

SERVICE QUALITY DURING THE COVID-19 PANDEMIC: AN EMPIRICAL STUDY

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Abstract

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This study aims to examine service quality in the hospitality industry in Jordan aiming to determine whether accommodators are satisfied with the services of hotels. The research also aimed to address if total quality management in the service industry is just as important as it is in the product-based industries. This research followed the quantitative method of closed-ended questions that was conducted online following the probability sampling of simple random sampling. Survey data were collected from 247 participants using the SERVQUAL model. A test of the model was conducted and the results showed that people are mostly satisfied with the quality of the services offered by hotels in Jordan, but were dissatisfied with the speed of the check-in process and that there is only a minimal number of people who are dissatisfied with the service quality. This is one of the first studies that represent a little-researched area of recent times and even less so in Middle Eastern countries during the COVID-19 pandemic. This research paper has shown the significant importance of total quality management in the hospitality industry around the globe and in Jordan specifically, the study shows how service quality can affect the satisfaction of customers and their levels of loyalty, as it has been found that levels of loyalty increase as the levels of satisfaction within the quality of offered services increases.

Keywords: Total Quality Management, Hospitality Industry, Customer Satisfaction, Service Quality, Jordanian Hotels, SERVQUAL Model

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1. INTRODUCTION

Total quality management can be used in a variety of organizations and businesses. For example, some managers use total quality management to ensure that problems are avoided as much as possible within the company. Organizations usually use total quality management as a guide to shift the ways the organization operates to ensure that the best

quality possible is offered to customers and end-users (Pratt, 2019; Lawson, 1992). Customers might see quality from a different perspective because they want their expectations to be met and exceeded without having to think about the work process, after all, the quality of the end product is what matters to them. Total quality management can be characterized in a variety of ways and from various perspectives, according to Nguyen and

Nagase (2019) total quality management in both the manufacturing and service industry is considered a tool of leadership that can be used by different firms and businesses in various industries to ensure that the work of the organization is continually improved to guarantee the fact that customers are delighted with the results they are receiving.

Total quality management isn't only about products and tangible results, however, there are two different types of total quality management within the business world and they are; total quality management in the manufacturing industry and total quality management in the service industry such as the hospitality industry (Sweis, Ismaeil, Obeidat, & Kanaan, 2019; Saunders & Graham, 1992).

According to Calabrese and Corbò (2015) total quality management in the service industry is considered a tool that is used to make sure that the best quality is provided to customers to assure that customers are enjoying their experience and are satisfied within different measures. On the other hand, Psomas and Jaca (2016) claimed that total quality management in service provider companies does not only affect the satisfaction of customers as it can also influence the overall performance within the organization that implements this tool; as it has been found that businesses that follow this approach usually satisfy both parties including employees within the organization itself and the end-users as well.

As previously stated, total quality management is regarded as one of the most important tools employed by various businesses, regardless of whether these businesses provide tangible or intangible results to their customers. The primary goal of this research paper is to identify the significance of total quality management in the hospitality industry in terms of meeting and exceeding customer expectations, as well as ensuring an improved reputation for the workplace during COVID-19.

This paper also aims to prove the fact that total quality management in the hospitality and service industry is just as important as paying attention to total quality management in other industries. The paper also includes the purpose of proving to customers and consumers that organizations go through different processes and corrective actions to guarantee that the best results with the highest quality are offered to customers regardless of the industry or sector; to ensure that customers are beyond delighted in terms of what is offered to them from products and services.

Total quality management in the service and hospitality industry hasn't been given its consideration and attention like the product industry as some organizations and hotels think that it's not as important. The researchers aim to apply a narrower scope regarding the importance of total quality management in the service and hospitality industry around the globe in general and in Jordan in specific.

It can be understood that there is a direct relationship between both the quality of the services offered to customers in the hospitality industry and customers' satisfaction and delightfulness regarding what's being offered. Different research questions are aimed to be analyzed and studied throughout

the paper in terms of total quality management in the hospitality industry:

RQ1: What are the requirements needed to provide great experiences to customers that lead to high levels of customer satisfaction?

RQ2: How do high-quality services lead to increased customer loyalty and retention?

RQ3: How does the quality of service build a strong image for hotels to remain competitive?

