

The Role Of Intellectual Capital To Achieve Customer Loyalty: A Field Study On First-Class Hotels In Iraq

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Abstract

The research relied on the dimensions of intellectual capital to reach customer loyalty in the first-class hotels in Iraq as a field for research and the results of the application of the dimensions of intellectual capital and the extent of the relationship and influence on customer loyalty in those hotels, in addition to adopting the objective philosophy to identify the problem and derive hypotheses and reach the results. Extracting the results from the analysis of the field study on hotels, which was carried out through the questionnaire form, as well as the use of the (t) test to reach the moral results compared to the known basic criteria, and the research found that there is an effect of strategic leadership in gaining customer loyalty.

Introduction:

The organizations operating in the tourism sector may be considered today as one of the most organizations that need to update and develop work methods and skills, because their success is related to the psychological state, mood and reactions of tourists, which reflects the satisfaction or not of the tourist services, and on this basis hotel organizations constantly strive to reach the level of Persuasion and satisfaction for its customers in various ways.

Intellectual capital and its basic elements (human, structural, relational) are one of the most important means that hotel organizations seek to possess to reach the satisfaction of their customers and thus gain their loyalty. Through human capital, the hotel provides the service that distinguishes it from its competitors through skilled and experienced workers and developers. In various training courses, distinguished by flexibility, ease of

dealing, patience, smooth dialogue and persuasion, etc., among the unlimited advantages. Human energies are always renewable and capable of development.

On the other hand, the relentless pursuit of creating structural, information and electronic structures that make the hotel client enjoy a high degree of comfort and luxury and ease of enjoying the service without complications, as the development in the technological field globally and the luxury and comfort that technology provides for users requires hotels to keep pace with these developments and provide them to customers to reach Their loyalty, as for the relational aspect, which is divided into two main parts. The first is external relations. It is considered the main link between the hotel and its features and capabilities, and between the customer, who is the goal of all this process.

Through typical relationship management, the hotel can identify new customers and communicate

all the hotel features to them, learn what competitors are doing and what are the most prominent developments in the business sector, in addition to the most important factor, which is to communicate with the main customers of the hotel and provide them with the hotel's developments or monitor their breaks and search for reasons, As for the second: the internal relations, which are no less important than the previous ones, where their importance is formed in the formation of teamwork within the hotel and the link between the hotel departments and the unification of visions and considering the hotel as the second home for every worker in it, regardless of his level of employment and thus this feeling and work within this strategy is positively reflected on The way and style of dealing with customers.

All organizations that practice any profitable economic activity seek to win and retain customers and reach their loyalty to the organization, including hotel organizations that seek in all ways and means to reach the satisfaction of their customers and gain their loyalty, as the customer who has loyalty to the hotel is considered an indispensable gain in that it is a tool For advertising for the hotel and on the one hand the hotel's gains from it, and on the other hand, the costs incurred by the hotel in gaining a new customer are much less than the costs it bears to retain its permanent customer, and for these and other reasons, hotel organizations seek to win the loyalty of customers in various ways, including intellectual capital and what it offers to the customer.

The first axis / methodological framework

First: the research problem

The hotel sector in Iraq operates in a complex environment characterized by a lot of changes and events that must cast a shadow on the work of hotels and the difficulty of maintaining customer loyalty, so it was necessary for hotel leaders to find requirements to keep pace with these changes through new strategies that help their organizations develop and continue. Based on the foregoing, the research poses the following question: What is the role of intellectual capital in gaining customer loyalty in the study sample hotels?

Second: Research objectives

1- Determining the availability of the elements of intellectual capital in the first-class hotels in Iraq and what is their contribution to achieving customer loyalty.

2- Identifying the challenges facing the hotel sector in Iraq.

3- Reaching a set of recommendations that raise the ability of hotels to retain customers and gain their loyalty.

Third: The importance of research

The theoretical importance of the research is derived from the importance of the research variables that it addressed, which is strategic leadership as one of the main determinants of the success of contemporary organizations, as well as customer loyalty that all organizations seek.

