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EFFECT OF EMOTIONAL DISPLAY RULES ON FUNCTIONALITY SATISFACTION OF TOURISM COMPANIES MANAGEMENT IN IRAQ: THE MODERATING EFFECT OF EMOTIONAL INTELLIGENCE

Muthana Faaeq Almasooudi[1,2], Suraiyati Rahman[1*], Mohammed Basendwah[3], Alaa N ALfarra[4], Mohammed Alawi Al-sakkaf[5]

[1] School of Housing Building and Planning, Universiti Sains Malaysia, Penang 11800, Malaysia.
    Email: muthanaalmasaoudi1975@gmail.com, suraiyati@usm.my
[2] Kerbala University, College of Tourism Science, Department of Tourism Studies, Iraq.
    Email: muthanaalmasaoudi1975@gmail.com
[3] Tourism and Hotel Management Department, College of Business Administration, Umm Al-Qura University, Mecca 24382, Saudi Arabia.
    Email: Mohammedm447@gmail.com
[4] Center for Global Sustainability Studies (CGSS), Universiti Sains Malaysia, Penang 11800, Malaysia.
    Email: alaafarra98@gmail.com
[5] Department of Business Administration, Faculty of Administrative Science, Hadhramout University, Al Mukalla, Yemen.
     Email: sakkafmohmd@gmail.com
*   Corresponding Author

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Abstract:

This research investigates the relationship between the effectiveness of tourism management strategies in Iraq and their impact on functionality satisfaction among personnel in the tourist industry. The study emphasizes the significance of addressing employee well-being and mental health to ensure sustainable growth and success for tourism enterprises. A questionnaire survey was conducted among employees of various tourism companies, resulting in a sample of 333 participants. The study utilized a quantitative methodology, and data were analyzed using SPSS. The findings revealed positive associations between functionality satisfaction and various management strategies, including leadership, decision-making, planning, organizational structure, emotional display rules, and emotional intelligence. This suggests that implementing effective management strategies and creating supportive work environments can enhance functionality satisfaction, leading to improved service quality, sales performance, customer satisfaction, and loyalty. The study highlights the importance of hiring individuals with desired traits and

investing in employee training programs that enhance emotional intelligence and provide guidelines for emotional display rules to improve customer experiences and overall functionality satisfaction. Overall, this research contributes to understanding the importance of effective tourism management in promoting employee well-being and driving success in the tourism industry.

Introduction

There have been many shifts in the Iraqi economy in recent years. The tourist industry is one example of an area that has seen a significant transformation due to the new business climate, as it now plays a pivotal role in the regional economy. As a result, Iraq's government, corporate sector, entrepreneurs, and academic institutions have all committed to making progress in this area. Because of the intangible nature of tourism and services in general, this discussion has focused on the relevance of the emotional intelligence of a tourism company's management and its effect on functionality satisfaction in building a tourism destination's image at every stage of the consuming process. The importance of this factor is growing. Decisions made and services purchased before, during, and after a journey are all heavily influenced by solid mental images. (Mahanta & Goswami, 2020).

Dasborough et al. (2022) suggest using the Emotional Display Rules for functional fulfillment as well as mulling over destination-related ideas and anecdotes. The study's significance lies in the fact that it will help tourism businesses in Iraq make more money by shedding light on the theoretical concepts and applied practices of the variables that contribute to improving the functionality and satisfaction of tourists. However, given the novelty of the topic and the complexity of the various entry points and interdependent relationships, there may be room for improvement in how scholars conceptualize the effectiveness of tourist company management and their ability to turn a profit in the private sector (Sabie et al., 2020).

The performance of employees in the tourism industry is the focal point of this paper; emotional intelligence, job satisfaction, and organizational commitment are focused on the impact of tourism factors (Mahanta & Goswami, 2020; Etemadifar et al., 2015; Harms et al., 2018). The importance of employees having high levels of emotional intelligence as a factor in their excellent attitudes and behaviors in the workplace (Avey et al., 2010). Nonetheless, it encompasses good examples of corporate governance, creative problem-solving, positive actions, engaged and dedicated employees, and a focus on the company and its employees (Dasborough et al., 2022; Mahanta & Goswami, 2020; Karatepe & Karadas, 2014; Newman et al., 2014).

