It is evident that the job title of division official came in the first rank with (66) frequency, with a rate of (62.3%), while the second rank for the job category was department manager, with a frequency of (29) and a representation rate of (27.4%), while the job category came as a board member in the third rank with a representation rate of (% 6.5) and repeated (7), and the job category was general manager (owner of the company) ranked

fourth with a rate of (3.8%) and repeated (4). Reservation and preparation of tourism programs, and therefore it is aware of the nature of the variables related to research.

Education: It is clear from the table below that the bachelor’s degree category ranked first with a rate of (68.9%) and a frequency of (73), while the master’s degree ranked second with a frequency of (23) with a rate of (21.6%), then a PhD with a frequency of (10) with a frequency of (9.5%). These percentages indicate that the study sample enjoys university qualifications that contribute to the performance of its functional tasks and its enjoyment of capabilities that support the study’s explanatory and respondent variables in terms of understanding the methods, dimensions and approach of each variable.

Experience: The category (6-10) of years of service got the first rank with a rate of (38.7%) and a frequency of (41), while the

category (16-20) came in the second rank with a frequency of (30) and a rate of (28.3%). Service (11-15) ranked third with a rate of (16%) and a frequency of (17), while the fourth rank was for the service category (more than 25 years) with a rate of (14.2%) and a frequency of (15), while the fifth rank was for the category (25). - 21) with a frequency of (2) and a rate of (1.9%), while the sixth and final ranking was for the category (1-5) of years of service, with a rate of (0.9%) and a frequency of (1), as these percentages indicate diversity and mixture of experiences, as well as gradual in the ladder of gaining experience and knowledge, add to this the compatibility of these percentages with age groups in terms of career progression.

Table No (2) Demographic Distribution of members of Sample

Characteristics	Notice	Observe	Rate
Job Position	General Manager	4	3.8
	Board Member	7	6.5
	Department Manager	29	27.4
	Division official	66	62.3
Academic qualification	Bach.	73	68.9
	H. Diploma	0	0
	Master	23	21.6
	Ph. D	15	9.5
Experience	1-5	1	0.09
	6-10	41	38.7

	11-15	17	16
	16-20	30	28.3
	21-25	2	1.9
	More 25	15	14.2

SECOND APPROACH - THEORETICAL FRAMEWORK:

Golden Behavior

1- Concept: Although most researchers refer to the origin of the concept to many studies in the thirties and forties of the last century, the adoption of this concept in its clear form in the business environment was according to the opinions of specialists at the beginning of the second millennium, which refers to the way the leader deals with his subordinates in addition to the governing elements and factors. For his leadership behavior towards competitors (Al-Qamosi, 2016: 34), the golden leader is the one who considers the members of his organization as children and defines the golden behavior of leadership as (the ability to perform actions and behaviors that push subordinates to accomplish work and tasks with high desire in a climate that explodes their positive energies and turns them into positive performance that is reflected on the performance of the organization as a whole (Lee, 2016: 20), and in the same context, the golden behavior of leadership is seen as (the leadership style practiced by

the leader and how he behaves so that it leads to high performance and satisfaction of his subordinates and also leads to a high level of productivity, which contributes to achieving Strategic goals are easier than following other leadership behaviors (Antonakis & Day, 2017: 36).

2- Dimensions: A number of researchers followed the cognitive approach to entrepreneurship, which appeared to explain the mental processes of the entrepreneurial manager and how he relied on simplified directives when making decisions, Through the foregoing, the researcher defines the golden behavior of leadership procedurally as: The approach adopted by the leaders of tourism organizations based on inspiration at work and prompting employees and individuals to perform tasks and provide tourism services with a high desire and increase their focus on improving performance by developing their feeling that they are members of one family and dealing with them with confidence and high justice.