Therefore, the aim of this paper is to highlight a framework for and examine service quality in the hospitality industry in Jordan aiming to determine whether accommodators are satisfied with the services of hotels. This has been undertaken, first, through a review of the service quality literature, and then, more specifically, within the Jordanian context in Section 2. The paper continues with an explanation of the research methodology and statistical techniques used in Section 3. The findings arising from this empirical study are presented in Section 4 and discussed in Section 5, including implications for theory and managerial practice. Limitations of the study and directions for further research conclude the paper in Section 6.

2. LITERATURE REVIEW

2.1. Total quality management

2.1.1. What is total quality management?

According to Kumar, Singh, Kumar, and Antil (2016), total quality management is an approach that organizations have been using since the 1950s which has improved the performance of organizations within the perspectives and points of view of customers in the mid-1980s which has increased the satisfaction of customers by default which, therefore, made the concept of total quality management in organizations an interrelated concept with the satisfaction of customers. Total quality management is a concept that is used within organizations to provide them with goods and services that can meet the requirements and expectations they have applied before receiving the result whether it was goods or services.

The expectations of customers change and develop from time to time, based on many different dimensions but it has been found that several researchers have agreed on the fact that total quality management is considered the process of making a dream come true to customers as they have certain expectations and they wish that these expectations are met one way or another. Total quality management does not only affect customers as it has been found that using the tool of total quality management can increase and improve the performance of employees within the organization due to the positive word of mouth; a positive word of mouth can lead to increased motivation of employees (Sweis et al., 2019).

2.1.2. The importance of total quality management

Total quality management is considered an important instrument to be used by organizations as it can increase the satisfaction of both the customers and the satisfaction of stakeholders within the organization itself (Reis,

Matias, & Azevedo, 2014). Total quality management is considered a very important and essential tool to be used within organizations because it can benefit the organization in many different terms and dimensions such as:

- *Having to suffer from fewer defects in products:* when total quality management is used within organizations then the company is more likely to get the product or service done right from the first time.

- *Satisfied customers with what they receive:* high-quality products are considered one of the most important dimensions customers look at, this can also increase positive word of mouth which will influence the reputation of the company positively.

- *Lower costs:* this is considered a result that can be found due to fewer product defects. It is known that companies that pay to prevent problems and defects before they happen, happen to pay less than fixing defects and problems (Pratt, 2019).

2.2. Total quality management, customer satisfaction, and loyalty

Total quality management in the hospitality industry is considered one of the most important principles because it can influence the relationship between the customer and the business in a positive way; as customers will most likely have positive feelings towards the hotel they have experienced their accommodation within, therefore, this can result in different positive outcomes for the business because customers would have positive comments and would have increased loyalty to the hotel they have experienced and accommodated in (Chartrungruang, Turner, King, & Waryszak, 2006).

Customer loyalty and retention can increase when the total quality management technique is used in any business, but especially in hotels and the hospitality industry. When a customer has outstanding accommodation, this can lead to increased satisfaction and delight, which leads to an increased desire for the customer to repeat the experience, which means that existing customer retention will increase. Within total quality management, the business people are expected to meet the needs and wants of customers along with keeping in mind the fact that their needs might change from time to time, based on their knowledge, the external factors, etc. (Morris, Barnes, & Lynch, 1999).

Within the hospitality industry, the most important tool to make sure that customers are satisfied is to make sure that relationships are built with customers using the tool of customer relationship management (CRM) as this can increase their loyalty as long as the quality is offered to accommodators along with the relationships. Companies that provide customers with services can face difficulties because services are considered intangible, unlike physical products. Service providers mainly depend on word of mouth and the feedback given by the customers as this is the only way that can determine whether customers are satisfied or not. Within the hospitality industry, the quality of services is considered the gap between the expectations that customers have and what they receive (Alam, 2013).

People have been paying more attention to service quality in the hospitality industry which also made businesses and hotels focus more on providing customers with the best quality possible to ensure the fact that customers are satisfied and that they are loyal to the hotel they deal with as well. Making sure that customers are satisfied with what is being offered is considered important to the business; because it can also lower the costs of marketing as hotels become more dependent on word of mouth and the loyalty of existing customers as well (Rajaei & Arghavani, 2017).