Research in organizational management and psychology over the past few decades has shown that one's emotional state significantly affects one's outlook and conduct in the workplace (Debes, 2021). Emotional labor is the time and energy spent controlling one's emotions and expressing the right ones at the workplace. It is also essential for managers to have healthy coping mechanisms for dealing with negative feelings and job stress (D. Kim & Park, 2020). Much literature has highlighted the significance of emotional management for human welfare in the tourism industry. Emotional intelligence can be defined as a person's cognitive abilities concerning their own emotional experiences. This study provides multidisciplinary research that bridges the gap between tourism staff and tourism management by fusing the concepts of

emotional intelligence, which originates in psychology, and emotional labor, which originates in the management of the service industry (Uhrich et al., 2021).

Travel and tourism account for a sizable portion of the worldwide service business. However, tourism contributes to the world's most significant source of new jobs, economic growth, and cultural innovation (McCabe & Qiao, 2020). Tourism is an important economic growth driver for many cities, regions, and countries. While the leisure and tourism sectors are vital to growth and consumer satisfaction, they have also become one of the most vulnerable in the economy (Ma et al., 2020). Functionality, or the term "performance," is used to describe a person's customer orientation as they mature and their excellent mental condition, which job involvement, resilience, customer orientation, and trust characterize. Functionality Employee outlooks, actions, and output have all been greatly influenced by performance (Newman et al., 2014). In addition, "corporate social responsibility" refers to company strategies and actions aimed at fostering sustainable economic, social, and ecological growth (Aguinis & Glavas, 2012; El Akremi et al., 2018; L. Su & Swanson, 2019).

Literature Review
There are two points that will be discussed in the literature review: leadership and emotional labor theory and putting the customer first.

Leadership And Emotional Labor Theory
Grandey proposed an idea he called "emotional labor" (2000). It was mentioned that workers modify their actions to convey their feelings while interacting with customers appropriately. Thus, we might define emotional labor as using the organization-requested emotional management in everyday encounters (Gaucher & Chebat, 2019). For example, employees attempt to gratify customers by presenting or expressing good emotions through proper facial expressions, body movement, and management of personal emotions shown in public (Allen et al., 2021; Robinson et al., 2023; Khan, 2012; Xu et al., 2020). In a nutshell, if workers experience unpleasant feelings during their duty, they may experience unpleasant feelings such as wrath, fear, or frustration and behave in strange ways, like disrespectfully or acting rudely in retribution, which can cause service mistakes.

Under a conventional view, the responsibility of politicians, management planners, and tourism area managers is to come up with the "magic number" that maximizes resource use without jeopardizing future returns, a task that lives consistently outsourced to tourism professionals (Adams & Larrinaga-González, 2007). Besides, there are significant obstacles to good tourism administration, and the difficulties underscore the critical nature of developing practical solutions for managing tourism sustainably. In this regard, the current paper proposes a complete strategy for tourist management in Iraq. Furthermore, the research will demonstrate how effective An Importance–Performance Analysis is at leveraging opportunities and strengths to counteract weaknesses and threats.

Historically, scholars have distinguished between "surface" and "deep" emotional labor tactics. The difference between "surface acting" and "deep acting" is that the latter entails experiencing the emotions being expressed. These two ideas are so dissimilar that they call for different resources. "Deep acting," in contrast to "surface acting," involves putting oneself in the characters' shoes and experiencing the appropriate emotion. (Xu et al., 2020; D. Kim & Park, 2020).

Emotional labor's impact on service quality has been highlighted by current research (Wang, 2020). According to Grandey and Melloy (2017), "emotional labor" refers to "the effort people expend to conform to the expression guidelines of the organization and to limit their emotional expression in order to achieve their job goals." Multiple studies have found that an organization's established communication norms can guide the expression of one's feelings in the workplace (Kim, 2008; Xu et al., 2020). In addition, previous research has suggested that travel agencies directly address the emotional needs of tour guides or leaders and teach them systematically (Baporikar, 2020; Kneevi et al., 2020). To successfully accept a dispatch job, one must convey a demeanor of kindness, care, and composure. These beliefs result from years of hard work, a badge of honor, and the guiding principles of the professional community (Gopinath et al., 2020).

