

## Research Paper

# Hotel Restaurants' Service Quality, Customer Satisfaction and Loyalty: A Test of Mediation

Ala`a Nimer AbuKhalifeh  
*Management & Science University, Malaysia*

Ahmad Puad Mat Som  
*Universiti Sultan Zainal Abidin, Malaysia*

© The Author(s) 2016. This article is published with open access by Taylor's Press.

---

**Abstract:** Service loyalty, with its final effect on repurchasing by customers, appears to have received relatively little attention. This study starts by first delineating the concept of service loyalty and proceeds to distinguish between service quality and customer satisfaction. The sample consisted of 430 respondents who stayed at four- and five-star hotels in Jordan. A structured questionnaire, with a five-point Likert scale, was used. SPSS was applied to analyse the casual relationships between hotel restaurants' service quality, customer satisfaction and customer loyalty, as well as to evaluate the hypotheses regarding relationships among model constructs. A mediational model that links hotel restaurants' service quality to service loyalty via customer satisfaction is proposed. Results designate that customer satisfaction does play a mediating role in the effect of hotel restaurants' service quality on customer loyalty. Implications are discussed, recommendations of the study are noted, and possible areas for further research are indicated.

**Keywords:** Loyalty, service quality, customer satisfaction, hotel restaurants

**Suggested citation:** AbuKhalifeh, A.N. & Mat Som, A.P. (2015). Hotel restaurants' service quality, customer satisfaction and loyalty: A test of mediation. *Asia-Pacific Journal of Innovation in Hospitality and Tourism*, 5(1), 21-39.

## Introduction

Service loyalty, with its final effect on repurchasing by customers, is possibly one of the most important constructs in the hospitality industry. Certainly, loyal customers that indulge in repeat purchases are the bedrock of any hotel. One of the clearer

---

Correspondence: Ala`a Nimer AbuKhalifeh, Management & Science University, Malaysia. Email: [dr.abukhalifeh@gmail.com](mailto:dr.abukhalifeh@gmail.com)

questions relates to the demographic characteristics of how these can be used for segmentation purposes (Frank, 1967; Caruana, 2002); though work that integrates the role of service loyalty within the context of other service marketing variables like hotel restaurants' service quality and customer satisfaction has received little attention.

Service quality has been a subject of substantial interest to both practitioners and scholars in recent years, spurred on by the original work of Parasuraman, Zeithaml & Berry (1985b). An important reason for the interest in service quality by practitioners results from the belief that this has a beneficial effect on the bottom line performance of a firm (Reinartz, Krafft & Hoyer, 2004). Nevertheless, practitioners frequently tend to use the terms service quality and customer satisfaction interchangeably (Parasuraman, Zeithaml & Berry, 1994). Among academics, the satisfaction construct is recognised as being distinct and has developed along fairly independent lines from service quality (Oliver, 1980; Hutcheson & Moutinho, 1998). The concepts of hotel restaurants' service quality, customer satisfaction and customer loyalty are associated with each other (Smith, Bolton & Wagner, 1999; Chon, Barrows & Bosselman, 2013). Theoretically, the expectancy (disconfirmation) paradigm in process theory can provide the foundation for this study, with service quality as an antecedent construct and customer loyalty as an outcome variable of customer satisfaction (Bowie & Buttle, 2013; Ali, Rezaei, Hussain & Ragavan, 2014; Ali, Ryu & Young, 2015). It can also provide practitioners with indications of where best to devote marketing notice and service corporate resources. This study seeks to contribute to the development of a conceptual framework that integrates customer loyalty, service quality and customer satisfaction. It reviews the literature on these three constructs and outlines the expected relationship in a research model. Appropriate measures were identified and research were carried out among four- and five-star hotel restaurant customers in Jordan to test the hypothesised relationship.

## **Literature Review**

### **Definitions of Loyalty**

Szmigin and Carrigan (2001) defined customer loyalty as the consumer's commitment toward a product, brand, marketer or services above and beyond that for the competitors in the marketplace, and usually the commitment results in repeat purchase; while Caruana (2002) defined service loyalty as a collective affective response of varying intensity, with a time-specific point of determination and limited duration, directed toward focal aspects of product acquisition and/or service consumption.

### *Customer Loyalty*

Over the past thirty years, loyalty has been debated by academics, with the core issue being the dimensionality and measurement of the construct. Loyalty appears to be a complex multidimensional construct (Dick & Basu, 1994; Ha, 1998; Javalgi & Moberg, 1997); yet during this period, views on loyalty have oscillated between unidimensional and two-dimensional views. Early research pursued either an attitudinal (Guest, 1944) or a behavioural approach (Cunningham, 1956), and this is still prevalent today. However, in the 1990s, research emerged which attempts to integrate both the attitudinal and behavioural dimensions of loyalty into two distinct but important constructs (Dick & Basu, 1994; Baldinger & Rubinson, 1996). Loyalty is thus defined as the relationship between an individual's attitudinal predisposition toward an object and the repeat patronage of that object.

