

*Research Paper*

## **The Effect of Applying Quality Assurance in Hotel Services on Customers' Satisfaction**

Odai Falah Mohammad AL-Ghaswyneh \*

### **ABSTRACT**

Implementing quality assurance standards in hotel services and products is one of the latest performance indicators assessment processes in tourism services. It provides a sustainable reputation and a competitive advantage in the market. This study highlights the impact of hotel services quality assurance standards on customer satisfaction. The study follows a descriptive analysis methodology using a survey as a study instrument. Relative Importance Index (RII) used to identify the structural model for the correlations among the variables. Findings revealed that the implementation of integrated marketing management hotel services quality promotes the marketing of hotel services and customer's trust and loyalty to the products and services provided by hotel tourist services providers and their staff. Moreover, it could encourage customers to share their touristic experience, which could promote the market reputation of the hotel services and competitive advantage locally and internationally hotel services. In addition, it is an opportunity for an active participation of clients in assessing the hotel products and services using effective indicators that enable hotel services decision - makers in improving the services continuously.

**Keywords:** Quality, hotel services, hotel products, marketing tourist quality, measuring indicators, quality recognition.

\* Department of Marketing, Faculty of Business Administration, Northern Border University, Saudi Arabia. E-Mail: odai.ghasawneh@hotmail.com

**Received on:** 2019.12.30

**Approved on:** 2020.06.15

Evaluated by a double blind review system

## 1. INTRODUCTION

The nature and geography of the Northern Border Region ( NBR) is considered as a magnet for wild nature tourism because of the mild weather temperatures in the most extreme periods of the year compared to Addahna and Rub' al Khali arid deserts in the center of Saudi Arabia (Maisel, 2016; Mufeed & Gulzar, 2014; Rimmawi & Ibrahim, 1992). Moreover, it is a magnet for licensed hunting and the area has recently witnessed an increase in livestock production due to the expansion in the pastoral areas, which attracts merchants to purchase livestock directly due to the low prices compared to other areas in KSA (Grindle, Siddiqi, & Anadon, 2015; Ronchi & Nardone, 2003). Furthermore, NBR is a crossing point to four countries: Syria, Jordan, Iraq, Kuwait, and the GCC states especially during the Pilgrimage and Umrah seasons. The implementation of quality assurance concepts to measure customers' satisfaction in Saudi hotels has become necessary because of its huge financial revenues and its association with religious tourism in KSA. The country receives millions of tourists annually for Pilgrimage and Umrah (Bokhari, 2018). Therefore, the current trends have urged the region to be well- prepared for local and regional competition by providing outstanding hotel services. The research problem is the unavailability of reports, studies, and research investigating the implementation of concepts of quality in hotel services by providers, academics, researchers, job seekers, and entrepreneurs in this sector(AL-Hazmi & Alkhateeb, 2020; Al-Hazmia, 2020). There are scarce studies investigating how to measure the satisfaction of hotels guests in NBR and the ability of hotels to address the needs of hotel customers in KSA by adopting the highest quality standards. The study investigates the level of implementation of such services by exploring several variables from the point of view of hotel service stakeholders. The study objectives include investigating the quality of hotel services in KSA; the degree of compliance with the quality assurance standards by hotel staff and its impact on achieving customer satisfaction; identifying problems; and challenges facing the application of the quality assurance concepts in hotel services. The study is concluded with several recommendations for decision-makers to create a

competitive advantage for KSA hotels through the right implementation of service quality concepts.

### **1.1 Terminology**

**Hotel Services:** A range of services provided through the activities of customers in various places and times that include individual or group stay and travel for entertainment, work, visit, leisure or community or cultural engagement at least for one night (Ariffin, Maghzi, Soon, & Alam, 2018).

**Quality of Service or Product:** It is the ability to meet the needs and expectations of customers (tourists) (Freeman & Glazer, 2015).

**Tourism Performance Quality:** The level of IQM to meet customer requirements and to satisfy stakeholders (Foris, Popescu, & Foris, 2018).

**Marketing Tourism Quality:** Implementing a strategy that takes into account the activity of specialists in the tourism industry, indigenous culture, natural environment and the integration between tourism industry and its marketing strategy to enhance the ability to meet the needs of customers (Kotler, Bowen, Makens, & Baloglu, 2017).

**Measurement Indicator:** A recognizable guide that determines trends, desires, and needs through the implementation of the measurement tool (Bell & Morse, 2012).

## **2. LITERATURE REVIEW**

The implementation of any tourism economic activity has a market impact on the tourism industry (Turrión-Prats & Duro, 2018). It should address the needs of customers by ensuring their privacy and the efficiency of services and their providers, the competitiveness of tourist areas in terms of the commercial attraction, and hosting recreational events and activities (Mohammed & Rashid, 2018). One of the advantages of the growing tourism economic activity is the promotion of tourism services such as the stay location, prices, payment methods, and the availability of recreational parks, beaches, and historical places (Soler & Gemar, 2018).

### **2.1 Tourism quality**

Product quality is critical, especially for business continuity for entrepreneurs in this sector to ensure the availability of sustainable attractions in the tourism industry in various free and economically stable countries of the world (Foris et al., 2018). Since

the quality assurance process is a critical and a continuous process that aims at improving the tourism product and the services provided to individuals or groups at tourist destinations or attractions, it requires the tourism service providers and stakeholders to define its vision, mission and objectives and to build a flexible strategic plan for evaluation, development, and assessment (Al-Hazmia, 2020). The implementation of quality assurance standards by tourism organizations on hotel services can enhance competitiveness and the ability to market their services, maintain customer loyalty, increase profits, ensure a stable tourism industry, provide sustainable jobs, and positively influence the quality of life for local people involved in the tourism industry (Zaitseva, Larionova, Yumatov, Korsunova, & Dmitrieva, 2016). Moreover, it can provide cash funds for maintenance, development or risk management projects and enhance the ability of tourism authorities to audit their businesses and evaluate their products to avoid repeating the same mistakes that waste time, effort and money (Espino-Rodríguez & Ramírez-Fierro, 2018). It can also provide data that enable decision-makers to make the right decisions, and monitor the level of progress in improving quality to anticipate critical decisions.