Therefore, the primary duty of the employment guide is to serve consumers with an empathic and caring attitude (Cheng et al., 2017). Several emotional elements contribute to the behavior of employees and guides while leading tours, as shown by previous research. These factors include illogical tourists, emergency occurrences, and other tourist problems, such as those about hotel accommodations. Therefore, service performance can be enhanced through research into the components that foster consistent emotional expression. This research used the service performance influence model to examine the connection between emotional display rules and the organization's management.

Putting The Customer First
"Putting the customer first" is the propensity to consistently serve customers courteously and passionately to improve service performance (Lee et al., 2018). This quality is essential for workers to carry out their duties and learn what customers want. Employees who strongly focus on customer service will cheerfully go above and beyond to satisfy customers, respond quickly to their needs, and care for them respectfully (Kan, 2022; Tuan et al., 2019; Babakus et al., 2017). According to previous research, employees who place a premium on customer service tend to have high expectations of themselves in the workplace (Xu et al., 2020; Lee et al., 2016). In addition, frontline workers that emphasize the client take the time to learn the job's specifics, are flexible when faced with unexpected challenges, and are eager to find solutions (Huang et al., 2020; Kim et al., 2012). Therefore, tour guides who exhibit the customer-orientation feature pay more attention to serving customers, providing better service, and boosting customer happiness (Kan, 2022; Xie et al.,2020).

"Emotional labor," as described by Lee (2019), is "the management of one's sentiments and those of others in order to support the display rules supported by an organization and its goals and to deliver services utilizing the proper emotional expression at work" (Xu et al., 2020). According to the laws governing emotion presentation, there are four primary methods for manipulating outward displays of emotion: downplaying, overplaying, neutralizing, and distorting one's genuine feelings (Diefendorff et al., 2011; D. Kim & Park, 2020). Thus, to attain organizational goals, individuals must learn to regulate their emotions and expressions per established norms known as "emotional display rules" (Lee, 2019). Emotional display guidelines are being implemented for tourists (Xu et al., 2020). Tour leaders and guides providing services to visitors are vulnerable to being emotionally triggered by their clients. Therefore, to maintain the quality of their service, travel agencies need their staff to follow specific emotional display norms in practice, such as smiling at consumers (Chehab et al., 2021).

Methodology

Theoretical Bases and Hypotheses

Rules for Expressing Emotions in Public are a Crucial Component for Businesses employees to Promote Sustainable Development. A recent study found that the attitudes of tourist workers were significantly impacted by the company's attention to the expectations and requirements of shareholders and other stakeholders (Gopinath et al., 2020). Additionally, tourism companies' efforts can impact a variety of tourists. Tourism management is a critical component of firms' efforts to contribute to the fulfillment of sustainable development (Farrington, 2017). The way employees feel about the company depends on how much care is taken for shareholders and other stakeholders such as employees, consumers, communities, and governments (Flammer & Luo, 2017; L. Su & Swanson, 2019; Supanti & Butcher, 2019). However, this may have increased employees' favorable impressions of their companies (Gopinath et al., 2020; Lin et al., 2014). Second, corporate Emotional Display Rules responsibility can improve a company's reputation and raise awareness among personnel (H. Kim et al., 2017; Farrington, 2017; Shin et al., 2016), and increase employee happiness and contentment work (J. Kim, 2018; Raub & Blunschi, 2014; Su & Swanson, 2019).

This study investigated how emotional display guidelines of tourism company employees under stress affected their service performance and how stress moderated these effects. Therefore, a management strategy model was built using seven variables (leadership, decision-making, planning, organizational structure, Emotional Display Rules, Emotional intelligence, and Functionality Satisfaction).