2.3. Service quality and competition

Total quality management has been receiving more attention within current times because all businesses and hotels are looking to satisfy customers and accommodators because of the increased competition between hotels whether the competition between hotels was national or international. Hotels don't only aim to get over competitors in terms of quality, they also aim to have an increased reputation which will also attract new customers and targeted audiences as people have been paying more attention to service quality (Torun Nalbant & Demiral, 2019).

The competitive environment of both national and international companies has shifted and changed due to globalization. Globalization is considered the main reason that made companies demand on being competitive beyond limits. For any business to be different from other businesses in terms of quality and customer satisfaction, companies should ensure the fact that the most outstanding quality is delivered to customers; this doesn't only satisfy customers, it has been found that it can also affect their loyalty and retention. Being competitive in the hospitality industry involves tools that should be interrelated and they are: the quality of the service provided along with building relationships with customers, interrelating both concepts together can increase the levels of loyalty and retention within customers which can also benefit the business in different terms as positive word of mouth increases as well (Dominic, Goh, Wong, & Chen, 2010).

2.4. Quality management and the hospitality industry

Total quality management is considered important to be used in hotels because it is considered a way that can be used to ensure the fact that customers are happy with what they are receiving when an accommodator realizes that the hotel is interested in keeping the customer satisfied the customer would appreciate the effort of the business (hotel) they are dealing with. Total quality management in the hospitality industry can help in different dimensions other than satisfied customers, some of the most common dimensions are lower employee turnover, increased competition amongst direct such as other hotels, and indirect competitors such as restaurants. High quality in service companies has been shifting and changing, as it has been found that people have been wanting to accommodate in hotels more than before which means that "mass tourism" has increased. Arasli (2002) claimed that the hospitality industry is

considered the only industry that will keep on growing, as some statistics show and prove that 1 out of 9 people will be working within the industry that is related to hospitality and tourism in direct and indirect ways.

Quality management assurance is considered challenging within the hospitality industry, therefore, the management in the hospitality industry should keep into consideration that the quality of offered services should be checked from the quality perspective, making sure that quality is improved and prioritized. When making sure that the best quality is being offered to customers then this can lead to complete happiness and satisfaction. Different tools can be used to make sure that the best quality is offered to customers within hotels and the hospitality industry in general (Kapiki, 2012).

Although there are many different industries around the world, it has been found that the hospitality industry is considered the most important industry to give attention to as the hospitality industry is one of the very unique industries that aim to satisfy not only the needs and wants of customers but also their demands. The hospitality is highly competitive as each hotel mainly aims to satisfy its accommodators as much as possible to guarantee the fact that customers would give positive feedback and word of mouth either during their accommodation or after (Al-Ababneh, 2017). Within the hospitality industry when a customer is expecting a certain result from a certain hotel or restaurant they set their expectations as a line that distinguishes between both the expectations and the actual results. When customers discover that the hotel or restaurant has met and exceeded the line they would be satisfied and when not then this can lead to their dissatisfaction (Wong Ooi Mei, Dean, & White, 1999).

It is well known that total quality management is a term or tool that has evolved until it has reached its current definition. Total quality management within the hotel industry has been introduced since the very beginning of the evolution, (since quality assurance) this was during the 1980s, the concept of total quality management within the hospitality industry began to be used within the hotel industry in 1982 in the United States of America and it has been found that customers were satisfied at the time and excellency was delivered. Some hotels provide customers with very unique accommodations and services while some other hotels know very well about the importance of total quality management in the hospitality industry and still lack providing customers with the best experiences possible, it has been found that these hotels are facing negative word of mouth and lack of trust by customers which are leading to declining in sales (Al-Ababneh & Lockwood, 2012).

2.5. Tools used to measure quality in the service industry

According to Kapiki (2012) within the service industry, there are some different ways and tools that can be used to make sure that the best quality is delivered to customers at the end. Some of the most common tools that are used by quality assurance staff and customers that look for high-quality services are:

- Perceived service quality model: within this model, it can be found that the quality level is determined by the customer. The customer can determine whether the quality is outstanding or not by comparing the expectations with the actual experiences.