## **2.2 Total quality management for hotel marketing tourism services**

Several research and studies have revealed that the more tourists visit destinations, the more awareness they will have upon comparing the services provided at each destination despite the difference in location or type of product. Currently, customers seek high standards of quality tourism products and services during their stay whether for doing business or for recreation. Furthermore, customers now look at what benefits they will get for what they pay their money for (Al-Hazmia, 2020). Moreover, the competitive market value of tourism services depends on the promotion of tourism in the world markets. All these variables depend on customer's satisfaction on how the product has been presented to him or her, which is not less important than other competitive advantages such as price as stated by Ariffin et al. (2018); Mohammed and Rashid (2018). Therefore, this requires a fully integrated awareness and management of the tourism product, its location, and quality (Soler & Gemar, 2018).

This is a multi-mission management that supervises several interrelated variables which confirms the need for an integrated approach to manage the quality of tourist destinations on an ongoing basis. According to this study, the concept of IQM for

tourist destinations can be tailored and linked to its marketing concept to identify additional elements that combine IQM with tourism marketing services (Caber & Albayrak, 2018). In this case, these elements can be added to the four IQM elements: 1) tourism satisfaction: by measuring to what degree the elements of tourism quality have achieved customer satisfaction; 2) satisfaction level in the local tourism sector: by assessing the quality of jobs and professions of the tourism industry; 3) the quality of life inside organizations managing local tourism destinations and of indigenous people and residents: by taking care of the well-being of the population; conducting surveys on the opinions of the people working living in or around the touristic destinations; 4) the environment quality: by measuring the positive or negative impact of tourism on the environment and its various natural and cultural assets (Dwyer, 2015). Other new satisfaction variables can be added like: 1) the marketing loyalty, the value of the paid tourism product (price); 2) the perceived - value from the tourist service, marketing the tourism product; 3) advertising and marketing tourist destinations and services; 4) the elements of intangible marketing such as hospitality, safety, and cleanliness as well as 5) the tools of measuring and assessing the quality of hotel tourism services from the point of view of stakeholders (Caber & Albayrak, 2018; Europeia, 2003). According to Europeia (2003) these complementary elements are part of the concept of marketing management. Other studies have revealed that the level of tourist satisfaction about the services to extend the stay, revisit or share the tourist experience with other individuals or groups depend not only on the tourist experience about tourism services, but on other intangible factors that play a critical role in enhancing the level of satisfaction and marketing loyalty to tourist destinations (Januszewska, Jaremen, & Nawrocka, 2015). Kotler et al. (2017); Pappas (2015) mentioned that the intangible factors include hospitality, reception, protecting personal belongings, public and personal safety, and most importantly is cleanliness. This, therefore, requires the management to have additional awareness of the tourism product, its location, and quality. This confirms the need for an integrated approach to managing the quality of tourist destinations on an ongoing basis as well as Santoro (2015). Based onto the study requirements, the concept of IQM for tourist destinations can be modified and linked to its marketing concept to identify additional elements

that combine IQM with tourism marketing services to become Integrated Quality Management Tourism Service Marketing (IQMTSM). In this case, other elements can be added to the four elements of IQM such as tourism satisfaction by monitoring customer satisfaction, the quality of jobs and work environment in institutions that manage local tourism destinations, and the quality of life of indigenous people and residents living close to tourism destinations.

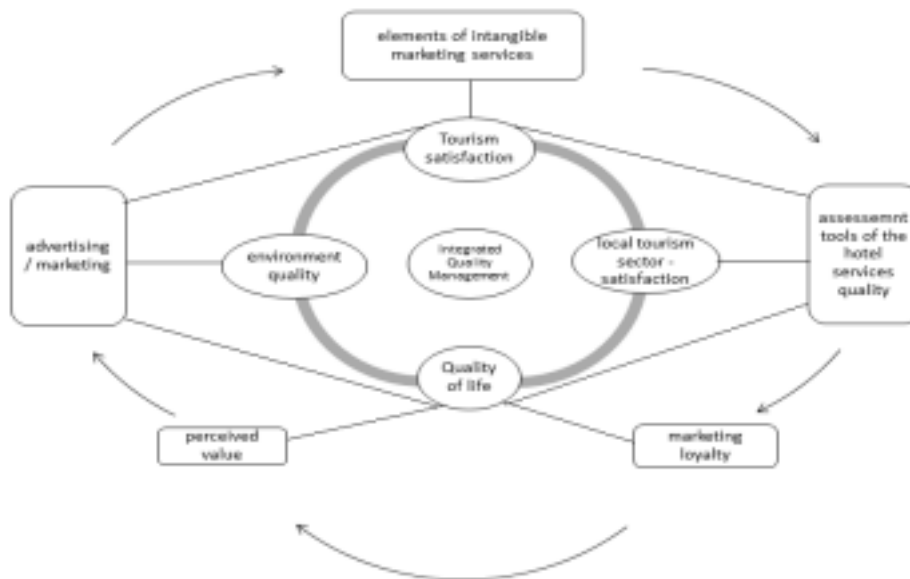


Figure 1. Suggested Integrated Quality Management Tourism Service Marketing (IQMTSM)

It is evident that any defect in any of the IQM elements can have a direct impact on the overall quality of the tourism products and services, since IQM is a continuous model which includes five stages as follows: identifying partners, deciding the type of policies and procedures and their human and natural resource needs, the quality of life, the cultural and natural resources, how to implement the procedures by tourism service providers, and how to measure and assess the effects of applying IQM. The IQM approach is measured regularly to identify the level of stakeholder satisfaction based on several indicators. The fifth stage is the evaluation and guidance process provided by the system management and the integrated approach by analyzing the results and lessons learned to propose recommendations and corrections at each level of the quality assurance chain within the integrated approach of marketing management.