Dimensions: The concept of golden behavior, like many concepts based on behavioral and psychological data, is

characterized by multiplicity and diversity, and it contains a wide spectrum of ideas and dimensions, so a number of dimensions that approach the field reality of the research were elected as follows:

I. Parental behavior: Leadership experts, psychologists, and researchers in the field of organizational behavior defined paternal leadership as (a pattern or method of leadership that combines discipline and moral integrity with compassion, benevolence, and parental affection to generate the framework of the institutional family that regulates the relationship between superiors and subordinates in the institutional work environment (Esraa Abu Kelal, 2018: 70) On the other hand, the best management practices in the field of institutional performance management, including the Japanese experience, confirm that positive paternal leadership establishes a culture of achievement through work teams, instills the principle of responsibility in souls, and represents the focal point of job happiness, And a major factor for

achieving international competitiveness, in the philosophy of management by results. The paternalistic leadership style is based on two main axes, namely (achievement and influence), and through our analysis of the philosophy of achievement and influence, it was found that they are linked to the criterion of effective leadership, as leadership reduces achievements, and achievements will only be achieved through influence. In the souls, and thus the patriarchal leadership shows the extent of the leader's ability to achieve the achievements of the set goals through his influence on the hearts of the family. Jezzine, and the successful patriarchal leader is the one who practices the art of managing people to achieve the difficult equation (achievement in performance and influence on souls) (Al-Qamosi 2016: 14).

II. Wise behavior: Wise behavior is defined as (the ability to choose appropriate and effective goals, and to successfully develop methods and techniques to absorb knowledge and embody it by combining diverse contextual

knowledge accumulated with global knowledge (Abdulmuhsin & Tarhini 2020:2), wise leaders must Acting on a moral basis, they must be willing to change belief in a proactive, non-reactive manner. This attitude indicates that intrinsically wise leaders are not only analytical, but also broad-minded, intuitive, and creative, who see the world in different ways, and that they need to act on this understanding. He believes (McKenna & Rooney, 2008: 353) that wise behavior has four characteristics:

- 1) - That wise behavior is convincing
- 2) Wise behavior includes common sense
- 3) Wise behavior is trustworthy.
- 4) (Aziz and Amer, 2022: 325) see that there are three main elements for developing the concept of wisdom in leadership theories, which are respectively
- 5) • The cognitive component includes the search for truth, the acceptance of both the positive and negative aspects of human nature, and the appreciation of complexity, uncertainty, and the limits of knowledge and perception.
- 6) • The contemplative component, which deals with the skills of self-

awareness, examination and insight, and the ability to appreciate multiple points of view in situations.

- 7) • The emotional component, and includes motivation to promote the well-being of all, overriding self-centeredness.

III. **Courageous behavior:**

Courageous leadership behavior is defined as “commitment to principles and awareness of the danger involved in supporting those principles, and willingness to bear this risk” (Kidder, 2001: 40), that acting at work in an ethical manner is manifested by the courage of leadership behavior, and courage requires the use of standards Courageous behavior is a somewhat flexible state that is influenced by contextual factors in organizations i.e. it is a pattern of leadership behavior that adopts and reinforces both positive psychological capabilities and a positive moral climate, in order to promote self-awareness, internal moral perspective, and processing Balanced information, relational transparency, and courageous behavior is defined as follows (Hannah et al, 2011: 565): (personal strength/the availability

of the requisite gratification necessary to adhere to personal principles of conduct/knowledge of the objective risk involved in upholding the principles/capacity to take risks to act rationally to uphold those principles)

IV. **Fair behavior:** Regulatory scholars have paid attention to justice in the workplace for long periods of time, and individuals believe that they respond with positive attitudes and behaviors such as increased job satisfaction, organizational commitment, job performance, and organizational citizenship behavior, when they believe that they are being treated fairly while they feel unfair. Justice respond with negative attitudes and behaviors such as increased intentions to turn around, steal, vandalize, and deviate in the workplace. Research on ethics has focused primarily on moral agency and the concepts of moral behavior and just behavior have been compared. Ambrose & Schminke, 2009: 224), (Abu Kilal, 2018: 177) presented a model consisting of five elements of fair behavior that includes: (awareness

of justice / judicial justice / motivation for justice / effectiveness of justice / nature of justice) all of which will play a role in determining fair behavior for individuals.