A loyal customer of a particular hotel is one who will choose to continue staying with the same service provider and is more likely to try new products introduced by the hotel and to recommend the hotel's services to other customers (Bowen & Chen, 2001). Linton (1993) defined customer loyalty as one of the most important issues facing businesses today. Teich (1997) claimed that loyalty is developed over a period of time from a consistent record of meeting, and sometimes even exceeding, customer expectations. From the cost point of view, McDougall and Levesque (2000) and Levesque and McDougall (1993) emphasised that loyal customers are beneficial to service providers because they "often cost less to service, spend more as their time with the firm lengthens, and provide a good source for new business". Mittal and Lassar (1998) stated that loyal customers also lead to lower marketing costs, more efficient operations and higher profits.

Kotler, Bowen and Makens (1999) argued that it costs five times more to attract and catch a new customer as compared to the cost of keeping a current customer happy, as much effort and cost are required to persuade satisfied customers to switch over from their current service providers. They supported the argument with facts illustrating that companies can enhance profit from 25% to 85% by reducing customer defections by 5%, and this result can be achieved by delivering high customer satisfaction. Gremler and Brown (1996) described service loyalty as the extent to which a customer displays repeat purchasing behaviour from a service provider, acquires a positive attitudinal disposition toward the provider, and deliberately uses the same provider every time they need to use the same service. From another perspective, Bloemer and Kasper (1995) argued that true loyalty is when the same customer actually buys the same brand time and again. In this context, true loyalty encompasses a non-random, behavioural response which is an outcome of an evaluation process that results in commitment. According to Zeithaml, Berry

and Parasuraman (1996), loyalty is a multidimensional construct that includes both positive and negative responses.

In line with this, a number of empirical studies have demonstrated that some customers stayed with an organisation even if they were dissatisfied because they perceived that they had no other choice (Zeithaml et al., 1996; Holmlund & Kock, 1996; Mittal & Lassar, 1998). From this, it can be deduced that a satisfied customer is not always a loyal customer, since a loyal customer may at times be dissatisfied with certain services provided. Similarly, Colgate, Stewart and Kinsella (1996) argued that it is not necessary for customer defection to be the inverse of loyalty. Levesque and McDougall (1993) supported this argument by explaining that sometimes there may be shortcomings with the service provided, but about half of the customers would still continue using the same service. A few scholars have explained these phenomena by claiming that those customers choose to remain loyal due to high switching costs; they perceived that alternatives are no better and are limited by location issues, time or money constraints, and habit or behaviour opposing change (Bitner, Booms & Tetreault, 1990). Although satisfaction may not be the overall cause of customer loyalty, a dissatisfied customer would definitely look for alternatives in future. With the present situation whereby customers are becoming more and more demanding, satisfaction may become the absolute cause of customer loyalty in future (Hayes, 2008).

### *Service Quality*

Many researchers in the hospitality industry perceive service quality as a critical issue. Zeithaml (1988) defined service quality as a customer's judgement about the overall excellence of a product. Reeves and Bednar (1994) provided several definitions of quality. They branded quality in terms of excellence, value, conformance to specifications, and meeting or exceeding customers' expectations of service rendered. For Mudie and Cottam (2010), service quality meant service providers must adhere to a set of unwritten rules in "conformance to requirements" set by the customers. Juran (1989) defined quality as fitness for use, and it means that the product meets the customer's needs and is free of deficiencies. Spencer (1994) equated quality as the act of satisfying or delighting the customer with the necessary service. In the same light, other researchers suggested that quality needs may be defined by customers (Parasuraman, Zeithaml & Berry, 1988a; Grönroos, 1984; Reeves & Bednar, 1995). As such, service quality is based upon customers' needs and wants for a certain degree of quality (Oh, 2000; Sparks, Butcher & Pan, 2007).