H1: A leadership attitude in tourism companies will positively affect their emotional display rules.
H2: The decision-making in tourism companies will positively affect emotional display rules.
H3: planning in tourism companies will positively affect their emotional display rules.
H4: The organizational structure in tourism companies will positively affect emotional display rules.
H5: The emotional display rules will positively affect functionality satisfaction.
H6: The Emotional intelligence of employees has a moderating effect on emotional display rules and functionality satisfaction.
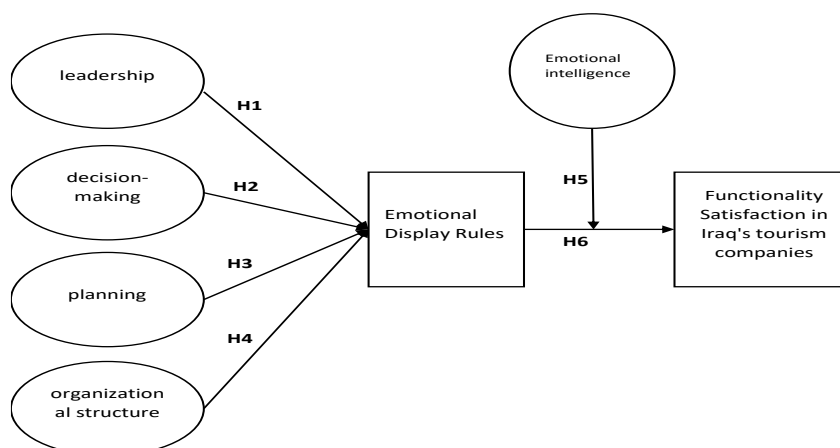

Figure 1: Research Conceptual Model

Functional satisfaction in Iraqi tourism organizations is a dependent variable. The independent variable assesses the efficiency of Iraqi tourism organizations' management procedures: leadership, decision-making, planning, and organizational structure. Mediator: Theory of Emotion Display Rules According to the theory, this idea proposes that group members can learn to control their feelings and act according to social norms and expectations. The employees' observance and application of emotional display guidelines in their interactions with tourists and coworkers may serve as a moderator in the context of the Iraqi tourism business. Possible Factors in Emotion Display Theory The following guidelines are potential components of the mediator: The extent to which workers in the tourism sector are expected to control and project various emotions while on the clock ability to recognize and manage one's own emotions as well as respond appropriately to the emotions of others in a work setting; this is what we mean by "emotional intelligence."

Research Sample

A questionnaire survey was used in this study among personnel of tourist enterprises such as scenic attractions, tourism firms, internet travel agencies, and cultural and travel agencies. The tourist industry is labor-intensive, in which employees serve as service providers. As a result, tourism companies' development depends on employee performance, and pleasant psychological states directly impact service quality, sales performance, customer happiness, and loyalty. Therefore, the safe and sustainable growth of tourism enterprises depends on repairing the mental health of their employees. Furthermore, staff members interact directly with visiting customers. That is why both parties can affect how the other feels. To that end, the tourist industry can make great strides in making trips more pleasurable by hiring people who share these traits.

Survey Instrument

This study examines the relationship between tourism management strategies' effectiveness in Iraq and their impact on functional satisfaction. Management strategy attributes, leadership, decision-making, planning, and organizational structure—previous research scales are used in this investigation, as listed in Table 1. The meanings were changed for the context of this study, and a five-point Likert scale with five alternatives was used: 5 means strongly agree, 4 means agree, 3 means normal, 2 means disagree, and 1 means disagree. The study employed a quantitative methodology, which enabled the primary data collection tool to be a survey. As an inquiry instrument, a semi-structured survey was devised. This study involved a total of 333 participants who worked as daily employees for Iraq's thirteen (13) top tourism businesses. Expert jury members validated the study tool's relevance in phrase clarification, item validity, and paragraph applicability, including university staff and professionals with an extensive understanding of tourist business operations.

Data Analysis

The questionnaire was distributed to employees at all levels in various tourism enterprises operating in Baghdad and Babylon. As a result, 353 people completed the survey, and twenty were excluded due to incomplete data, yielding a final sample of 333. Therefore, the results of demographic characteristics were calculated using SPSS for 333 survey participants from tourism companies. This table provides a detailed breakdown of the demographic characteristics of the sample population, including their ages, genders, occupations, education levels, and employment levels. It helps researchers learn how various demographic features are

represented and distributed throughout the sampled population. However, a more detailed view of the respondents' characteristics may be found in Table 1 below.