- The five-gap model: this is considered a model that is used in service quality, the model consists of five different gaps, the baseline of this model shows that if expectations are met then customers are satisfied, if not then customers are dissatisfied:

- Gap 1: the difference between what the management thinks the customer is expecting and what's truly expected by customers;
- Gap 2: the difference between what the management thinks the customer is expecting about the quality of the service;
- Gap 3: the difference between the specifications of the service quality and the service that's delivered;
- Gap 4: the difference between the quality of the service and the messages that are communicated to the customers;
- Gap 5: the difference between the expectation of the service and the quality of the service.

- The SERVQUAL model: this model was first identified by the study of Parasuraman, Zeithmal, and Berry (1985), the model shows a comparison between both the expectations the customers apply before the service is provided to customers and the actual quality provided.

- The critical incident technique is a method that is used to collect information about incidents that occur making sure that incidents occur based on the expectations of customers.

2.6. The SERVQUAL model

The SERVQUAL model is considered a model that was first developed by Parasuraman et al. (1985) in terms of measuring the quality of the services that are provided to customers and end-users. The model mainly consists of many different dimensions and factors. Some of the most common and main dimensions in the service quality measurements are tangibles, responsiveness, reliability, assurance, and empathy (Saleh & Ryan, 1991):

- *Tangibles* are known as the equipment that is available for the accommodators to use during their stay;

- *Reliability*: the ability of the hotel to offer the accommodators the service reliably;

- *Responsiveness*: the ability and will of the hotel to serve the clientele and accommodators;

- *Assurance*: the ability of the hotel to make sure that the customers will trust them, be loyal, and be confident;

- *Empathy*: the ability of the hotel to offer customers personalized services to clients and accommodators.

According to Parasuraman et al. (1985) the dimensions that can be found in the SERVQUAL model are considered important from all the different dimensions and angles, when discussing service quality, these dimensions cannot be misjudged because they are based on the customer's point of view and feedback.

The model depends on the expectations of customers and what they receive which means that the model is about comparing expectations with outcomes.

2.7. Service quality in the hospitality industry in Jordan

Since the hospitality industry in Jordan has been growing in a gigantic manner it has been found that the hospitality and hotel industry consists of the largest number of employees amongst Jordan, this industry is considered one of the most important industries due to the huge and rapid growth of the industry amongst the middle east; a study has shown that Jordan is considered one of the few countries in the middle east that are considered a leader within the hotel industry. It has been found that almost 130,000 employees are employed in the hospitality industry whether directly or indirectly which means that the industry includes almost 11% of the total workforce in Jordan. The importance of this industry has made quality very important is it considered one of the most important ways to get over the competition in terms of having more loyal and retained customers as well as positive word of mouth and increased reputation. Since the hotel and hospitality industry has been growing rapidly, it has become more important for businesses to find ways to meet and exceed the needs of customers to ensure their satisfaction (Al Khattab & Aldehayyat, 2011).

Although Jordan is considered a small country in comparison with other countries, Jordan was able to grow hastily in terms of the hospitality industry as it has been found that this industry was able to grow between the years 2004 and 2010. Jordan is considered a unique country with many different sites whether these sites were historical or religious, and this made Jordan one of the most important countries from the hospitality perspective, its attractions and natural resources made people, hotels, and individuals more interested in its tourism under the goal of offering tourists with exceptional experiences and quality of accommodation along with the natural beauty this country has been given. Since many people and investors are seeing Jordan as a fine country to invest in from the hospitality perspective, the number of competitors increased by default which made hotels more interested in offering higher quality than competitors to make sure that customers will become loyal in the long run (Abukhalifeh & AlBattat, 2015).

Jordan is considered one of the countries within the Middle East that faced a significant increase within the tourism and hospitality sector at the beginning of the 21st century. Moreover, it has been found that Jordan faced an increase in the revenue with almost 20.3% of the total revenue within 2009 specifically due to overnight visitors. This mainly indicates that Jordan has been facing an increased demand in the hospitality industry which makes Jordan more obligated to keep in mind the fact that the hospitality industry is considered as important as other essential industries. It has been shown that increased travelers and tourists have been visiting Jordan more and more to discover its tourism areas which has also increased the demand for five-star hotel chains that can be found in

countries other than Jordan, this is considered the main reason why it is important to give this industry its attention and significance (Abukhalifeh & Som, 2014).

