



جامعة الموصل  
كلية الإدارة والاقتصاد

## التحديات التي تواجه تحسين جودة الخدمات الفندقية في مدينة الموصل

بحث الدبلوم العالي التخصصي  
في قسم الإدارة الصناعية - إدارة صناعية

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## المستخلص

هدفَ البحث إلى دراسة التحديات التي تواجه تحسين جودة الخدمات الفندقية في مدينة الموصل. تتبع أهمية الدراسة من الدور الحيوي للقطاع الفندقي في دعم السياحة وتعزيز الاقتصاد المحلي، لا سيما في ظل المنافسة المتزايدة وتوقعات الزبائن العالية. انطلق البحث من مجموعة من التساؤلات البحثية التي حاكت التحديات التي تواجه الفنادق في مدينة الموصل وهي: تأثير البنية التحتية، نقص الكوادر المؤهلة، محدودية الاستثمار، التحديات الأمنية والسياسية، الظروف الاقتصادية، المعايير التشغيلية، والتحفيز الوظيفي على جودة الخدمات الفندقية.

اعتمد البحث المنهج الوصفي التحليلي، حيث تم جمع البيانات من عينة ممثلة لموظفي الحجز ومديري الفنادق في مدينة الموصل باستخدام قائمة فحص مكونة من 38 سؤالاً موزعة على عشرة محاور رئيسية حيث بلغ عدد القوائم الموزعة 18 قائمة . كما تم تحليل البيانات باستخدام برنامج SPSS(26) لاستخراج المتوسطات الحسابية والانحرافات المعيارية واختبار الفرضيات، لضمان دقة النتائج وموضوعيتها.

أظهرت نتائج الدراسة أن التحديات الأمنية والسياسية تحتل المرتبة الأولى من حيث التأثير على جودة الخدمات، تليها تذبذب الطلب، وارتفاع الأسعار، وضعف البنية التحتية، في حين حصلت قلة الإمكانيات التكنولوجية، ضعف التحفيز، وضعف التدريب على مراتب أقل، بينما لم يُعتبر ضعف المعايير التشغيلية مشكلة ملحوظة وفق آراء المشاركين. وبناءً على ذلك، قدمت الدراسة مجموعة من المقترحات العلمية لتعزيز جودة الخدمات، شملت تعزيز التعاون مع الجهات الحكومية لتحسين البنية التحتية ودعم تكاليف الطاقة، تطوير نظم إدارة الموارد البشرية والتدريب، تبني سياسات تحفيزية، واعتماد استراتيجيات تسعيرية مرنة وتحليل الطلب لضمان استدامة الأداء الفندقي.

**الكلمات المفتاحية:-** جودة الخدمات الفندقية، التحديات الفندقية، ، التحديات الأمنية والسياسية

## **Abstract**

The research aimed to study the challenges facing improving the quality of hotel services in the city of Mosul. The importance of the study stems from the vital role of the hotel sector in supporting tourism and boosting the local economy, especially in light of the increasing competition and high expectations of customers.

The research was based on a set of research questions that simulated the challenges facing hotels in the city of Mosul, namely: the impact of infrastructure, lack of qualified cadres, limited investment, security and political challenges, economic conditions, operational standards, and job motivation on the quality of hotel services. The research adopted a descriptive-analytical approach, where data were collected from a representative sample of reservation staff and hotel managers in the city of Mosul using a checklist consisting of 38 questions distributed over ten main axes, where the number of distributed lists reached 18 lists. The data were also analyzed using SPSS(26) software to extract arithmetic averages and standard deviations and test hypotheses, to ensure the accuracy and objectivity of the results. The results of the study showed that security and political challenges ranked first in terms of influencing the quality of services, followed by fluctuating demand, high prices, and weak infrastructure, while the lack of technological capabilities, weak motivation, and poor training ranked lower, while the weakness of operational standards was not considered a noticeable problem according to the participants' opinions.

Accordingly, the study presented a set of scientific proposals to enhance the quality of services, including strengthening cooperation with government agencies to improve infrastructure and support energy costs, developing human resources management systems and training, adopting incentive policies, adopting flexible pricing strategies and analyzing demand to ensure the sustainability of hotel performance.

**Keywords:** hotel service quality, hotel challenges, security and political challenges

| HIGHLIGHTS                                                                                                                                                                                                                                                                                                                                | GRAPHICAL ABSTRACT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| <ul style="list-style-type: none"> <li>– Getting to know the reality of hotels in Mosul 1-</li> <li>– Analyze and assess the challenges faced by hotels in Mosul 2-</li> <li>– Presenting a set of conclusions and proposals that will solve hotel problems and support and improve the hotel reality in the city of Mosul. 3-</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Keywords:                                                                                                                                                                                                                                                                                                                                 | ABSTRACT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>Keywords: hotel service quality, hotel challenges, security and political challenges</p>                                                                                                                                                                                                                                               | <p>E-Mail:daferreaed@gmail.com<br/> <a href="https://Uomosul.edu.iq/libcentral">https://Uomosul.edu.iq/libcentral</a><br/> E-Mail:central library@uomosul.edu.iq</p> <p><b>Abstract</b></p> <p>The research aimed to study the challenges facing improving the quality of hotel services in the city of Mosul. The importance of the study stems from the vital role of the hotel sector in supporting tourism and boosting the local economy, especially in light of the increasing competition and high expectations of customers.</p> <p>The research was based on a set of research questions that simulated the challenges facing hotels in the city of Mosul, namely: the impact of infrastructure, lack of qualified cadres, limited investment, security and political challenges, economic conditions, operational standards, and job motivation on the quality of hotel services. The research adopted a descriptive-analytical approach, where data were collected from a representative sample of reservation staff and hotel managers in the city of Mosul using a checklist consisting of 38 questions distributed over ten main axes, where the number of distributed lists reached 18 lists. The data were also analyzed using SPSS(26) software to extract arithmetic averages and standard deviations and test hypotheses, to ensure the accuracy and objectivity of the results. The results of the study showed that security and political challenges ranked first in terms of influencing the quality of services, followed by fluctuating demand, high prices, and weak infrastructure, while the lack of technological capabilities, weak motivation, and poor training ranked lower, while the weakness of operational standards was not considered a noticeable problem according to the participants' opinions.</p> <p>Accordingly, the study presented a set of scientific proposals to enhance the quality of services, including strengthening cooperation with government agencies to improve infrastructure and support energy costs, developing human resources management systems and training, adopting incentive policies, adopting flexible pricing strategies and analyzing demand to ensure the sustainability of hotel performance.</p> <p>Keywords: hotel service quality, hotel challenges, security and political challenges</p> |

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## **The Challenges that are facing hotels to improve quality service in Mosul city**

Specialized Higher Diploma Research  
In the Department of Industrial Management – Industrial Administration

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