Table 1: Sample Characteristics

Demographic	Characteristic	Frequency	Percentage (%)
Gender	Male	241	72.4
	Female	92	27.6
Total	333	100.0	100.0
Experience	within 1 year	23	6.9
	1-5 years	95	28.5
	6-10 years	143	42.9
	above 11years	72	21.6
Total	333	100.0	100.0
Occupation	Customer service	78	23.4 100.0
	Ticketing Agent	254	76.3 .3
Total	333	100.0	100.0
Education	senior high school	33	9.9
	Junior high school	65	19.5
	College	180	54.1
	graduate school and above	55	16.5
Total	333	100.0	100.0
Age	21-30 years	81	24.3
	31-40 years	140	42.0
	41-50 years	81	24.3
	51 and Above	31	9.3
Total	333	100.0	100.0

The table shows the percentage of males and females in the total population. The sample consisted of 241 males (72.4%) and 92 females (27.6%), with men making up the vast majority. There were 6.9% of people with less than a year's worth of experience, 28.5% with 1–5 years, 42.9% with 6–10 years, and 21.6% with more than 11 years. For example, 23.4% of those surveyed worked in customer service, while 76.3% were employed as ticket agents.

Measurement Model
The values of Cronbach's alpha and the total number of items in Table 2 can be used for reliability analysis. When evaluating the trustworthiness of a scale or construct, Cronbach's alpha can be used to see how closely connected a set of things is. Cronbach's alpha is a statistical measure of the consistency of a set of data.

Table 2: Reliabilities and Variances

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Leadership	.741	.742	3
Decision-making	.769	.783	5
Planning	.759	.759	4
Organizational structure	.700	.719	3
Emotional Display Rules	.746	.743	4
Emotional intelligence	.724	.724	3
Functionality Satisfaction	.760	.761	5

In Table 2, most of the variables have acceptable to high levels of internal consistency, as indicated by their Cronbach's.

Table 3: Correlations among variables

		Functionality Satisfaction	Leadership	Decision-making	Planning	Organizational structure	Emotional Display Rules	Emotional intelligence	Functionality Satisfaction
Functionality Satisfaction	Pearson Correlation	1	.504**	.638**	.726**	.568**	.714**	.673**	.664**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	333	333	333	333	333	333	333	333
Leadership	Pearson Correlation	.504**	1	.279**	.316**	.311**	.256**	.140*	.133*
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.010	.015
	N	333	333	333	333	333	333	333	333
Decision-making	Pearson Correlation	.638**	.279**	1	.512**	.201**	.308**	.223**	.272**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	333	333	333	333	333	333	333	333
Planning	Pearson Correlation	.726**	.316**	.512**	1	.455**	.377**	.276**	.307**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	333	333	333	333	333	333	333	333
Organizational structure	Pearson Correlation	.568**	.311**	.201**	.455**	1	.418**	.298**	.123*
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.025
	N	333	333	333	333	333	333	333	333
Emotional Display Rules	Pearson Correlation	.714**	.256**	.308**	.377**	.418**	1	.565**	.363**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000

	N	333	333	333	333	333	333	333	333
Emotional intelligence	Pearson Correlation	.673**	.140*	.223**	.276**	.298**	.565**	1	.526**
	Sig. (2-tailed)	.000	.010	.000	.000	.000	.000		.000
	N	333	333	333	333	333	333	333	333
Functionality Satisfaction	Pearson Correlation	.664**	.133*	.272**	.307**	.123*	.363**	.526**	1
	Sig. (2-tailed)	.000	.015	.000	.000	.025	.000	.000	
	N	333	333	333	333	333	333	333	333
**. Correlation is significant at the 0.01 level (2-tailed).									
*. Correlation is significant at the 0.05 level (2-tailed).									

Table 3, The table shows the Pearson correlation coefficients between different variables, along with their significance levels. The correlation coefficients measure the strength and direction of the relationship between pairs of variables. The values range from -1 to +1, where -1 represents a perfect negative correlation, +1 represents a perfect positive correlation, and 0 represents no correlation. The significance levels indicate whether the observed correlations are statistically significant. In this table, the significance levels are denoted by asterisks (*). A correlation is considered significant at the 0.01 level (2-tailed) if it has ** and at the 0.05 level (2-tailed) if it has *. However, looking at the first row, the correlation coefficient between functional satisfaction and functional satisfaction is 1, which makes sense since it represents the correlation of a variable with itself. The correlation between functional satisfaction and decision-making is .638**, indicating a strong positive relationship that is statistically significant at the 0.01 level.