3. METHODOLOGY

3.1. Research approach and sample

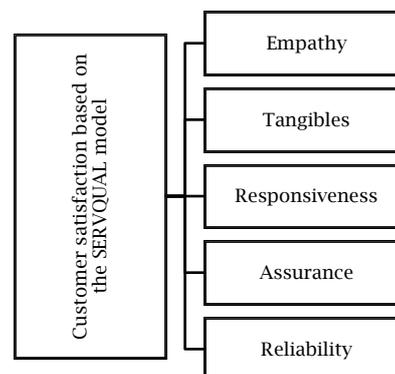
Within this research paper the researchers used the quantitative primary approach to collect data regarding how satisfied customers are with the quality of the service in the hospitality industry in the Jordanian community based on their last accommodation, the researchers distributed the questionnaire on the sample through social media platforms and the internet, the survey (questionnaire) was available to the public until the number of respondents reached 250. Although the questionnaire was answered by 250 individuals the researchers had to exclude 3 of them because they have attempted to skip questions that would have made the study inaccurate in terms of results.

The questionnaire consists of 10 questions based on the SERVQUAL model developed by Parasuraman et al. (1985), the main aim of the questionnaire was to collect feedback from people who live in Jordan in terms of quality service. All questions within the survey were available to the public as a closed-ended form to ensure that the results would be easily analyzed. All respondents were informed that the results won't be shared with a third party and would only be used for academic research. Data collection was conducted from June 2020 until September 2020. The majority of the participants were between the ages of 20 and 30 years (43.6 percent), or 31 and 40 years (36.5 percent), with only 17 participants over the age of 51 years, and 16.4 percent between the ages of 41 and 50 years. The gender of participants was 53.5 percent male and 46.5 percent female.

3.2. Research model

Within this research paper, the researchers chose to use the SERVQUAL model to collect data from the chosen sample, the SERVQUAL model consists of five different components and they are: empathy, tangibles, responsiveness, assurance, and reliability. The following model (Figure 1) is what has been followed in structuring this paper:

Figure 1. Research model



Source: Parasuraman et al. (1985).

4. RESULTS AND DATA ANALYSIS

4.1. Empathy

Regarding the question of empathy, it has been shown that most of the respondents answered that the staff members of the hotel they have last accommodated in were “somewhat friendly”, while the worst chosen alternative was that staff members were “unfriendly”.

Figure 2. How friendly were the staff members?

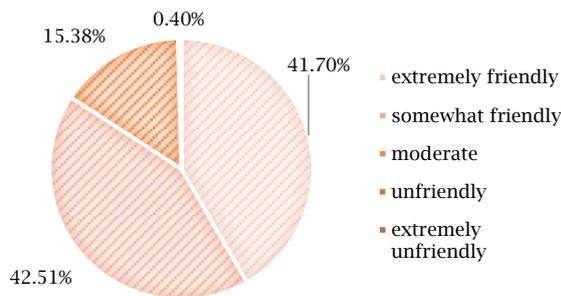
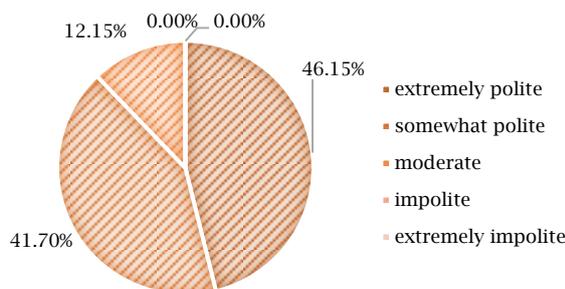


Figure 1 shows only 0.4% of 247 respondents gave negative feedback; this can show that most of the accommodators in hotels in Jordan were satisfied with the friendliness of staff members in hotels they have accommodated in. It is considered important to keep in mind that being friendly with the customers is going halfway through satisfying them as communication is key to success; therefore, all employees within hotels are expected to be friendly because customers are most likely cutting distances to pamper themselves and relax.

Figure 3. How polite were the staff members?