This research is considered complementary to the previous studies in this field, which are considered one of the main pillars on which it relied, in addition to the scientific addition that this research will provide in terms of field results through the researched sector that will be studied, which is the first-class hotel sector in Iraq. Which is considered one of the pillars of tourism, which has taken an advanced position in our time, with its contribution to the national income of many countries that are interested in tourism. In addition to what the hotel sector reflects from the honorable facade of the country if it works perfectly and according to international standards, add to this the current trend in Iraq to receive tourists and pay attention to tourism and archaeological areas, which requires preparing the infrastructure and preparing all the things that make visitors comfortable One of the most important of these is the hotel sector.

Fourth: Research community, sample, and study tool

The appropriate selection of the research community is the basis for the correct testing of hypotheses and finding solutions to the research problem. On this basis, (6) 5-star hotels were selected depending on the status of these hotels in the hotel environment and their high acceptability by customers in addition to that they cover the entire geographical area of Iraq and the centers of

attraction It can be adopted as a representative of the hotel sector in Iraq, These hotels are Ishtar Hotel and Babylon Hotel in Baghdad Governorate, Nobel Hotel and Crystal Hotel in Erbil Governorate, Basra International Hotel in Basra Governorate and Titanic Hotel in Sulaymaniyah Governorate. The research sample consisted of department managers in the hotels in question, numbering (118) managers. A sample of them was selected according to the model (Green, 1991) to estimate the minimum required sample size according to the multiple regression model and it was as follows: $N > 50 + 8(P)$ By applying the regression model of the study.

$$N > 50 + 8(5) = N > 5 + 40$$

$$= N > 90$$

In other words, the minimum required sample size to test hypotheses is (90) views at the very least, and the researcher has adopted the same number of observations for clients, taking into account the diversification of gender and age.

The researcher relied on the questionnaire form as a tool for collecting data related to the research variables, which were designed according to the objectives and problem of the research and were subject to the quinary Likert scale.

Fourth: The hypotheses of the study

The research works to test a major hypothesis:

1- There is a significant effect of intellectual capital in gaining customer loyalty

It is subdivided into:

- There is an impact of human capital in gaining customer loyalty.
- There is an effect of structural capital in gaining customer loyalty.
- There is an impact of relational capital in gaining customer loyalty.

The second axis: the theoretical framework

Intellectual capital

First, the concept of intellectual capital

Intellectual capital is considered a vital topic for researchers, and attention is drawn to it and studies are dealing with it because of its effective role in building successful organizations. In the opinion of (Mohammed, 2019) it is one of the most controversial topics because it is a complex phenomenon

It is knowledge that turns into profit or the possibility of earning more from intellectual property. As He Knew by (Abdullah, 2018) It is the intangible assets of the organization of knowledge and mental capabilities that some employees possess and enable them to improve, develop and excel, which enables the organization to obtain a competitive advantage. This was confirmed by (Abdul Sattar, 2020), where he defined it as the knowledge, skill, talent, experience and relationships that the organization owns and employs to achieve goals efficiently and effectively as a human resource and intangible assets.

As for (Makherje&Sen, 2019), he had a strategic view of defining intellectual capital, as he defined it as: the important strategic assets for the growth and success of organizations, and it is the most important asset and strategic ability to achieve competitive advantage and enable organizations to achieve sustainability and long-term success.

He also defined it (Samad, 2019) on the other hand as investing in intellectual property, knowledge and information as resources for the organization to create wealth.

And (Raquel, 2017) defined it as a multidimensional concept that can be applied to use the knowledge assets of the organization and how these assets can change over time or it is possible to change the organization. These assets include both knowledge, intellectual resources, information and experience, which the organization can also use to create value.

From the researcher's point of view, the two definitions presented by (Makherje) and (Raquel) have set a comprehensive framework for intellectual capital to conclude by defining it as: the strategic knowledge assets that enable the leaders of organizations to excel in performance and provide distinguished services through them in the present and future of the organization.