### **2.3 Using quality assurance standards for hotel services**

Bell and Morse (2012) discussed that many leading hotel tourism providers design a tool to test the quality of services or performance to analyze their market position and their competitive advantages compared with other tourist destinations and related services such as accommodation, food, entertainment, transportation, communications...etc. The hotel tourism service is often conceptually related to the destination or touristic site, which is defined and promoted separately to tourists. In this context, the tourism product is presented by one or more entities (Akbar & Tracogna, 2018). The quality standards are used also to measure a wide range of survey statistical data from the point of view of customers (Freeman & Glazer, 2015). These standards are used by managers of tourist places with high levels of transparency and integrity to measure and monitor quality trends from their point of view based on their experience (Rusu, 2016; Santoro, 2015). The same standards are used by the public institutions specialized in assessing the performance quality of the tourism sector to provide recommendations and advice (Eidelman & Fakhrutdinova, 2016). It is used also by tourism service providers such as group accommodation services and community field activities, which seek to identify quality standardization measures and their market position. The same standards are implemented by travel agencies and professionals who are concerned with monitoring the performance of touristic sites advertised to customers (Zaitseva et al., 2016). Moreover, the same indicators can be used as a communication platform with destinations managers. The quality standards provide several indicators for measuring the impact of quality application at the broad level of tourism quality. Moreover, these standards can be used to monitor the changes in the market, and to provide real opportunities to identify the links between the different aspects of quality and its elements such as tourists' reviews on applying quality in the tourist destination.

### **2.4 The reason behind using quality assurance standards in hotel services**

Considering the importance of identifying the key and realistic indicators in measuring the quality of hotel services, the critical standard is the Quality Perception Condition Indicators (QPCI) (Li, Hu, Huang, & Duan, 2017). It is one of the

important elements of quality management of a touristic destination that provides hotel services and gives clear indicators about the levels of satisfaction from the point of view of tourists and professionals of the tourism industry (Mudrić et al., 2020). The source of data for QPCI is through surveys measuring the level of hotel tourism satisfaction and covering the implicit indicators, which form the basis for the work mechanism of the managers of tourist destinations (Zaitseva et al., 2016). The integrated marketing approach of quality increases tourists' satisfaction and enhances the tourism luxury services provided by hotels. If these indicators show a decrease in satisfaction about a particular area compared to previous years or a poor performance of hotel service compared to its competing hotel service, the hotel manager needs to consider QIM and QPCI indicators associated with the marketing elements of IQMTSM to enable him /her to make the right decision to improve the tourist service.

### **2.5 Hotel services quality and customer satisfaction**

Ahmad and Saber (2015) conducted a study aimed at measuring and analyzing the impact of implementing the quality of hotel services in achieving a competitive advantage. The study community consisted of five five-star and four-star hotels in the Petra region of Jordan. After analyzing the study data and testing its hypotheses, the study revealed several conclusions most importantly is that there is a statistically significant impact of applying the quality of hotel services (reliability, responsiveness, consistency, assurances, and efficiency) in achieving a competitive advantage (cost, creativity). AL-Hazmi and Alkhateeb (2020) investigated the reason behind a decrease in the number of hotel guests in major cities, using a survey to collect data, and it revealed that there is a correlation and a positive impact of the marketing mix in the quality of hotel service. The study recommended that the hotel management should focus on standards set by customers because such standards contribute to their better satisfaction. Li et al. (2017) study aimed at investigating the impact of the quality of hotel services on customer satisfaction and the reviews of guests on a group of five-star hotels and it revealed that there is an effect of the dimensions of the quality of service on customers' satisfaction with the hotel service and their willingness to rebook the same hotel. Mufeed and Gulzar (2014); Rimmawi and Ibrahim (1992) and Ahmad and Saber (2015) studies aimed at measuring the quality of hotel services in Saudi Arabia using the Gap Scale (SERVQUAL) and (SERVPERF) to identify the dimensions of quality of service and its importance to



customers. To achieve the study objectives, hundreds of surveys were distributed on the guests of the four- star and five-star hotels in the Eastern Region. Following the analysis of surveys, the study revealed that the aspects of tangible products and safety represent the most important dimensions of the quality of hotel services from the point of view of hotel customers. Mohammed and Rashid (2018) Font and McCabe (2017) aimed at investigating customer reviews to develop a model that improves the quality of service and customer loyalty and satisfaction about hotels' fast -food restaurants. Following the analysis of the study sample, the results indicated that the quality of service has a positive impact on achieving customer satisfaction and loyalty. Scowsill (2017) conducted a study on hotel and restaurant sectors to measure the level of customer satisfaction and the quality of services. Results revealed that hotels and restaurants in the city do not meet the expectations and needs of customers since there is a big gap between customers' expectations about the services they wish to receive and the actual service provided by hotels and restaurants. The study recommended to hotels and restaurants managers to understand their customers, measure the services provided to them, and continue to improve services according to customer perceptions.

## **2.6 Summary of previous studies**

Based on the above argument and relevant studies, the study concluded that the variables of measuring the quality of hotel services and their impact on customer satisfaction are governed by a group of factors which can be classified into a number of variables. The most important variables are the efficiency of employees in providing hotel services, the physical and intangible aspects of the hotel service, the assurances and reliability applied in hotel services, and the extent to which quality is applied in the hotel service. These factors are used in the study hypotheses as detailed in the statistical analysis.