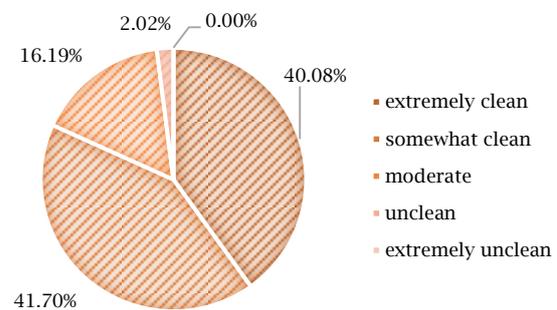
Based on the second question regarding empathy, it has been shown that most of the respondents claimed that staff members were “extremely polite” with them as the number of respondents regarding this alternative has reached 114 while only 30 people gave feedback that staff members were “moderate” in terms of polite within interacting with the customers or accommodators of the hotel regardless. This is considered a very important factor within empathy because it can show how satisfied the customers are with the personnel of the hotel, as it can also determine whether the hotel is of high quality or low quality in terms of empathy and interacting with

others effectively without treating customers impolitely as this can negatively affect the reputation of the hotel as well as the level of satisfaction of customers and accommodators. No negative feedback was given from the sample regarding this question which is considered a good indicator that shows that hotels in Jordan put their customers as their first concern.

4.2. Tangibles

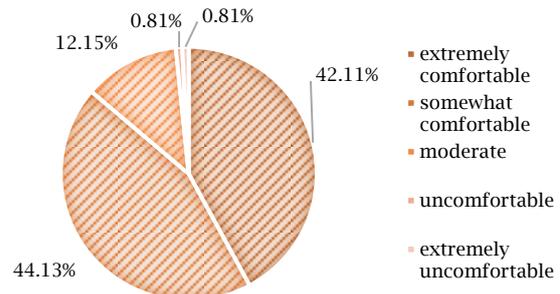
The answers tangibles have been carefully considered because hygiene is regarded as one of the most important factors to include in a hotel room upon arrival, particularly in these difficult times; hygiene is regarded as essential due to the pandemic.

Figure 4. How clean was the room upon arrival?



It has been shown that most respondents claimed that the room upon their arrival was “somewhat clean” while only 5 respondents claimed that the room was unclean. It is known that people have different measures of hygiene and cleanliness; this is why the results of this question should be deeply analyzed in terms of downsizing the categories of the survey.

Figure 5. How comfortable was your accommodation?

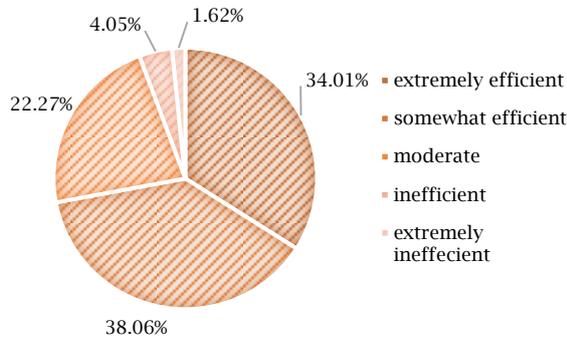


Within the second question regarding the tangibles, the results show that 109 out of 247 of the respondents claimed that their stay at the hotel was “somewhat comfortable” while only 2 respondents chose the alternative of “extremely uncomfortable.” The results of this question show that most of the respondents are satisfied with the level of comfortableness within the hotel they have stayed in last.

4.3. Responsiveness

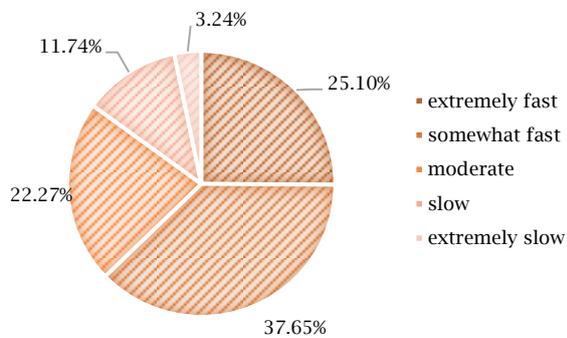
The results regarding responsiveness mainly show the staff members were “somewhat efficient” in terms of efficiency of responding to the requests of customers.

Figure 6. How efficient did the hotel staff respond to your requests?



The results show that 94 respondents claimed that staff was somewhat efficient while only 4 respondents mentioned that the staff was extremely inefficient in terms of responding to requests of customers. This question can determine whether the hotel cares about delivering quality to customers or not because it is known that responding to requests requires effort before, during, and after the accommodators leave, unlike other dimensions that only require effort before the customer is there.