In the 1990s, customers' perceptions of quality have gained primary focus in service quality studies (Wall & Berry, 2007; Oh, 2000; Kwortnik & Han, 2011). Subsequently, quality as the customer's perception of service excellence became

a popular definition among many scholars in the field of service quality study (Parasuraman, Berry & Zeithaml, 1988b, 1990). Another well-known definition is relative superiority of performance (Bitner & Hubbert, 1994; Gronroos, 1982). There are also others who included attitude in the definition of service quality (Cronin & Taylor, 1992; Parasuraman et al., 1988b). Bitner and Hubbert (1994) have a slightly differing view when they defined service quality as the customer's overall impression of the relative inferiority of the organisation and its services. Parasuraman, Zeithaml and Berry (1985a) added on to the definition by stating that service quality is a degree and direction of discrepancy between customers' service perceptions and expectations. Zeithaml (1988) defined perceived quality as how customers assess the overall fineness and superiority of the product or services provided, and can also be described in two different types of approaches, namely expectation performance and performance model. Zeithaml, Parasuraman and Berry (1990) outlined the discrepancy between customers' expectations or desires and their perceptions as a definition of quality. These definitions of service quality are based on a comparison of the service quality perceptions before using the service and the actual performance after using the service (Parasuraman et al., 1985, 1988b; Gronroos, 1982).

Definitions of service quality further attested that the dimensions of service quality is the difference between what customers expect from a service and their perceptions of how the service is performed (Lehtinen & Lehtinen, 1982; Parasuraman et al., 1985a; Grönroos, 1984). Service quality is precise as the amount of deviation between customers' perceptions of service performance and the normative expectation of that particular service. Later, the definition of service quality was fine-tuned as "the overall evaluation of a specific service firm that results from comparing the firm's performance with the customer's general expectations of how firms in the hotel industry should perform" (Parasuraman et al., 1985a), while Waller (1996, p. 152) defined quality as "the totality of features and characteristics of the product or service that bear on its ability to meet a given need".

### *Customer Satisfaction*

The importance of customer satisfaction has been long recognised, both in hospitality research and in the broader research environment (Barsky & Labagh, 1992; Yüksel & Rimmington, 1998; Skogland & Siguaaw, 2004; Ma, Qu, Wilson & Eastman, 2013; Cadotte, 1979; Sulek & Hensley, 2004). Satisfying customers is a fundamental component of the marketing concept (Barsky & Nash, 2003; Enz, 2004). It is the link to business performance as an antecedent of repeat purchase behaviour that has encouraged the research interest in customer satisfaction (Wirtz, 1993; Oh & Parks, 1997; Barsky & Labagh, 1992). For customers, there is the tendency to link perceived service quality with satisfaction, where perceived service quality is a global

judgment or attitude, relating to dominance of the service, whereas satisfaction refers to a specific transaction with regard to the perceived service quality (Parasuraman et al., 1988a; Namkung & Jang, 2010; Oh, 2000). As noted by Oliver (1993), the word “satisfaction” is derived from Latin *satis* (enough) and *facere* (to do or make). A related word is “satiating” which loosely means “enough” or “enough to excess”. These terms illustrate the point that satisfaction implies a filling or fulfilment. Thus, consumer satisfaction can be viewed as the customer’s fulfilment response. Oliver and DeSarbo’s (1988) framework viewed satisfaction as a state of fulfilment related to reinforcement and arousal; low arousal fulfilment is described as “satisfaction as contentment”, which assumes only that the product or service performs satisfactorily in an ongoing, passive sense. Zeithaml, Bitner and Gremler (2009) mentioned satisfaction as the customer’s evaluation of a product or service in terms of whether that product or service has met the customer’s needs and expectations. Failure to meet needs and expectations is assumed to result in dissatisfaction with the product or service. Gerson (1993) stated that satisfaction is the customer’s perception that his or her expectations have been met or surpassed.

Giese and Cote (2000) provided an overview of customer satisfaction, which can be influenced by three components related to affective, focus and temporal responses. The affective response deals with the intensity with which a particular customer reacts to a certain service or product delivery, and the satisfaction varies between individuals. The next component depends on the customer’s focus or demand for an exacting product choice, purchase or consumption. As for the temporal response, customer satisfaction may vary according to the situation but this is usually limited in duration. Oliver (1981) summarised the current thinking on satisfaction in the following definition: “satisfaction is a summary psychological state resulting when the emotion surrounding disconfirmed expectations is coupled with the consumer’s prior feelings about the consumption experience” (p. 27).

From the perspective of the cognitive component, the customer’s evaluation of the perceived performance in terms of its adequacy in comparison to some kind of expectation standards is taken into consideration (Oliver, 1980; Wirtz, 1993). Liljander and Strandvik (1997) outlined satisfaction as an emotional component, which comprises various emotions, including happiness, sadness, dissatisfaction, surprise and disappointment. In addition, Cronin and Taylor (1992) and Patterson, Johnson and Spreng (1996) discovered that the impact of customer satisfaction on repurchase intention in a range of services is significant. From a similar perspective, Venetis and Ghauri (2004) concluded that client satisfaction is indisputably the key factor that influences the loyalty of current clients in any professional service, whereas Crosby, Evans and Cowles (1990) suggested that trust and satisfaction may strongly influence future sales opportunities in personal selling situations.