Second, the importance of intellectual capital

Intellectual capital is of great importance as one of the most important strategies for organizations, and its importance has begun to increase with the increase in many circumstances, including competition and the emergence of the power of knowledge, which is the important factor that gives the organization the ability to continue and possess competitive capabilities, and accordingly organizations began to give high importance to the topic of building a knowledge base And the necessity of possessing that knowledge and how to manage it successfully, which results in intellectual capital. Many important points of intellectual capital can be clarified from the point of view of many researchers, as follows:

- 1- A distinctive strategy that stems from the intellectual outputs of the employees.
- 2- A competitive weapon for organizations that contributes to increasing productivity.
- 3- A strategy that introduces new and advanced products.
- 4- Gain customer loyalty.
- 5- Developing and improving innovative capabilities (Alwan, 2018).
- 6- It is considered the important basis for building smart organizations, by providing smart and distinguished minds and their ability to invest the rest of the organization's resources and harness them in order to distinguish from the rest of the organizations (Al-Anzi and Saleh, 2009: 173).

Third: The characteristics of intellectual capital

Intellectual capital is characterized by many characteristics that make it the focus of researchers' attention and their orientations as a way to bring organizations to safety by gaining a competitive advantage that distinguishes them from other organizations and through its flexibility and keeping pace with changes if it is led correctly. Among the most important features reached by (Luminita, 2016) and (Fadli, 2019), which are:

- 1- It provides the best opportunities for the organization to lead it to success in the future.
- 2- Intangible.
- 3- Explains the knowledge and experiences enjoyed by the organization's employees, as well as the customers who deal with it, in addition to the techniques used by the organization.
- 4- It is characterized by the difficulty of measuring and determining accurately.
- 5- It is characterized by a longer life than technology, as this is due to its dependence on knowledge and experience, which is transmitted among the employees of the organization, which provides greater opportunities for renewal, development and innovation.
- 6- Strong desire to work in organizations with flexible structures and far from administrative centralization.

Fourth: Building intellectual capital

The organizations of today are not the organizations of yesterday due to the rapid changes and complex working conditions from all technological, social, political, cultural and economic aspects. Therefore, it was necessary to find a way on which these organizations are based in order to change and adapt to the environment other than the traditional capital on which they depend, which is the tangible assets of the organizations Such as buildings, money, etc. (Alkhateeb, 2018), and as indicated (Abdul Salam and Abu Warda, 2019). Intellectual capital is the ideal solution to keep pace with competition and temporal changes for organizations by building organizations with their intellectual assets and building a base of qualified intellectual inputs to face various changes, keep pace with types of competition and seize available opportunities, and what is the appropriate technology for that and what is the right way and timing to meet the needs of customers, and this can be done through the following procedures:

- 1- Expanding intelligence: It is a mental process that achieves success, and according to what several scientists in

psychology have argued, human intelligence is caused by three factors: learning, symbol processing, and causation. This makes organizations rush to go to high-level learning methods to reach efficient and effective intellectual capital.

- 2- Supporting innovation and invention: Organizations can access this through
 - A. Describe the problem accurately.
 - B. Sorting ideas and isolating dispersed ones.
 - C. Getting rid of weaknesses and sticking to strengths.
 - D. Choosing new and short-cut ways in terms of thinking and looking at things and the mechanisms of reaching the goal.
- 3- The practice of integration in relationships: through the consolidation of relationships at work as one of the most important secrets of success. It is the main stimulus in the manifestation and development of cognitive and cognitive levels, in addition to the importance of cooperation in creating knowledge more quickly (Ashour, 2010).
- 4- Paying attention to the work environment, modifying the procedures used, and creating an appropriate ground in the field of technology to support the development in the formation of intellectual capital.
- 5- Cooperation and appropriate partnerships with organizations operating in the same sector and other sectors to obtain the appropriate human resources for the formation of intellectual capital.
- 6- Maintaining and directing attention to the intellectual capital existing in the organization in terms of responding to requirements, developing its work and adopting new ideas (Al-Anzi, 2021: 18).

customer loyalty

First, the concept of customer loyalty

The customer's association with the brand is a multidimensional concept represented by different forms of emotion and reactions or behavioral responses through the customers becoming behaviorally involved with the brand and making proactive efforts with and for the benefit of this

brand, and this mainly comes from exceeding the limits of transactions with its customers and dealing in a manner that forces Customers demand loyalty and participate in an additional role behavior through which they act as a voluntary resource for this relationship and one of its promotional tools, for example (Jaukkola& Alexander, 2014).