## **3. METHODOLOGY**

The study follows the descriptive analysis approach. Following the analysis of several previous studies, the study recommends designing a survey that is consistent with the objectives of the study to test the impact of the quality of hotel services on customer

satisfaction using several variables. The study also conducts an analysis process and the collected data were analyzed using (SPSS v.23) program: "Statistical Package for Social Sciences", while a Cronbach's alpha used to determine the reliability for the questionnaire and its dimensions, Descriptive statistics used to describe the basic features of the data in the study, such as frequencies, Percentages, Mean and Stander Deviation. Holt (2014) used Relative Importance Index (RII) method is used to determine the relative importance of the study dimensions. Pearson correlation is used to find the relation between customer satisfaction for the quality of services in hotels and application of quality in the hotel service. Finally, the structural model testing (SEM) is conducted to test the proposed hypotheses of the relations between satisfaction and quality through efficiency, tangible and moral aspects, and guarantees and accrediting used in hotel's service.

The study community is made up of Saudi hotel customers. The study sample has been randomly selected from guests of hotels, apartments, summer camps and excursions in NBR. The study has been conducted during the period from 2018 to 2019.

The study sample was randomly selected from hotels and restaurant tourism service and the responders were (163) who answered the online survey and printed-hard copy type in hotels.

To achieve the objectives, the study tests several hypotheses. The main hypothesis is as follows:

**- There is a statistically significant correlation between the quality of hotel services and customer satisfaction in Saudi hotels.**

The following sub- hypotheses are derived from this hypothesis:

1. **The first sub-hypothesis:** There is a statistically significant correlation between the efficiency of employees and the implementation of quality standards in Saudi hotels.
2. **The second sub-hypothesis:** There is a statistically significant correlation between the physical and intangible aspects of hotels and the implementation of quality standards in hotels.
3. **The third sub-hypothesis:** There is a statistically significant correlation between assurances and reliability used in hotels and the implementation of quality standards in hotels.
4. **The fourth sub-hypothesis:** There is a statistically significant correlation between

the implementation of quality standards in hotel services and the satisfaction of hotel customers.

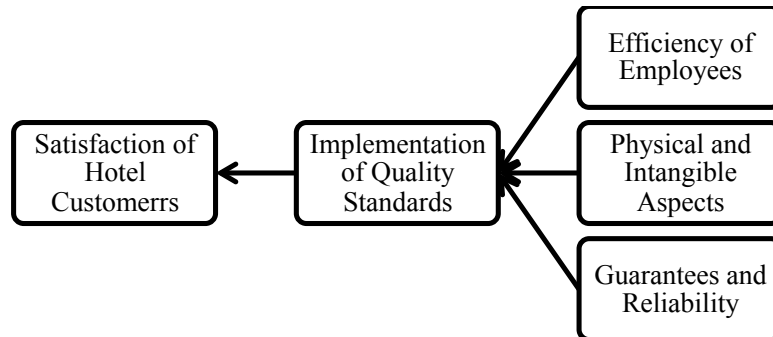


Figure 2. The relationship between independent and dependent variables

Descriptive analysis methodology is applied, to collect data and discover the opinion of individuals the researcher created an online survey. A total sample of (163) filled questionnaires were collected. All incomplete responses were deleted.

The calculated Cronbach's Alpha was (0.971) for the whole questionnaire; these results indicate a good reliability for the questionnaire, Cronbach's alpha ranges from  $r = 0$  to 1, with  $r = 0.7$  or greater considered as sufficiently reliable (Nunnally, 1994). ( See Table 1).

Dimensions	N of items	Cronbach's Alpha
Staff's performance efficiency in hotel service	5	0.906
The tangible and moral aspects of the hotel service	5	0.869
Guarantees and accrediting used in hotel's service	5	0.843
Level of quality implementation in hotel service	5	0.908
Customer satisfaction with hotels' services quality	5	0.937
Overall	25	0.971

Table 1. Reliability Result

Demographics data for participants (N=163), shows that 71.2% of the participants had 20 to 35 years old, 49.7% had 3 to 7 family members, 41.7% had 3 to 7 annual visits to tourism and leisure for 54.6% of the total participants. See (Table 2).

Demographics Characteristics		N	%
Age	Less than 20 years	22	13.5
	20 to 35 Years	116	71.2
	36 to 50 Years	18	11.0
	Above 50 Years	7	4.3
Family members	Less than 3 members	28	17.2
	From 3 to 7 members	81	49.7
	More than 7 members	54	33.1
Annual visits	Less than 3 times	57	35.0
	From 3 to 7 times	68	41.7
	More than 7 times	38	23.3
Areas	Eastern Region	29	17.8
	Western Region	33	20.2
	Central Region	49	30.1
	Northern Region	34	20.9
	Southern Region	18	11.0
Purpose of visit	Tourism and Leisure	89	54.6
	Family	33	20.2
	Business	17	10.4
	Treatment	4	2.5
	Other	20	12.3

Table 2. Distribution of sample according to demographic Characteristics (N=163)

#### 4. RESULTS AND DISCUSSIONS

The current study analyzes the effects of staff’s performance efficiency in hotel service, tangible and moral aspects of the hotel service and guarantees and accrediting used in hotel’s service on the level of quality implementation in hotel service which impact the customer satisfaction with hotels’ services quality. The descriptive statistics, RII (Relative important index) and structure equation modeling (SEM) were appended below.

Descriptive Statistics of participants' responses were applied as Mean, Standard Deviation and RII (Relative important index), two phrases had mean score > 4, all other mean were > 3.40 which consider a high agreements level in 5- point Likert Scale (Pimentel, 2010).

Relative index analysis was selected in this study to rank the criteria according to their relative importance. The following formula is used to determine the relative index:

$$RII = \sum \frac{W}{A N}$$

Where (W) is the weighting as assigned by each respondent on the five scale with one

implying the least and five the highest. (A) is the highest weight and (N) is the total number of the sample (163). According to Akadiri (2011), five important levels are transformed from RII values as: high (H) ( $0.8 \leq RI \leq 1$ ), high-medium (H-M) ( $0.6 \leq RI \leq 0.8$ ), medium (M) ( $0.4 \leq RI \leq 0.6$ ), medium-low (M-L) ( $0.2 \leq RI \leq 0.4$ ) and low (L) ( $0 \leq RI \leq 0.2$ ). See Table 3.