Table 4: Descriptive Statistics

Variables	Item	Mean	Std. Deviation	N
Leadership (Lsh)	Lsh1	3.88	1.283	333
	Lsh2	3.96	1.218	333
	Lsh3	3.93	1.171	333
Decision-making (Dem)	Den1	3.53	1.327	333
	Den2	2.37	1.358	333
	Den3	2.50	1.390	333
	Den4	3.23	1.488	333
	Den5	3.34	1.501	333
Planning (Pla)	Pla1	2.91	1.414	333
	Pla2	2.66	1.330	333
	Pla3	3.24	1.349	333
	Pla4	3.26	1.417	333
Organizational structure (Ors)	Ors1	3.64	1.221	333
	Ors2	3.73	1.182	333
	Ors3	3.26	1.360	333
	Edr1	3.42	1.279	333

Emotional Display Rules (Edr)	Edr2	3.29	1.252	333
	Edr3	3.37	1.265	333
	Edr4	2.77	1.340	333
Emotional intelligence (Emi)	Emi1	2.62	1.333	333
	Emi2	2.67	1.341	333
	Emi3	3.27	1.328	333
Functionality Satisfaction (Fus)	Fus1	2.63	1.395	333
	Fus2	2.24	1.351	333
	Fus3	2.26	1.312	333
	Fus4	2.11	1.210	333
	Fus5	3.20	1.357	333

In Table 4, one approach to identifying important elements is to look at the variables with the highest mean values. In this case, the variables with the highest mean values are Lsh2, Lsh3, and Lsh1, representing different leadership aspects. A higher standard deviation implies more variability in the ratings, indicating that some respondents might have rated leadership significantly higher or lower than the mean. In this case, the standard deviations for these leadership variables are relatively low (ranging from 1.171 to 1.283), suggesting that the responses are relatively consistent and clustered around the mean.

Table 5: Summary of Factors

Table 5 Summary of FactorsFactors	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
(Leadership) Item Means	3.925	3.883	3.961	.078	1.020	.002	3
Item Variances	1.500	1.372	1.646	.274	1.200	.019	3
(Decision-making) Item Means	2.994	2.372	3.535	1.162	1.490	.275	5
Item Variances	2.001	1.762	2.254	.492	1.280	.049	5
(Planning) Item Means	3.017	2.658	3.264	.607	1.228	.084	4
Item Variances	1.899	1.768	2.008	.240	1.136	.015	4
(Organizational structure) Item Means	3.542	3.258	3.730	.471	1.145	.062	3
Item Variances	1.579	1.397	1.849	.452	1.324	.057	3
(Emotional Display RulesItem) Means	3.214	2.775	3.423	.649	1.234	.089	4
Item Variances	1.650	1.569	1.796	.227	1.145	.010	4
(Emotional intelligence) Item Means	2.856	2.625	3.270	.646	1.246	.129	3
Item Variances	1.780	1.764	1.799	.035	1.020	.000	3

(Functionality Satisfaction) Item Means	2.485	2.108	3.198	1.090	1.517	.196	5
Item Variances	1.759	1.464	1.945	.481	1.329	.034	5

The important factors in Table 5 are subjective and depend on the context or research objectives. However, we can observe that leadership and organizational structure have relatively high means compared to other factors, indicating their significance. Additionally, decision-making and functionality satisfaction have higher variances and broader ranges, suggesting more diverse responses and potentially higher importance in the dataset.

Test the Study Hypotheses

After presenting the descriptive statistical measures of the variable study, we must test the study model and its Hypotheses. The First Study Hypothesis Test Strategic management in tourism companies will positively affect their emotional display rules.

H1: A leadership attitude in tourism companies will positively affect their emotional display rules.

H2: The decision-making in tourism companies will positively affect emotional display rules.

H3: planning in tourism companies will positively affect their emotional display rules.

H4: The organizational structure in tourism companies will positively affect emotional display rules.