The researcher believes that in the world of tourism organizations, the golden behaviors as a whole seek to develop the necessary leadership to facilitate the decision-making process, as the leaders of the organizations operating in the tourism sector, and as a result of the complexity of the task environment today, face a new set of challenges and changes at the level of form and content of needs and desires and the huge multiplicity and development of the tourist's consumer awareness In light of such data, the adoption of golden behaviors aims for the leaders to be strategic and agile, and to have the skills of cooperation and the ability to withstand in the areas of leadership, as well as a strong ability to assess the state of uncertainty / traditional expectation. The entrance to the golden behaviors of leadership in the world of tourism organizations is tantamount to A job that works collaboratively, in order to extract the greatest benefits, experiences, skills and through these

behaviors, leaders must play key roles by refocusing their organizations on the changing environment and highlighting a clear vision for the future in the tourism work environment.

Impression Management:

1 concept

The subject of organizational commitment is seen as one of the prominent topics that researchers have been concerned with for a long time. The American social scientist Becker in the year (1960) was the first to address this concept and his study is the main reference for current studies, as he believed that commitment is a physiological (psychological) state because it The reason why the working individual remains in the organization is the result of his increased input (Al-Mulla and Fathi 2014: 76), Organizational commitment is defined as (a psychological attitude that connects the employee to the organization in a way that reduces work turnover and reflects the employee's desire to remain in his organization) (Hanaysha, 2016:290) and Karanja, 2017:24 defined it (as (the employee's desire to make great efforts for the organization with the intention of staying for a long time), The researcher believes that organizational commitment can be defined procedurally

as: (A group of links that indicate the extent of attachment of individuals working in tourism organizations to their organization, which involves the nature of the prevailing relationship between the worker and the organization to which he belongs and his ability to provide service in a distinguished manner). By reviewing the literature that dealt with this concept, it is clear that the definitions and concepts of commitment, despite their diversity, share the following characteristics: (strong belief and acceptance of the organization's goals and values / willingness to make great efforts on behalf of the organization / strong desire to maintain membership in the organization).

2. Dimensions: Opinions vary regarding the dimensions under the heading of organizational commitment, but most of them share the three dimensions shown below, which were elected for their closeness to the reality of the field environment for research, namely:

A- Continuing commitment:

Organizational behavior scientists believe that what controls the individual's degree of commitment towards the organization in which he works is the investment value that he can achieve if he continues to work in the organization in exchange for what he will lose if he decides to join other

organizations (Mannan Sharma 2017: 77 Accordingly, any situation that raises the cost of the employee leaving the organization has the potential to lead to the continuation of the commitment, and that the effort, energy, or time used by the employees while performing their jobs, the salary they receive, or their promotions or job alternatives in other organizations are all factors that affect the continuity commitment. And if what they get for their work meets their expectations, then the individuals will improve their contribution to the organization (Hosgerur et al 2017: 39) and (Atiyah and Mahdi, 2016: 333) believe that the individual in the organization is affected by the degree of environment allowing him to make decisions, whether related to the work assigned He bears his responsibility or his personal belongings, which makes the organization a point of pride for him because of his affiliation with it, which allows him to state the activities and events of the organization in a positive way when presenting and talking about it in front of others.

B- Emotional commitment: This dimension measures the level of the individual's emotional attachment to the organization, its identification and participation in it (Asrar - ul - Haq et al,

2017: 22). membership in the organization)

The emotional orientation towards the organization occurs when the employee's values coincide with the values of the organizations, and therefore the employee can absorb organizational values and goals. These individuals feel responsible for the success of the organization and usually demonstrate a high level of performance and develop a positive attitude towards the organization (2017: Hosgorur et al. 359).