Variable	Phrases	Mean	Std. Deviation	RII	Imp- level
Staff's performance efficiency in	Hotel's staff have good looks and behavior.	3.933	0.897	0.79	H-M
	Hotel's staff are very willing to cooperate with hotel guests.	3.957	0.919	0.79	H-M
	Staff have the ability to hear guest complaints and solve issues quickly.	3.847	1.069	0.77	H-M
	Staff are very friendly and well received and good to bid farewell to guests.	3.607	1.108	0.72	H-M
	Hotel's staff provide services without delay.	3.718	1.003	0.74	H-M
The tangible moral aspects of the	Room rates are commensurate with provided services.	3.221	1.217	0.64	H-M
	The furniture and furnishings of the hotel are modern and clean.	3.552	1.166	0.71	H-M
	Food and beverage prices are consistent with the hotel's reputation.	3.160	1.181	0.63	H-M
	Hotel's management concerned carefully with the prices' lists.	3.896	0.998	0.78	H-M
	Flexibility procedures for booking and payment in the hotel.	4.074	0.893	0.81	H
Guarantees and accrediting used in hotel's service	Hotel is committed to a specified prices prior booking.	3.969	0.899	0.79	H-M
	Hotel is committed to check in and out for guests.	4.074	0.900	0.81	H
	Additional concierge services are available upon request.	3.810	1.016	0.76	H-M
	Staffs are standby and committed to their positions upon request.	3.736	1.029	0.75	H-M
	Hotel provides alternatives if any hotel accommodation services are compromised.	3.558	1.150	0.71	H-M
Level of quality implementation in hotel service	Hotel's staff characterized by a high performance in providing hotel services.	3.663	1.079	0.73	H-M
	Hotel's staff characterized by a high quality in material and moral services.	3.675	1.005	0.73	H-M
	All guarantees used in hotel services are provided.	3.767	0.985	0.75	H-M
	Hotel's staff comply with safety and health requirements in provided services.	3.712	1.081	0.74	H-M
	Hotel keens to provide services with high quality.	3.724	1.135	0.74	H-M
Customer satisfaction with hotels' services	Hotel services met my expectations.	3.663	1.151	0.73	H-M
	Hotel offers the services with utmost accuracy and confidence	3.798	1.019	0.76	H-M
	Staff characterized by professionalism that enhances customer's satisfaction.	3.804	0.987	0.76	H-M
	I am satisfied with the quality of hotel's services.	3.736	1.088	0.75	H-M
	In future plan to stay in the hotel and recommend it to colleagues and family.	3.761	1.093	0.75	H-M

Table 3. Descriptive statistics for participants' responses (N=163)

Pearson Correlation were performed to find the association between study dimensions. Customer satisfaction with hotels' services quality was related with level of quality implementation with  $R = 0.850$  and  $P\text{-value} < 0.01$ , which indicate a strong association. (Table 4).

Variables	Staff's performance efficiency	The tangible and moral aspects	Guarantees and accrediting used	Level of quality implementation	Customer satisfaction with hotels' services quality
Staff's performance efficiency	1	0.788**	0.756**	0.749**	0.758**
The tangible and moral aspects		1	0.772**	0.759**	0.810**
Guarantees and accrediting used			1	0.805**	0.844**
Level of quality implementation				1	0.850**
Customer satisfaction with hotels' services quality					1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4. Correlation matrix for the study dimensions

#### 4.1 Structural model testing (SEM)

The structural model testing is conducted to test the proposed hypotheses. The significance of the paths between construct is analyzed by T-test calculated with the bootstrapping technique at a 5 percent significance level. Moreover, the moderating effects were performed using the product indicator approach which refers to the product of each item of the independent variable with the moderator variable (Level of quality implementation). The coefficients of the causal relationships between variables are determined by the significance of the path coefficients. Table 5 shows the path coefficient mean, standard error and T-statistics and P-value for each of the proposed hypotheses. The recommended t-values are  $t > 1.96$  at  $p < 0.05$ ,  $t > 2.576$  at  $p < 0.01$ ,  $t > 3.29$  at  $p < 0.001$  for two-tailed tests. (See table 5)

	Path	Path coefficient mean	Std. Error	T Statistics	P Value	Supported
H1	SPE → Q	0.233	0.079	2.936	0.004**	Yes
H2	TMA → Q	0.233	0.078	2.970	0.003**	Yes
H3	GA → Q	0.531	0.083	6.349	0.000***	Yes
H4	Q → CS	0.897	0.044	20.480	0.000***	Yes

SPE: Staff's performance efficiency, TMA: Tangible and moral aspects, GA: Guarantees and accrediting, Q: Level of quality implementation, CS: Customer satisfaction with hotels' services quality  
 \*\*\*. Significant at the 0.001 level. \*\*. Significant at the 0.01 level.

Table 5. Hypotheses Testing

As shown in the Table 5, the results confirm the relationship in significance for all hypothesis. As shown in Figure 2, the results confirm the relationship is significance

for all hypotheses at  $p < 0.01$  or less.  $R^2 = 0.72$  indicates 72 percent variance in the customer satisfaction with hotels' services quality due to changes in the level of quality implementation. Also, for the level of quality implementation  $R^2 = 0.71$  indicates 71 percent variance in level of quality implementation due to changes in (staff's performance efficiency in hotel service, tangible and moral aspects of the hotel service, and guarantees and accrediting used in hotel's service).