Table 6: Multiple Linear Regressions Model for H1

Model	Variables	B	Std. Error
Variable	emotional display rules	*1.087	0.227
Variables	leadership	0.064	0.044
	decision-making	0.174	0.063
	planning	0.117	0.053
	organizational structure	0.283	0.052
Statistical Values	F Value	26.541	
	Sig.	0.000	
	R	0.494	
	R^2	0.245	
	Adjusted R Square	0.235	
	Std. An error in the Estimate	0.731	

The multiple linear regressions between independent variables (Strategic management) and dependent variable (emotional display rules) were as follows:

Y = 1.087 + 0.064x1+ 0.174x2 + 0.117x3 0.283x4.

where Y = emotional display rules, x1 = leadership, x2 = decision-making, x3 = planning, and x4 = organizational structure. The results of the multiple linear regression model showed a positive correlation between independent variables (strategic management) and dependent variables (emotional display rules), where the R-value (0.494) indicates the independent variables' effect on the dependent variable. Their R2 value is 0.245 for strategic management, indicating that these variables explain 24.5% of changes in emotional display rules. The F value is (26.541) in the regressions model, and sig. = 0.000 (0.01), indicating that there is a significant

effect between strategic management and emotional display rules. We accept the H1, 2, 3, 4: (i 0) hypothesis: H1: Strategic management in tourism companies will positively affect their emotional display rules.

The Second Study Hypothesis Test:
H5: The emotional display rules will positively affect functionality satisfaction.

Table 7: Linear Regressions Model for H5

Model	Variables	B	Std. Error
Dependent Variable	functionality satisfaction	*1.164	0.193
Independent Variables	emotional display rules	0.411	0.058
Statistical Values	F Value	50.133	
	Sig.	0.000	
	R	0.363	
	R^2	0.132	
	Adjusted R Square	0.129	
	Std. The error in the Estimate	0.884	

The multiple linear regressions between the independent variable (emotional display rules) and dependent variable (functionality satisfaction) were as follows:

$Y = 1.164 + 0.411x1$
Where the Y = functionality satisfaction, x1 = emotional display rules

The results of the linear regression model showed a positive correlation between an independent variable (emotional display rules) and the dependent variable (functionality satisfaction), where the R-value (0.363) indicates the independent variable's effect on the dependent variable. Their R2 value is 0.132 for emotional display rules, indicating that these variables explain 13.2% of changes in functionality satisfaction. The F value is (50.133) in the regressions model, and (sig. = 0.000 (0.01), indicating that there is a significant effect between emotional display rules and functionality satisfaction, we accept the H5: (i 0) hypothesis: H5: The emotional display rules will positively affect functionality satisfaction.

The Third Study Hypothesis Test:
H6: The Emotional intelligence of employees has a moderating effect on emotional display rules and functionality satisfaction.

Table 8: Linear Regressions Model for H6

Model	Variables	Variable			
		emotional display rules (y1)		functionality satisfaction (y2)	
	Emotional intelligence	B	Std. Error	B	Std. Error
		*1.955	0.108	**1.156	0.126
		0.441	0.035	0.465	0.041
Statistical Values	F Value	155.115		126.478	
	Sig.	0.000		0.000	
	R	0.565		0.526	

R^2	0.319	0.276
Adjusted R Square	0.317	0.274
Std. The error in the Estimate	0.690	0.807

The linear regressions between the independent variable (Emotional intelligence) and dependent variable (emotional display rules) were as follows:

Y1 = 1.955 + 0.441x1
Where the Y1 = Emotional intelligence, x1 = emotional display rules

The results of the linear regression model showed a positive correlation between the independent variable (emotional intelligence) and dependent variable (emotional display rules), where the R-value (0.565) indicates the independent variable's effect on the dependent variable. Their R2 value is 0.319 for emotional intelligence, indicating that this variable explains 13.9% of changes in emotional display rules. The F value is (155.115) in the regressions model, and (sig. = 0.000 (0.01), indicating that there is a significant effect between emotional intelligence and emotional display rules, we accept the H5: (i 0) hypothesis: H6.1: The emotional intelligence of employees has a moderating effect on emotional display rules. The linear regressions between an independent variable (emotional intelligence) and a dependent variable (functionality satisfaction) were as follows:

Y2 = 1.156 + 0.465x1
Where the Y2 = Emotional intelligence, x1 = functionality satisfaction

The results of the linear regression model showed a positive correlation between the independent variable (emotional intelligence) and dependent variable (functionality satisfaction), where the R-value (0.526) indicates the independent variable's effect on the dependent variable. Their R2 value is 0.276 for emotional intelligence, indicating that this variable explains 27.6% of changes in functionality satisfaction. The F value is 126.468 in the regression model, and (sig. = 0.000 (0.01), indicating that there is a significant effect between emotional intelligence and functionality satisfaction, we accept the H5: (i 0) hypothesis: H6.2: The emotional intelligence of employees has a moderating effect on functionality satisfaction.

Discussion
The present study employed a questionnaire survey to investigate the relationship between tourism management strategies' effectiveness in Iraq and their impact on functionality satisfaction among personnel in the tourist industry. The research sample comprised employees from various tourist enterprises such as scenic attractions, tourism firms, internet travel agencies, and cultural and travel agencies. The selection of these personnel was based on the understanding that the tourism industry heavily relies on the performance of its employees as service providers. The mental well-being of employees plays a crucial role in ensuring service quality, sales performance, customer satisfaction, and loyalty. Therefore, the sustainable growth and success of tourism enterprises depend on addressing the mental health needs of their workforce. However, the direct interaction between staff members and visiting customers further emphasizes the significance of employee well-being. Both parties' emotions and psychological states in these interactions can influence each other's experiences. Therefore, recruiting individuals who possess positive traits and can contribute to making trips more enjoyable can significantly enhance the tourism industry's progress.

The survey instrument utilized in this study consisted of previously validated scales for measuring leadership, decision-making, planning, organizational structure, emotional display rules, emotional intelligence, and functionality satisfaction. These scales were adapted to fit the specific context of the research. The questionnaire employed a five-point Likert scale, ranging from strongly agree to strongly disagree, to gather quantitative data. Using a survey as the primary data collection tool facilitated data collection from many participants. The data analysis process involved the distribution of the questionnaire to employees at all levels in various tourism enterprises operating in Baghdad and Babylon. Out of the total distributed questionnaires, 353 were completed, and after excluding incomplete data, a final sample of 333 respondents was obtained. Demographic characteristics of the sample population, including gender, age, occupation, and education level, were analyzed to understand the representation and distribution of different demographic features within the sample.

The study's findings revealed exciting insights into the relationships between the variables under investigation. Using Cronbach's Alpha, reliability analysis demonstrated satisfactory internal consistency for most variables, indicating that the items within each variable were closely related. The correlation coefficients showed significant positive relationships between functionality satisfaction and management strategies, including leadership, decision-making, planning, organizational structure, emotional display rules, and emotional intelligence. The descriptive statistics provided further details about the mean ratings and standard deviations of the items within each variable. These statistics helped to understand the average ratings given by the respondents and the variability of responses for each item. The summary statistics presented in Table 5 summarized the mean ratings, minimum and maximum values, ranges, variance, and standard deviation for each factor, providing an overview of the survey elements.

Conclusions

In conclusion, this study investigated the relationship between tourism management strategies' effectiveness in Iraq and their impact on functionality satisfaction among personnel in the tourist industry. The findings highlighted the importance of addressing employee well-being and mental health to ensure sustainable growth and success for tourism enterprises. The results emphasized the positive relationships between functionality satisfaction and various management strategies, including leadership, decision-making, planning, organizational structure, emotional display rules, and emotional intelligence. These findings suggest that implementing effective management strategies and fostering positive work environments can enhance functionality and satisfaction among employees in the tourism industry. By prioritizing leadership, decision-making, planning, and organizational structure, tourism enterprises can create a supportive and empowering work culture that contributes to employee well-being and improves service quality, sales performance, customer satisfaction, and loyalty. It is recommended that tourism companies focus on hiring individuals who possess the desired traits and characteristics that contribute to making trips more enjoyable for customers. Furthermore, investing in employee training programs that enhance emotional intelligence and provide guidelines for emotional display rules can further improve customer experiences and overall satisfaction. Overall, this study contributes to our understanding of the importance of effectiveness.

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