C. Normative commitment: It refers to the individual's sense of obligation to stay in the organization as a moral motive. This feeling is often reinforced by the organization's good support for its employees and allowing them to participate and interact positively, not only in the work implementation procedures, but also to contribute to setting goals, planning and drawing up the general policies of the organization, and is expressed in connection The high ethical, and the owners of this approach are conscientious employees who work in accordance with the requirements of conscience and the public interest (Mannan & Sharma, 2017: 78), and the normative commitment develops for the employee by relying on the following three

foundations (Abdul Hussain, 2012: 269). (Personal principles of the individual / the psychological connection between the employee and the other workers in the organization, as the relationship is direct, the higher the level of the relationship between them, the employee sees that he must stay, continuity and work in this organization in fulfillment of it / material and moral returns that the employee gets from the organization).

(Al-Mulla and Fathi, 2014: 76) believes that the normative commitment is the responsibility of the employee towards the organization, and among the characteristics of the normative commitment are the following:

(The employee's belief that his loyalty to the organization is a natural matter / the employee's understanding of the fact that he must remain in the organization until his retirement / his belief in sacrifice for the sake of the organization in which he works and which has done good to him)

The researcher believes that because of the privacy enjoyed by the tourism sector in terms of being a service sector that depends mainly on the human element, and that the form and level of performance of the tourist service provider summarizes the entire structure of the organization, in addition to that the sector is characterized

by a high rate of work turnover and other important elements. Because of this specificity, the subject of commitment Organizational importance is growing, and the departments of these organizations are required to provide the organizational climate that guarantees achieving a higher state of organizational commitment for all cadres working in them. Therefore, they are facing a greater challenge that requires them to understand what organizational commitment is and the systematic mechanism that can achieve a state of stability for the teams working in it.

THIRD APPROACH: PRACTICAL ASPECT

- 1- **Descriptive analysis** of the research variables according to the sample answers, This topic reviews the results of the descriptive statistical analysis of Golden Behavior and Impression Management.

Table (3) shows the descriptive statistics of the golden leadership behavior variable. It achieved an arithmetic mean of (4.143), a standard deviation value of (0.518), and a coefficient of difference of (12.49%). The achieved relative importance amounted to (82.85%), and this indicates that this variable had At a high level of importance, according to the answers of the sample

members, and these results indicate the availability of a high level of agreement among the respondents about the existence of dimensions of adopting golden behavior in the field, which confirms that the departments of the study sample companies seek to a large extent towards interest in adopting golden behaviors, in front of the level of sub-dimensions After (wise behavior), it came first with a coefficient of difference (14.11%) and a relative importance of (68.44), which indicates the keenness of the operating departments to choose appropriate and effective goals, and to successfully

develop methods and techniques to absorb knowledge and embody it by combining the various contextual knowledge accumulated with knowledge. The dimension (brave behavior) came in the last order with an arithmetic mean (3.847) and a coefficient of difference (16.13%), which means an urgent need for departments operating in six companies. It aims to deepen real awareness of the foundations of this behavior, which include awareness of justice, judicial justice, justice motivation, justice effectiveness, and the nature of justice in the tourism work environment.

Table (5) descriptive statistics for Golden Behavior

Peripety	response	Imp. R	C. V	St. D	M	Var.
2 ND	High	85.81	14.33	0.615	4.291	Parental Behavior
1 ST	High	85.44	14.11	0.610	4.322	Wise Behavior
4 TH	High	82.21	16.13	0.663	4.110	Brave Behavior
3 RD	High	76.94	16.11	0.620	3.847	Fair Behavior
	High	82.85	12.49	0.518	4.143	Golden Behavior

2- Description and diagnosis of the organizational commitment variable: Table (4) shows the descriptive statistics of the organizational commitment variable. This variable has a high level of importance according to the responses of the

sample, and these results indicate the presence of a high level of agreement among the respondents about the existence of dimensions of organizational commitment, and as for the sub-dimensions, it came after (continuous commitment) in the first

order with a coefficient of difference (13.02%). And with a standard deviation of (0.553), which indicates the administration's interest first and foremost in determining what the individuals working in the companies will lose if they leave the organization. It came in the last order, with a coefficient of difference (15.82%), and an arithmetic mean (4.126), which

means that companies need to pay attention to employing emotional dimensions and frameworks to consolidate the situation through which they feel Employees are responsible for the success of the organization in order to demonstrate a high level of performance and develop a positive attitude towards the organization.