Customer loyalty is an important indicator of the success of organizations and the positive influence it has through marketing practices and the various activities associated with them, as well as the extent to which the organization's customers trust them through the benefits it provides to them (Coelho & Hanseler, 2012).

(Guillen, 2012) explained three levels of customer loyalty (high, moderate, and low), indicating that the high level reflects the difficulty of the customer changing the brand and is characterized by great loyalty to it, while the moderate level expresses the customer who buys the good or service from the organization, but There is an internal feeling or motive if he finds a good or service for another organization that pushes him to buy it. As for the customer with a low level of loyalty, he is the one who buys any good or service for its low price, because it is within reach, or because there is no alternative to it.

Organizations turn their attention to knowing the loyalty of their customers, which appears in different forms, including (Sheng & Lin):

- 1- New customers who are attracted by the organization's customers who express their positive opinions about it, which leads to the formation of new customers' conviction in this organization, such behaviors are only performed by customers loyal to the organization.
- 2- Continuous repetition of the purchase process of the organization's products and services and the demand for them without other competing organizations is evidence of the loyalty of these customers, which contributes to the continuity of dealing and the extended links between the organization and these customers for the longest possible period and may be their life.

- 3- Commitment to the brand, which some customers take the form of bias towards this brand and not others and without the influence of other competing brands, no matter how much pressure and inducement they exert.

Second, the importance of loyalty

The word loyalty has a positive effect that organizations seek to obtain. Loyalty can be expressed as a behavior through repeated dealings without choosing any other alternative, or loyalty can be expressed as a direction, i.e. the individual has formed judgments and feelings about the service provided by the organization and the matter went beyond just repeated dealings by Client to encourage others and urge them to deal with the organization.

The efforts of organizations in trying to reach customers' loyalty is due to the benefits coming from it and its direct impact on the profitability of organizations. Many studies have proven many benefits that require seeking to reach customer loyalty, including:

- 1- The costs of the organization to retain loyal customers are lower if compared to the costs of attracting new customers, as studies have shown that the cost incurred by the organization in the process of attracting new customers is five times the cost of retaining its current customers.
- 2- The customer with loyalty to the organization is considered a source that

can be referred to when the organization undertakes new activities, in addition to that their recommendations lead to attracting new customers without the organization bearing marketing costs to attract them.

- 3- Reducing the necessity of setting promotional prices, as the loyal customer is willing to pay the required price to obtain the desired service.
- 4- It takes several years for new clients to buy at the same rate as old clients who have left the organization.
- 5- The employee in the organization takes only 50% of the time spent in the sales offer for the average individual when presenting that offer to the loyal customer (Othmani, 2009) and this was supported by (Mohsen, 2018) as he mentioned that one of the main benefits of working for the organization is the profit benefit, but the organizations were not limited On this aspect, calculating not only the number of clients and the profits obtained from them, but also calculating the high cost of obtaining new clients compared to the current ones, which makes organizations seek to retain existing clients and try to strengthen them with new clients.

(Al-Ameen, 2009) expresses the importance of customer loyalty for organizations through achieving satisfaction and access to loyalty and the benefits that loyalty produces for the organization, as shown in the following diagram:

Increasing the profits of the organization: by reducing the total costs by repeating the service to the customer on a regular basis

Maintaining the success of the organization by:

- Always reminding satisfied and loyal customers of the positives of the organization in a fun way
- Preserving and protecting it from crises
- High performance, low price, or both
- Developing existing products and creating new ones

Customer loyalty and retention

Customers satisfaction

Sixth: The basic steps in building customer loyalty

To achieve building loyalty to the organization's customers, the organization must carry out many actions and in stages as follows (Abu Mandeel, 2008: 81-83):