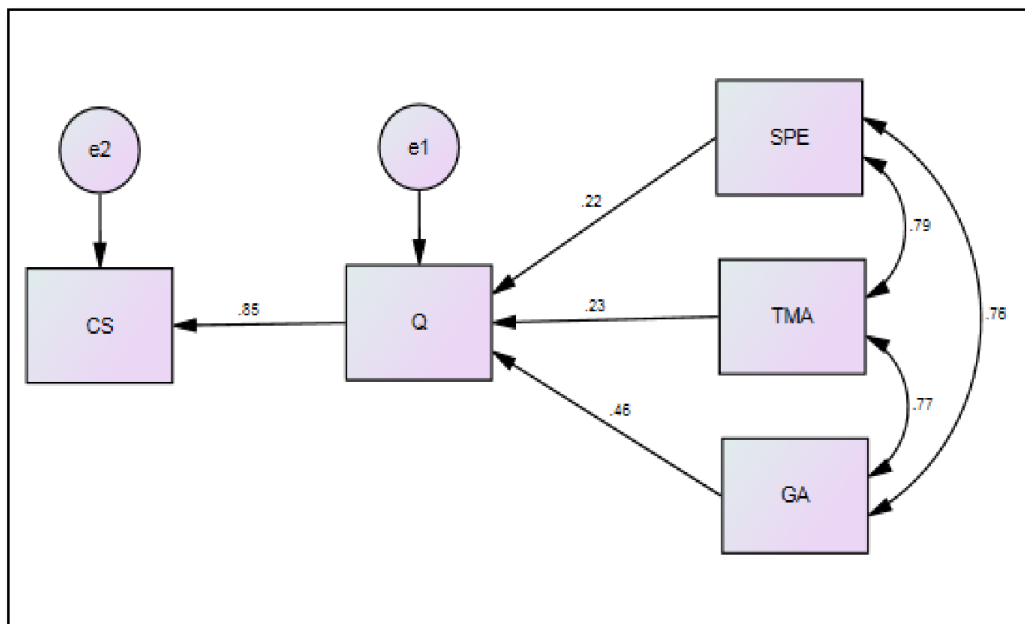


Figure 3. Pathway structural analysis and testing results

#### 4.2 Findings' discussion

The analysis revealed that the RII used in the analysis is a new method in the field of testing the performance indicators, which can be measured by any measuring analysis method or tool. Moreover, this method gives a more accurate relative significance to identifying the variables and their correlations, which have a higher negative, positive, or a neutral impact on the course of statistical relationships. This method is one of the ways characterizing scientific research due to its flexibility in adopting various analytical applications that can be implemented to identify the relationships in the form of images, graphs or relational models.

The study consistency suggests that the majority of respondents agree to submit clear

views on the four items of the study concerning the relationship variables tested in the analysis: 1) the efficiency of hotel service personnel; 2) the physical aspects; 3) guarantees and reliability used in the hotel service; 4) the extent to which the quality of the hotel service is applied. These are the pillars for testing the study hypotheses as detailed in the statistical analysis.

The reliability percentage suggests that the majority of respondents agree on their views about the four pillars of the study concerning the relationship variables tested in the analysis: 1) the efficiency of hotel service staff; 2) intangible and physical aspects in the hotel service; 3) assurances and reliability used in the hotel service; 4) the extent to which the quality of the hotel service is applied. These are the pillars of the study hypotheses adopted to test as detailed in the statistical analysis.

#### **4.2.1 Demographic variables**

Analysis revealed that the majority of visitors to the region are in the age bracket (20 – 35). This is confirmed by the census reports on the age groups of KSA citizens, residents, and visitors. According to the international family standards, the majority of visitors have extended families (3-7) family members whether accompanied or sponsored by the head of the family. This is also supported by statistical figures released by several official bodies, with repetition in the number of visits of the same value as the previous. Moreover, the variable of tourists' desire to change the stay location has confirmed that the region is a preferred destination for KSA citizens. This confirms the desire of the group living in the Riyadh region to search for destinations that are characterized by an attractive nature and a moderate weather with diversified events. Cities of Riyadh region are characterized by a hot climate despite its excellent luxury services at the global level in terms of technology, transportation, hotels, and services. NBR comes in the second place being a religious tourism attraction and the job opportunities available in big projects such as Waad Al Shamaal City and the lifestyle of the inhabitants who normally leave their houses and go to camps in the wild areas near valleys, water sources and spacious green meadows. The third visitors come from the southern part of KSA being associated with kinship and friendship relations besides the majority of professionals who work in the Southern Region in police; army, and trade jobs are originally from the NBR. The number of visitors from the Southern Region decreased due to the distance and the attractive nature of the Southern Region compared with other regions. On the



other hand, the number of visitors from the Eastern Region has decreased due to the attractive coastal climate surrounding it and the presence of Aramco where are the majority of the Eastern Region population work in and have limited annual leaves as per the regulations governing the workers in the petrochemical, fishing, and the oil marine shipping sectors. It is also a critical international transit area on the Arabian Gulf where the quality of lifestyle of workers is characterized by high productivity, continuous work hours and scarce annual leaves to achieve good income and savings. This inclination encouraged them to do their recreational activities in Europe and Asia instead of NBR. This inclination is confirmed by the reason of visit variable, which revealed that the majority of visitors to the Northern Border Region have friends and family ties with their relatives in this region by (20.2%). This is less than the reason for the main visit, which is ascribed by the respondents to tourism and leisure time by more than half (54.6%).

#### **4.2.2 Independent variables**

The four variables of the study model have achieved above -average positive responses to the majority of the items answered by the study respondents. In terms of performance and efficiency of the staff working in the tourism services field, the items pertaining to welcoming and receiving guests and the appearance and conduct of employees have achieved high levels compared to the rest of the items in the same section. This is associated with the quality concept of intangible marketing of hotel services as shown by previous studies. This can be attributed to what these two features provide when hotel visitors have a sense of a preliminary satisfaction of guests before recognizing the quality level through the hotel experience in the tourist destination. In terms of tangible services and ethical commitments, the variable pertaining to booking and payment procedures, and the hotel's care and compliance to the offered price have achieved a high level of satisfaction among customers. This increased the market competitiveness of the hotel market and its ability to deal with technical and financial services flexibly enabling it to maintain its market reputation by applying the principles of transparency and credibility of dealing with it again. In terms of guarantees and reliability of hotel services, the item pertaining to rooms booking, check-ins, and flexibility to make an early check out have achieved the