Figure 7. How fast was the check-in process?

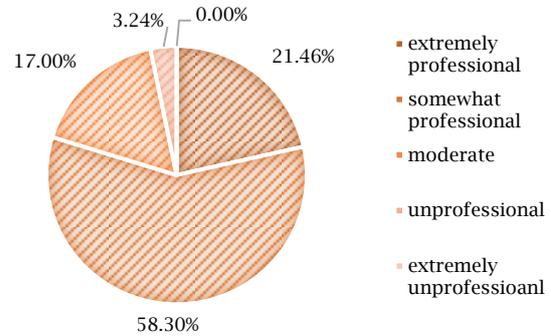


The check-in process was described as “slow” or “very slow” by many participants. The check-in procedure is the first thing a person does after arriving at a hotel after a long journey, and it can decide whether or not they are satisfied with the hotel in terms of responsiveness and quickness. The figure above shows that 93 respondents claimed that the check-in process was “somewhat fast” and only 8 respondents claimed that the process was “extremely low.” When it comes to this specific process it is known that some and “not all” of the respondents might be impatient.

4.4. Assurance

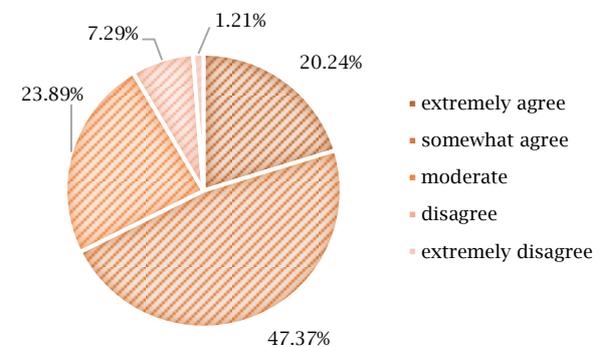
The level of professionalism is considered important in terms of hotel staff and employees because this factor can determine whether the hotel cares about the quality or not. regarding this question of the survey.

Figure 8. How professional were the staff members?



It has been found that almost half of the respondents claimed that the staff members were “somewhat professional” as the number has reached 144 out of 247 while only 8 respondents claimed that the hotel members and employees were “unprofessional”. Employees are considered the face of the hotel and this makes it extremely important to keep in mind that the first step of quality comes from the employees themselves.

Figure 9. Do you agree that hotel staff provided you with personal attention?

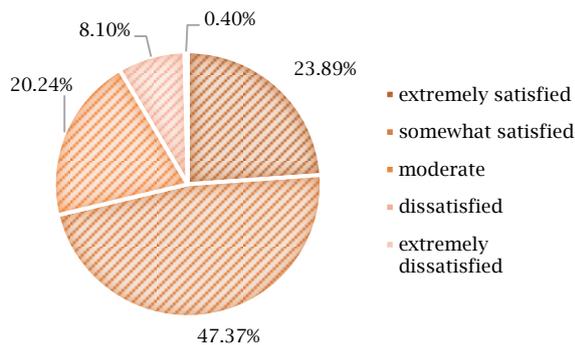


Regarding personal and customized attention, it has been shown that respondents are “somewhat satisfied” with the attention that has been given to them, as the Figure 9 shows that 117 respondents claim that they “somewhat agree” in regard to personal attention from the staff given to them while only 3 respondents of the 247 chose “extremely disagree” in terms of personal attention.

4.5. Reliability

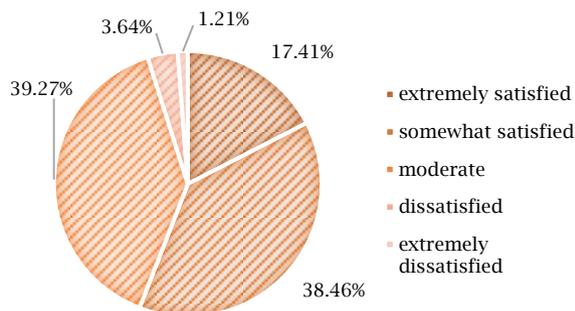
Food and beverage are regarded as one of the most important factors in determining quality.

Figure 10. How satisfied were you with the quality of the food the hotel offered?