- 1- Building loyalty to employees: - The loyalty of employees to the organization is the basis of customer loyalty, because customers always want to deal with those who deal well and are preferred and familiar with the customer, and this is achieved only if the worker is loyal to the organization in which he works.
- 2- Determining the degree of customer loyalty and striving to develop it: It is necessary for the organization to monitor the degree of satisfaction and loyalty to its customers and constantly strive to push it forward and develop it. Organizations that do not pay and improve the satisfaction and loyalty of their customers, they must review their work because of a possible defect that could lose their customers.
- 3- 80/20 Rule:- By applying this important rule, the organization recognizes its customers and divides them through monitoring activities in order to ensure that high-value customers receive their share of discounts, gifts and offers, given that 80% of the organization's sales come from 20% of its existing customers, who must be known and monitored their activities and increase their motivating factors.
- 4- The principle of service first and sale second: Through what the market has reached and the means of marketing at the present time, the customer has almost all the information about the good or service he wants to obtain and the extent of the benefit he will get from it. And the way the client sings about other organizations.
- 5- The speed of the organization's response to its customers: The speed of

response to the customer is one of the things that draw the attention of customers and enhance their satisfaction with the organization, which achieves their loyalty to it, whether it is about inquiries, communication, information or providing services.

- 6- Paying attention to customer complaints: Paying attention to customer complaints is important, as there are many of them that contain negative points from the customer's point of view. If it is addressed or clarified directly, and the customer is informed of this, it will achieve a positive customer reaction.
- 7- Searching for lost customers: Organizations lose a number of their customers, which may reach in moderate organizations between 20-40% each year. Accordingly, the organization must search by returning them as it searches for new customers and seeks to gain their loyalty.

The researcher believes that here is a sensitive and important point, as the organization must pay great attention to missing clients for two reasons.

First: Bringing them back is considered a gain for them, and you can then reach their loyalty because he tried another organization and returned to the first organization. The second: is the fear of negative impressions that may occur among clients who do not deal with the organization as soon as they see that a number of its clients refuse to deal with it, regardless of the reasons. In light of the intense competition today and the existence of alternatives, the organization should not allow such a thing to happen by making all efforts to preserve its customers.

The third axis

practical side

First: Presentation and analysis of the results of the descriptive analysis of intellectual capital

The intellectual capital at the total level achieved an arithmetic average of (2.45), which is considered an average that reflects the consistency in the answers of the sample members and the great interest in intellectual capital that enhances customer loyalty through the presence of strategic

leaders in the surveyed hotels, and the standard deviation of (0.81) was also reversed. The questionnaire shown in the appendix of the study, according to the dimensions of intellectual capital shown in Table (3), (4) and (5).

Table (1) Arithmetic means and standard deviations of human capital

standard deviation	Arithmetic mean	Paragraph Description	Paragraph	Variables
1.08	2.44	Performance development in training courses	Z1	
1.18	2.62	Layoffs in a downturn	Z2	
1.13	2.57	Rely on employees to get new ideas	Z3	
1.15	2.74	Taking the opinions of employees for customer service	Z4	
1.01	2.51	Employees are the main reason for customer loyalty	Z5	
1	2.46	Regular exchange of information with employees	Z6	
0.97	2.53	Flexibly listen to employees' requirements	Z7	
0.91	2.55	total human capital		

• The table was prepared by the researcher based on the results of the SPSS program.

Table (2) Arithmetic means and standard deviations of structural capital

standard deviation	Arithmetic mean	Paragraph Description	Paragraph	Variables
1.02	2.42	Keeping abreast of all developments in customer service technology	Z8	
0.98	2.38	Service technologies are constantly updated	Z9	
1.04	2.52	Adoption of electronic systems in advertising, reservation and payment	Z10	
0.97	2.66	Existence of customer databases	Z11	
1.01	2.32	Every visit the customer finds something new	Z12	

1.13	2.56	The hotel pays special attention to the reception	Z13	
0.82	2.48	Total Structural Capital		

• The table was prepared by the researcher based on the results of the SPSS program.