highest percentage, which corresponds to the item of hotel booking and payment procedures in terms of tangible products and ethical commitments and has achieved the same average and statistical dispersion. This can be associated with the service quality assurance through the benefits and value gained from the price paid for the product or service and can increase customer satisfaction. This item is followed by the item of commitment to offered reservation price. This item is consistent with the interpretation of the booking and departure item, which has achieved the highest value in the same field of guarantees and reliability. This gives greater confidence in the type of service provided by hotels, including the convenience and security of financial transactions, and enhances the hotel's ability to market its services and raise the percentage of marketing loyalty of customers. Regarding the implementation of hotel services, the trust of customers in all quality assurances of the hotel services have achieved their highest although it is moderate due to the variation in the customers' points of view regarding the interpretation of the term ( all). This could be contractor to the experience of some or the majority of them in terms of hotel services rendered to them because of their frequent annual visits or could be ascribed to their unawareness of the concept of QPCI being nonpermanent guests which makes them focus on the type and value of the service rendered followed decadently by the hotel staff dealing and so on.

#### **4.2.3 Customer satisfaction**

Considering the relationship between the previous variables and the level of satisfaction, the study has revealed that the type and quality of hotel services provided to visitors in the NBR hotels have achieved a moderate to a relatively high rating of satisfaction in some services, but the level exceeds a good to a very good in most variables. The level did not achieve excellent rating except in two items, which are the flexibility of booking and payment processes, and the commitment to booking and departure dates

#### **4.2.4 Pearson correlation coefficient**

The results of analyzing the correlation among the study variables of providing hotel service indicated that the correlation rate is high due to integration among the measurement tools derived from IQMTSM in this study. The strength of the correlation is also evident by the Alpha Cronbach Coefficient and the convergence of the low dispersal value of the standard deviation, which has given a symmetrical

numerical pattern among all variables. In Pearson's data, the correlation indicates that there are participatory points that support each area separately and makes each service as a supportive variable to other services of other areas, which indicates that there is an integration among the elements of the quality measuring tool the hotel services and making other variables like the performance of hotel employees has a great impact in strengthening relations with the rest of variables in which the well-trained professional staff in the field of hotel services is the cornerstone and the most dynamic element in the application of quality assurance standards in hotel services and their value, and products and its associated advantages of marketing and promoting the hotel the tourist destination. The results of testing the relations among the hypotheses using the structural model were very significant because the ratio of the standard error is minor and has no effect. The most significant variable among the main variables was the guarantees- reliability relationship using the quality of hotel services compared to the other variables. On the other hand, quality has achieved a very high percentage in raising the level of customer satisfaction, which has been shown by the strength of the relationship between achieving quality and customer satisfaction with an average relationship(0.897) . In exploring the structural model, it is evident that there is an integration among the impact factor, the effect and the association among the variables. This integration has improved the level of implementing the quality standards, which have a strong relational impact on achieving customer satisfaction with services and products.

## **5. CONCLUSION**

The study concludes that the application of quality standards in hotel services from an IQM perspective enhances the marketing promotion of tourist hotel services, which plays a critical role in enhancing the trust and loyalty of customers to hotel services and products providers. It plays another role in enhancing the loyalty to the professionals working in the hotel services sector on the condition that the relation between service providers and customers is based on a utilitarian reciprocity and if hotel services providers supply diverse, flexible, measurable and assessable services that address the customer needs and follow the principles of hotel IQM. Another

condition is that hotel service professionals should adhere to the professional, business, and financial practices as well as the value of the service and its price. In turn, this will strengthen the customer's loyalty to the service provider and confidence in the quality of the product and the tourist destination. Moreover, this will motivate customers to convey their touristic experience to other individuals or entities. Furthermore, this will create a market reputation for the destination and the hotel product, adding a competitive advantage among the providers of hotel service locally and internationally. It will also pave the way for effective engagement of customers in evaluating the product to provide realistic indicators, enabling decision-makers in hotel services to improve continuously the level of service provided.

### **5.1 Limitations**

Study focused on hotel services within arid areas in the northern region of Arabian Peninsula, which has a specific features in nature and geographical importance as a junction point of international roads between Europ, Asia and Africa. Aforementioned data of this area is applicable for the same method and model in other places which has the similar circumstances. Therefore, this study will be limited to be applicable on hotels' services for customers coming to this area, but it will not be offered to those whom booking for tours, accommodations and entertainment services such as coastal or mountain environments.

### **5.2 Future studies**

Indeed, it is recommended upon the results of this study the important to expand the research to conduct such studies in the domain of marketing the hotel services in arid regions within similar specifications as well as implement the suggested model to explore customers' satisfaction of various races and countries to encapsulate comparison results in tourist, hotel, accommodation, restaurants, food, entertainment of individuals and groups.

### **Acknowledgements**

The author wish to acknowledge the approval and the support of this research study by the grant no: (F-8-1-2017-BA-1116) from the Deanship of Scientific Research in Northern Border University, Box: 1321, Arar, P.O 91431. Saudi Arabia.