Table (6) Descriptive statistics for Impression Management

Peripety	response	IMP. R	C. V	St. D	M	Var.
1 ST	High	84.95	13.02	0.553	4.348	continuous commitment
3 RD	High	82.52	15.82	0.653	4.126	emotional commitment
2 ND	High	83.54	14.45	0.604	4.177	normative commitment
	High	83.67	13.22	0.553	4.184	Impression Management

2. Test of Correlation Hypothesis:

The results of the round (5) indicate that there is a significant positive correlation between the golden behavior variable of leadership and organizational commitment, as the value of the correlation coefficient between them was (0.887**), and this value indicates the strength of the direct relationship between these two variables at a significant level (0.01) and with a degree Confidence (99%), and based on the

foregoing, this relationship can be explained by the interest of the study sample companies' managements in the golden behavior dimensions that the departments possess in terms of improving their level of experience and practice of working in companies and improving their level of skills in dealing with the human resource, in addition to the interest in the ideas emanating from them It would improve the level of organizational commitment of working cadres in the final

outcome, and at the level of the sub-variables (parental behavior / wise behavior / brave behavior, fair behavior / golden behavior) achieved correlation coefficients with organizational commitment and the following values

(.687**/.725**/ .794**/.725**), respectively, that the total results that emerged confirm the verification of the first main hypothesis and the emerging sub-hypotheses.

Table (5) Correlation Matrix between Golden Behavior & Impression Management

X	X4	X3	X2	X1		
.887**	.687**	.725**	.794**	.725**	Pearson Correlation	ORC
.000	.000	.000	.000	.000	Sig (2tailed)	
106	106	106	106	106	N	

3. Test of Impact Hypothesis:

The second main hypothesis: It states (the second main hypothesis) that: (There is a significant influence relationship for the adoption of the golden behavior by tourism leaders in enhancing the state of organizational commitment in tourism companies at the level of the main variables and sub-dimensions) Table (6) shows the existence of a significant positive effect of the golden behavior variable For leadership in organizational commitment, as it is clear that the value of the standard impact coefficient has reached (0.89), and this means that the golden behavior affects the organizational commitment by (89%) at the level of the study sample companies, and this means

that one unit deviation of the golden behavior changes in the sample companies The study will lead to a change in organizational commitment by (89%) and this value is considered significant because the value of the critical ratio (T) shown in the table amounting to 20.125) is a significant value at a significant level (P-Value shown in the same table, as evidenced by The table shows that the value of the interpretation coefficient (R²) has reached (0.79), and this means that the golden behavior variable explains (79%) of the changes that occur in the organizational commitment in the study sample companies, while the remaining percentage (21%) is due to Other changes are not included in the study model, and

based on the above, the second main hypothesis is accepted.

Table (6) Relation between Golden Behavior and Impression Management

Dependent	R ²	β	T	P
GB	0.890	0.790	20.125	0.000

1-2 There is a significant influence relationship of adopting parental behavior in enhancing the state of organizational commitment in the tourism companies under study.

The above table shows that there is a significant positive effect of the parental behavior dimension on organizational commitment; As we note that the value of the standard influence coefficient was approximately (0.21), and this means that the dimension of parental behavior affects the organizational commitment variable by (21%) at the level of the study sample companies. This means that changing one unit of the parental behavior dimension in the departments of the study sample companies will lead to a change in organizational commitment by (21%). (0.002) Based on the foregoing, the first sub-hypothesis can be accepted.

2-2 There is an influence relationship with significant significance for adopting wise behavior in enhancing the state of organizational commitment in the tourism companies under study. (0.28) This means

that the wise behavior dimension affects the organizational commitment variable by 28% at the level of the study sample companies. The value is significant because the value of the critical ratio (C.R.) shown in the above table amounting to (3.705) is a significant value at a significant level (0.000), which achieves the hypothesis.