Table (3) Arithmetic means and standard deviations of relational capital

standard deviation	Arithmetic mean	Paragraph Description	Paragraph	Variables
0.96	2.29	The hotel depends on the work teams to get the work done	Z14	
0.97	2.14	Use employee relations to attract customers	Z15	
1.01	2.41	Employee relations with each other are a reason for customer comfort	Z16	
1.06	2.50	All employees support the public relations department	Z17	
1	2.21	The staff acts as a promotional tool to support the hotel	Z18	
1.07	2.39	The hotel management works to strengthen employee relations	Z19	
0.83	2.32	Total Relational Capital		
0.81	2.45	total intellectual capital		

• The table was prepared by the researcher based on the results of the SPSS program.

1- Human capital: The human capital dimension achieved a high level through the arithmetic mean, which amounted to (2.55), which reflects the consistency of the sample answers and confirms that the standard deviation, whose value is (0.91). As for the items that represent this dimension, they are seven Paragraphs as follows (Z1,Z2,Z3,Z4,Z5,Z6,Z7) Paragraph (Z4), which refers to taking the opinions of the workers, achieved the highest arithmetic mean, which reached (2.74) and with a standard deviation (1.15), while paragraph (Z1), which refers to the development of employee development strategies with the lowest arithmetic mean of (2.44) and a standard deviation (1.08), which is a high level and confirming the standard deviation, and based on the foregoing, the researcher notes that there is a trend among hotel administrations in the research sample

Paying attention and intensifying training courses as time and costs permit.

2- Structural capital: The level of this dimension was high through the value of the total mean of it, which amounted to (2.48), as it confirmed a high consistency in the answers of the sample, which was also reflected in the standard deviation of (0.82). As for the paragraphs through which the dimension was measured, they were six paragraphs (Z8, Z9, Z10, Z11, Z12, Z13) and the paragraph (Z11), which indicates that the hotel has databases on customers with the largest arithmetic average and reached (2.66), which indicates On the consistency of the answers of the sample in this regard, and confirmed that the standard deviation of its value (0.97) in addition to what the researcher touched by interviewing some managers about the presence of data for their regular customers and the ease of

communication with them. As for the lowest paragraph that achieved an arithmetic average, paragraph (Z12), which indicates the customer's vision of new impressive services in the hotel during each new visit to him, where it was (2.32) and also falls within the high level, confirmed by its standard deviation of (1.01), which indicates that Not in every visit it is possible for the customer to see something new, and this is also confirmed by the managers to the researcher through personal interviews with them.

- 3- Relational capital: This dimension was measured in six paragraphs: (Z14, Z15, Z16, Z17, Z18, Z19) whose general arithmetic mean was (2.32), a level that indicates the consistency of the sample answers, confirmed by the total standard deviation of the dimension, which is (0.83).

Within this dimension was paragraph (Z15), which refers to the hotel management's use of the research sample for employee relations as a tool to attract customers, which has the lowest arithmetic mean and reached (2.13) with a standard deviation (0.97) This also indicates the consistency of the answers among the sample members, while paragraph (Z17), which refers to the use of workers

as a tool to support the Public Relations Department, had the highest mean of (2.50) and a standard deviation of (1.06).

The results of the statistical analysis of the intellectual capital variable and its sub-dimensions show that it is close to agreement among the sample members, which indicates that there is high harmony between the hotel managers in question regarding intellectual capital and its importance and the need to develop and support it to reach renewal and innovation that supports the development of the organization.

Fourth: Presentation and analysis of the results of the descriptive analysis of customer loyalty

Achieved customer loyalty with a total level of (2.61) as an arithmetic mean, and it was reinforced by the standard deviation, which amounted to (0.87), which is considered a good value indicating the consistency of the answers of the sample members and the extent of high interest in customer loyalty and all that supports that to reach what distinguishes the study sample hotels from other competitors locally and globally The measurement was carried out using the questionnaire items shown in the appendix and as shown in Table (7) and (8).