## **REFERENCES**

Ahmad, S. Z., & Saber, H. (2015). Understanding marketing strategies with particular

- reference to small-and medium-sized hotel businesses in the United Arab Emirates. *Tourism and Hospitality Research*, 15(2), 115-129.
- Akadiri, O. P. (2011). *Development of a multi-criteria approach for the selection of sustainable materials for building projects*. University of Wolverhampton.
- Akbar, Y. H., & Tracogna, A. (2018). The sharing economy and the future of the hotel industry: Transaction cost theory and platform economics. *International Journal of Hospitality Management*, 71, 91-101.
- AL-Hazmi, N., & Alkhateeb, T. (2020). Obstacles to implementing total quality management in Saudi Arabia marketing tourism Services. *Management Science Letters*, 10(3), 507-514.
- Al-Hazmia, N. (2020). A study on the dimensions of the quality of tourism services in the Kingdom of Saudi Arabia. *Management Science Letters*, 10(5), 1115-1120.
- Ariffin, A. A. M., Maghzi, A., Soon, J. L. M., & Alam, S. S. (2018). Exploring the influence of hospitality on guest satisfaction in luxury hotel services. *e-Review of Tourism Research*, 15(1).
- Bell, S., & Morse, S. (2012). *Sustainability indicators: measuring the immeasurable?* : Routledge.
- Bokhari, A. A. H. (2018). The Economics of Religious Tourism (Hajj and Umrah) in Saudi Arabia *Global Perspectives on Religious Tourism and Pilgrimage* (pp. 159-184): IGI Global.
- Caber, M., & Albayrak, T. (2018). Assessing daily tour service quality: A proposal for a DAILYSERV scale. *Journal of Destination Marketing & Management*, 7, 18-25.
- Dwyer, L. (2015). Computable general equilibrium modelling: an important tool for tourism policy analysis. *Tourism and Hospitality Management*, 21(2), 111-126.
- Eidelman, B., & Fakhrudinova, L. (2016). Improving of using of advertising technology in tourism. *International Business Management*, 10(21), 5086-5088.
- Espino-Rodríguez, T., & Ramírez-Fierro, J. (2018). The Relationship Between Strategic Orientation Dimensions and Hotel Outsourcing and Its Impact on Organizational Performance. An Application in a Tourism Destination. *Sustainability*, 10(6), 1769.
- Europeia, C. (2003). A manual for evaluating the quality performance of tourist destinations and services. *Luxembourg: Office for Official Publications of the European Communities*, 10(10), 13-20.
- Font, X., & McCabe, S. (2017). Sustainability and marketing in tourism: its contexts, paradoxes, approaches, challenges and potential. *Journal of Sustainable Tourism*, 25(7), 869-883.
- Foris, D., Popescu, M., & Foris, T. (2018). A comprehensive review of the quality approach in tourism. *Intech Open Science*, 10, 159-188.
- Freeman, R., & Glazer, K. (2015). . Customer Service. *Introduction to Tourism and Hospitality in BC*, 213.
- Grindle, A. K., Siddiqi, A., & Anadon, L. D. (2015). Food security amidst water scarcity: Insights on sustainable food production from Saudi Arabia. *Sustainable Production and Consumption*, 2, 67-78.
- Holt, G. D. (2014). Asking questions, analysing answers: relative importance revisited. *Construction Innovation*, 14(1), 2-16.
- Januszewska, M., Jaremen, D., & Nawrocka, E. (2015). The effects of the use of ICT by

- tourism enterprises. *Zeszyty Naukowe Uniwersytetu Szczecińskiego. Service Management*, 16, 65-73.
- Kotler, P., Bowen, J. T., Makens, J., & Baloglu, S. (2017). Marketing for hospitality and tourism.
- Li, Y., Hu, C., Huang, C., & Duan, L. (2017). The concept of smart tourism in the context of tourism information services. *Tourism Management*, 58, 293-300.
- Maisel, S. (2016). Why not go to the museum today? On tourism and museum preferences in Saudi Arabia *Museums in Arabia* (pp. 73-89): Routledge.
- Mohammed, A., & Rashid, B. (2018). A conceptual model of corporate social responsibility dimensions, brand image, and customer satisfaction in Malaysian hotel industry. *Kasetsart Journal of social sciences*, 39(2), 358-364.
- Mudrić, M., Gaudemet, A., Jessen, H., Musi, M., Petir-Lavall, M.-V., Puetz, A., & Siffert, R. (2020). Comparative Analysis *Uber—Brave New Service or Unfair Competition* (pp. 85-152): Springer.
- Mufeed, S., & Gulzar, R. (2014). Tourism in Saudi Arabia. *Global review in tourism, hospitality and leisure management*, 1(3).
- Nunnally, J. C. (1994). *Psychometric theory 3E*: Tata McGraw-Hill Education.
- Pappas, N. (2015). Marketing hospitality industry in an era of crisis. *Tourism Planning & Development*, 12(3), 333-349.
- Pimentel, J. L. (2010). A note on the usage of Likert Scaling for research data analysis. *USM R&D Journal*, 18(2), 109-112.
- Rimmawi, H. S., & Ibrahim, A. A. (1992). Culture and tourism in Saudi Arabia. *Journal of Cultural Geography*, 12(2), 93-98.
- Ronchi, B., & Nardone, A. (2003). Contribution of organic farming to increase sustainability of Mediterranean small ruminants livestock systems. *Livestock Production Science*, 80(1-2), 17-31.
- Rusu, B. (2016). The impact of innovations on the business model: exploratory analysis of a small travel agency. *Procedia-Social and Behavioral Sciences*, 221, 166-175.
- Santoro, G. (2015). Evaluating performance in the hotel industry: An empirical analysis of Piedmont.
- Scowsill, D. (2017). Travel and Tourism Economic Impact 2017 Tanzania.
- Soler, I. P., & Gemar, G. (2018). Hedonic price models with geographically weighted regression: An application to hospitality. *Journal of Destination Marketing & Management*, 9, 126-137.
- Turrión-Prats, J., & Duro, J. A. (2018). Tourist seasonality and the role of markets. *Journal of Destination Marketing & Management*, 8, 23-31.
- Zaitseva, N. A., Larionova, A. A., Yumatov, K. V., Korsunova, N. M., & Dmitrieva, N. V. (2016). Assessment of the Impact of Globalization on the Introduction of Innovative Technology Companies in the Hospitality Industry. *International Journal of Environmental and Science Education*, 11(14), 7176-7185.

### How to cite this article:

AL-Ghaswyneh, O. F. M. (2020). The Effect of Applying Quality Assurance in Hotel Services on Customers' Satisfaction. *International Journal of Marketing, Communication and New Media*. Vol. 8, N° 14, 23-44.