3-2 There is a significant impact relationship of adopting courageous behavior in enhancing the state of organizational commitment in the tourism companies under study. As we note that the value of the standard impact coefficient was approximately (0.32), and this means that the dimension of courageous behavior affects the variable of organizational commitment by (32%) at the level of the departments of tourism companies, the study sample, and this means that changing one unit of the dimension of courage of the departments of the study sample will enhance The case of organizational commitment by (32%) and this value is considered significant because

the value of the critical ratio (C.R.) shown in the table amounting to 5.538 is a significant value at a significant level (0.000), which achieves acceptance of the hypothesis

4-2 There is an effect relationship with significant significance for the adoption of fair behavior in enhancing the state of organizational commitment in the tourism companies under study. (0.27) This means that the fair behavior dimension affects the

commitment variable by 27% at the level of the study sample companies, and this means that achieving justice in the behavior of tourism departments by one unit leads to a change in organizational commitment by (27%) and this value is considered moral, because the value of The critical ratio (.C.R.) shown in the above table amounting to (4.805), a significant value at a significant level (0.000), which is an indicator of acceptance of the sub-hypothesis

Table (7) Test of Regression Hypothesis

			β_s	β	SE	T	P
ORC	<---	X1	.208	.187	.062	3.038	.002
ORC	<---	X2	.285	.258	.070	3.705	***
ORC	<---	X3	.317	.264	.048	5.538	***
ORC	<---	X4	.265	.237	.049	4.805	***

FOURTH ASPECT: CONCLUSIONS AND RECOMMENDATIONS:

A. Conclusions:

1- The results of the field study indicated the keenness of the departments operating in the tourism companies, the research sample, to choose the appropriate and effective goals, and to successfully develop methods and techniques to absorb

knowledge and embody it by combining the various contextual knowledge accumulated with global knowledge, based on achieving the dimension of wise behavior in the first place.

2- The results of the research showed the interest of the tourism administration, first and foremost, in determining what the

individuals working in the companies will lose if they leave the organization.

3- It was found through the field research results that companies need to pay attention to employing emotional dimensions and frameworks to consolidate the situation through which working individuals feel that they are responsible for the success of the organization in order to show a high level of performance and develop a positive attitude towards the organization

4- It was found through the field study that the significant correlation and influence relationships were achieved between the two variables, golden behavior and organizational commitment at the macro level and at the sub-dimensions level

B. Recommendations:

1- The need to deepen awareness about the golden behaviors that departments must adopt within the framework of human resource leadership in a scientific and systematic manner. The researcher noticed that many departments adopt the behaviors concerned, but not in their scientific, systematic frameworks.

2- The necessity of working through awareness sessions, quality seminars, seminars and direct meetings with workers to build a solid base of organizational

culture that puts tourism work in companies in a privileged position within the psyche of working individuals in order to enhance the state of organizational commitment, as work in the tourism sector is characterized by the feeling of workers in it including Knows (Low Status) or low status and thus his constant endeavor to leave him to other professions or to other organizations.

3- It is imperative for tourism departments to adopt job enrichment mechanisms that aim to expand the form and content of job descriptions for the various jobs within tourism organizations and enhance them with more tasks to consolidate the situation through which working individuals feel that they are responsible for the success of the organization and develop a positive attitude towards the organization

4- The need for tourism departments to maintain the measurement and evaluation processes through which the reality of what members of the organization in any company feel about the level of wages or the mechanisms of administrative dealing and the moral and material aspects to find out the truth and the level of organizational commitment provided by the human resource personnel in each company is

identified. Or a tourism organization in order to take measures to promote it.

Suggestions:

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

- 1- The impact of the golden behavior of leadership in raising the level of strategic performance of Iraqi hotels
- 2- The effect of performance appraisals on enhancing organizational commitment in tourism organizations.
- 3- The effect of adopting golden behavior in achieving organizational happiness in tourism companies.

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