Table (4) Arithmetic means and standard deviations of positional loyalty

standard deviation	Arithmetic mean	Paragraph Description	Paragraph	Variables
0.96	2.57	The customer has a desire to attract him to the hotel	Y1	
0.95	2.58	The way the employees are treated is the reason for choosing the hotel	Y2	
0.97	2.44	Technology and service facilities are the reason for choosing the hotel	Y3	
1.06	2.51	The good relationship with the hotel workers is the reason for choosing the hotel	Y4	
1.21	3.08	The difference in the purchase decision according to the price	Y5	

1.13	2.85	Have you tried staying in other hotels?	Y6	
1.20	2.73	Desire to deal with this hotel	Y7	
1.18	2.82	Recommend others to visit this hotel	Y8	
1.14	2.66	Speak positively about the services of this hotel	Y9	
0.94	2.69	Total positional Loyalty		

• The table was prepared by the researcher based on the results of the SPSS program.

Table (5) Arithmetic means and standard deviations of behavioral loyalty

standard deviation	Arithmetic mean	Paragraph Description	Paragraph	Variables
1.20	2.78	This hotel is my first choice	Y10	
0.90	2.14	The best services of this hotel	Y11	
0.93	2.51	The services here are more than the price I pay	Y12	
1.05	2.52	I don't care about competitors' offers	Y13	
1.15	3.61	My loyalty to the hotel derives from my relationship with the employees	Y14	
1.04	2.53	Everything about the hotel is positive	Y15	
0.97	2.71	The services and their providers are beyond my expectations	Y16	
0.97	2.52	The methods of providing the service are very distinctive	Y17	
1.11	2.37	I intend to visit this hotel more	Y18	
0.86	2.52	Total Behavioral Loyalty		
0.87	2.61	Total customer loyalty		

• The table was prepared by the researcher based on the results of the SPSS program.

I- Positional loyalty:

This dimension was measured through nine paragraphs (Y1, Y2, Y3, Y4, Y5, Y6, Y7, Y8, Y9). Its general arithmetic mean was (2.69), and it is considered a high-level indicating consistency in the answers to the sample items. This confirms this the general standard deviation of this dimension was (0.94). As for the paragraph that had the largest

arithmetic average, it was paragraph (Y5), which refers to the decision to repeat the stay in the hotel if the prices went up, reaching (3.08), which also indicates the consistency of the sample answers. This is confirmed by the standard deviation, which amounted to (1.21), and with regard to the paragraph that had the lowest arithmetic average, it was paragraph (Y3), which indicates that technology, systems and means of service are the

reason for choosing the hotel, which amounted to (2.44) and is considered within the high level that expresses the consistency of answers. The sample is confirmed by its standard deviation of (0.97).

2- Behavioral loyalty:

The general arithmetic mean of this dimension was (2.52), which is considered within the high level that supports the consistency of the answers of the sample, and this is confirmed by its general standard deviation, which is (0.86). This dimension was measured through nine paragraphs, which are (Y10, Y11, Y12, Y13, Y14). (Y15, Y16, Y17, Y18), where paragraph (Y10) had the highest

Sixth: Impact Test

The study included a hypothesis to find out the direct effect of the intellectual capital variable on gaining customer loyalty and for a variable through proxy regression analysis:

1- (there is an effect of intellectual capital in gaining customer loyalty) from which three sub-hypotheses are branched according to the dimensions of intellectual capital, which were tested within the aforementioned descriptive statistics.

arithmetic average and indicated that the hotel provides good service and is considered a first choice for the customer, and its arithmetic mean was (2.78), and this indicates the consistency of the answers of the sample items and confirms that the standard deviation, which amounted to (1.20), and as for the item that achieved the lowest arithmetic average, it was item (Y11), where its arithmetic mean was (2.14) and it is also within the high level that supports the consistency of the answers of the sample items and it indicated the preference of customers for hotel services, and this was confirmed by its standard deviation, which amounted to (0.90).