In this question of the survey, 20 respondents stated that they were “dissatisfied” with the quality of the hotel’s food and beverages, and one person stated that he or she was “extremely dissatisfied” with the quality of food and drink. One hundred and seventeen respondents, on the other hand, said they were “somewhat satisfied” with the quality of the cuisine.

Figure 11. How satisfied were you with the additional services such as fitness facilities, dry clean services, etc.?



Regarding the additional services it has been shown that most of the respondents were “moderate” regarding how satisfied they are with the additional services while only 43 respondents claimed that they were “extremely satisfied” and three respondents claimed that they were “extremely dissatisfied”. This question is considered moderate in comparison with the previous questions as most of the respondents claimed that they are neutral regarding satisfaction within the additional services in the hotel where their last accommodation took place.

5. DISCUSSION

This is one of the first studies in a field that has received little attention recently, especially in Middle Eastern countries during the COVID-19 pandemic. This research paper demonstrated the critical importance of total quality management in the hospitality industry, particularly in Jordan. Furthermore, the study demonstrated how service quality affects customer satisfaction and loyalty, as it was discovered that levels of loyalty increase as satisfaction with the quality of offered services increases.

Based on the results of the survey, it has been found that most of the customers and respondents are satisfied with the quality of the services offered of the hotels they have last accommodated in. Based on the results, it has been found that the most negatively answered question is the one related to the speed of the check-in process, has been mentioned above that this question is considered critical because most of the respondents might have answered the question based on the level of patience and their level of tiredness as they might have had a long trip before they attempted to check-in which can reduce their levels of patience. Overall, the responses of the survey show that most of the customers are either moderate or satisfied with the quality they are receiving when accommodating in hotels.

The results of the survey match the literature review and the SERVQUAL model as it has been found that the customers are satisfied with the qualities of the service based on the model that is related to different components that are related to empathy, tangibility, assurance, responsiveness, and reliability. The direct correlation between prior studies, the model, and the survey is regarded as a significant consequence, indicating that consumers can be content or dissatisfied with the services they receive at the hotel where they are staying. Customers and accommodators usually determine whether they are satisfied or not with the services of the hotel based on the SERVQUAL model as it has been found that customers create a direct linkage between both the satisfaction and the SERVQUAL model. Although some negative results within the survey have been distributed via social media and the internet, it is found that most of the customers are satisfied and a very minimal number of the respondents appear to be dissatisfied with some of the service measurements that were asked about in the survey for the study.

6. CONCLUSION

To conclude, this research paper has shown the significant importance of total quality management in the hospitality industry around the globe and in Jordan specifically, the study shows how service quality can affect the satisfaction of customers and their levels of loyalty, as it has been found that levels of loyalty increase as the levels of satisfaction within the quality of offered services increases. The study of the survey on this research paper has shown that total quality management in the service industry is just as important as the importance of quality management in the product industry. Most of the respondents claimed that they are satisfied with the service quality at the hotel they have last accommodated, the survey was created based on the SERVQUAL model and most of the results showed that customers and respondents were satisfied with the services being offered to them. The positive answers within the survey have proved that the service quality in the hospitality industry in Jordan is positive and well taken care of in terms of providing customers with the best possible services to ensure their satisfaction and loyalty. This research paper and the results of the survey showed that customers are always more satisfied with the existence of the five

factors of the SERVQUAL model as it has been found that customers are more satisfied when hotel staff is friendly and polite, the rooms are clean, comfortable along with the fast services and rapid check-in processes.

Regarding the limitations, the researchers have faced limitations in terms of having a face to face communication with respondents due to the COVID-19 and the social distancing requirements. The researchers were unable to use the most effective method of communication; therefore, the researchers were obligated to use the internet to collect data from customers, targeted audience, and respondents. Lastly, the researchers faced a limitation of not reaching the number of respondents in mind since three survey respondents

seemed to skip some of the questions which would have made the study inaccurate; therefore, they were removed from the study to ensure accurate results for the study.

The researchers recommend that future researchers would enlarge the study and include more countries within the study, as it is recommended to create a study of total quality management in the hospitality industry within all the Middle Eastern countries including; Dubai, Saudi Arabia, Lebanon, Egypt. It is also recommended by the researchers that future researchers and analysts would conduct the surveys face to face rather than using the internet, face to face communication is always best to ensure that the body language of the respondents is examined along with the study.

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