Table () shows the results of testing the relationship between the two variables and it was found that intellectual capital is positively correlated with customer loyalty at the sub- and total levels, where the value of (F) which shows us the significance of the total model reached (435,832) which indicates that the model is significant in addition to the correlation. Which was explained by the value of (R^2) at the level of the total variable, which amounted to (0.852), which shows us that intellectual capital at the total level explains (85%) of the changes in customer loyalty, while the remaining (15%) is due to variables that were not included in measurement.

intellectual capital					Dimensions
التأثير	F	β	R^2	R	
معنوي	435.832	0.997	0.852	0.923	customer loyalty

Table (7) Impact coefficients of intellectual capital on customer loyalty

Table (8) Impact results for intellectual capital

indication	Calculated t value	(β) effect size	independent variable (intellectual capital)
Significant	1.162	0.146	Constant (a)
Significant	3.253	0.302	Human capital
Significant	4.136	0.434	structural capital
Significant	2.877	0.256	Relational capital

• The table was prepared by the researcher based on the results of the SPSS program.

Its sub-hypotheses are:

A - The first sub-hypothesis of the fourth main hypothesis (there is an effect of structural capital on customer loyalty)

The value of (t) appeared to confirm the significance of the measurement between structural capital and customer loyalty through its value (4.136), and the value of the slope coefficient (β), which indicates the strength of the effect (0.405).

B - The second sub-hypothesis of the fourth main hypothesis (there is an effect of human capital on customer loyalty)

The value of (t) appeared to confirm the significance of the measurement between human capital and customer loyalty through its value (3.253), and the value of the slope coefficient was (0.316), which indicates the strength of the effect.

C- The third sub-hypothesis of the fourth main hypothesis (there is an effect of relational capital on customer loyalty)

This effect was confirmed by the value (t), which shows the significance of the measurement, and it was (2.877), which makes the model significant, in addition to the slope coefficient (β), which indicates the strength of the effect, which was (0.253).

Conclusions

1- The theoretical aspect of the study related to intellectual capital showed a high level of importance in achieving customer loyalty with its components (human, structural, relational). Human capital is the root of important modern organizations and is responsible for innovations, change and creativity that puts the organization at the forefront through

individuals and their innovations, modern systems at work and relationships with clients.

- 2- Through theoretical and philosophical propositions, the great importance of customer loyalty for organizations and the importance of organizations retaining their customers in terms of the value of these customers and the profits that the organization derives from them and the costs that are less than the costs of attracting new customers, in addition to their money role in spreading positive ideas about the organization among relatives And friends and its positive returns to the organization from obtaining free advertising and new customers.
- 3- The results extracted from the descriptive analysis of the customer loyalty variable showed an interest by the managers of the surveyed hotels on the positional and behavioral loyalty of customers and by paying attention to the smoothness of dealing between them and the workers and the constantly updated means of service and comparing the service with prices and competitors' prices, given that customer loyalty from the point of view of the surveyed sample is based on personal conviction For the customer in the type of service, price and flexibility of workers.
- 4- The results showed that intellectual capital has a very important role in explaining customer loyalty. The reason for this may be that the loyalty process originally comes from the components of intellectual capital, whether it is human capital, which is the owner of direct interaction with the customer and who provides high-level service in a distinguished manner, or through the structural capital represented by the technological capabilities and infrastructure owned by hotels. Facilitate the process of booking and accommodation and make it more enjoyable, or through the

relational capital that hotels use to make the customer closer to them, or to be a group of collective reasons represented by intellectual capital as a whole.

Recommendations

- 1- Focusing on the processes of supporting intellectual capital in general, whether it is supporting workers, using their creativity, identifying their problems and suggestions, or supporting the systems and technology used at work, and developing and updating them on an ongoing basis, in addition to establishing relationships and maintaining positive communication methods with clients.
- 2- It is necessary for the researched hotels to enter into technological and knowledge partnerships with international hotels in order to be able to benefit from global experiences in the field of continuous modernization, especially since the world today has made significant strides in the field of hotel service and reading the ideas and requirements of customers.
- 3- Focusing on intellectual capital on the other hand, which is achieving customer loyalty, especially that the results proved the possibility of achieving customer loyalty through intellectual capital by developing individuals, structural capital and relationships, where each of them has an active role in achieving customer loyalty.
- 4- The necessity of focusing more by the surveyed hotels on customer loyalty by constantly following up on the activities of their customers and looking for obstacles to return them to requesting service and overcoming these obstacles, given that the cost of retaining the customer is less than the cost of attracting a new customer.

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