In this light, Finkelstein and Golan (1990) explained that there is a need for

companies to have a comprehensive understanding of customers' expectations at every stage of forming their experiences. Companies are also required to expand the procedures of establishing and supporting the system of rewarding and evaluation to satisfy customers. The same scholars divided the elements of customers into product, sale, after-sales process, location, overnight stay and culture. The after-sales process includes the interest of customers and the treatment of complaints which should be fulfilled, and customers should be acquainted with the whole process. The main reason for the after-sales process is to make the customer aware that the hotel is showing interest in their purchase and especially, to illustrate the amount of respect accorded to them.

Incidentally, customer satisfaction is the result of a customer's perception of value received in a transaction or relationship, where value equals perceived service quality relative to customer acquisition cost and price (Babajide, 2011). In the same view, many other studies are concerned with the significant relationship between customer satisfaction and customer perceptions (Swimberghe & Wooldridge, 2014; Gupta et al., 2007; Babajide, 2011; Kang & James, 2004). Therefore, customer satisfaction has been observed in this research to be acting as a mediating variable in the link between hotel restaurants' service quality perceptions and customer loyalty. Kotler and Keller (2011) referred to satisfaction as a personal feeling of happiness or disappointment with the result from the comparison between realized performance and the person's expectations. Practitioners and writers tend to use the terms satisfaction and service quality interchangeably (Zeithaml et al., 2009), but researchers have attempted to be more specific about the meaning and measurement of these two concepts, resulting in considerable debate (Parasuraman et al., 1994). The consensus reached was that the two concepts are fundamentally different in terms of their underlying causes and outcomes (Oliver, 1993; Brady & Cronin Jr, 2001).

Although they have certain things in common, satisfaction is generally viewed as a broader concept, whereas service quality focuses specifically on dimensions of service. Based on this view, perceived service quality is a component of customer satisfaction (Zeithaml et al., 2009). Service quality is a focused evaluation that reflects the customer's perception of reliability, assurance, responsiveness, empathy and tangibles (Parasuraman et al., 1988b). Satisfaction, on the other hand, is more inclusive and is influenced by perceptions of service quality, product quality and price, as well as situational factors and personal factors.

### *Research Model*

There has been significant effort in the past to look at the area of service quality, customer satisfaction and, to a lesser extent, service loyalty. However, there is considerable confusion in the demarcation between service quality and customer satisfaction.

Grönroos (1984) and Parasuraman et al. (1985a) both argued that perceived service quality results from the comparison that customers make between expected quality and experienced or outcome quality. The expectancy/disconfirmation paradigm that ultimately results in satisfaction or dissatisfaction makes a similar point is made of this paradigm in process theory to accommodate both the Grönroos and the gap model.

It is clear from Grönroos (1984) that the most important aspect is perceived service quality rather than the technical side of quality. The gap model and its resultant SERVQUAL functional measure primarily focus on what Grönroos (1984) terms as the functional aspect of quality. It is suggested that these two models represent parallel concepts that can both be viewed as one type of confirmation/disconfirmation in satisfaction theory. It is for this reason that this research adopts the suggestion by Oliver, Rust and Varki (1997), who argued that service quality is simply confirmation/disconfirmation and who advocated the direct measurement of the perception items in SERVQUAL in relation to respondents' expectations. On its own, the gap model has no theoretical grounding and the use of difference score measures relative to ideal expectations is questionable. The approach being suggested has the advantage of providing a clearer theoretical underpinning to the constructs, data that are more statistically reliable and shorter questionnaire. As a process in time, service quality takes place before, and leads to, overall customer satisfaction. Although Cronin and Taylor (1992) originally hypothesised that satisfaction is an antecedent of service quality, their research with a multi-industry sample showed, in a LISREL analysis, an opposite relationship. Service quality appears to be only one of the service factors contributing to customers' satisfaction judgements.

Baron and Kenny (1986) provided the procedure that can be used to investigate the mediating effect depicted in Figure 1. This involves the computation of three regression equations: first, the regression of the mediator (customer satisfaction) on the independent variable (service quality); second, the regression of the dependent variable (service loyalty) on the independent variable (service quality); and third, the regression of the dependent variable (service loyalty) on both the independent variable (service quality) and on the mediator (customer satisfaction). For mediation to hold: in the first regression equation, the independent variable must affect the mediator; in the second equation, the independent variable must be shown to affect the dependent variable; and in the final equation, the mediator must affect the dependent variable to the exclusion of the independent variable.

### **Methodology**

The study was designed to use a quantitative research method. A quantitative approach helps to explain present circumstances, or examine relationships among

variables (Yin, 2013; Creswell, 2013; Firestone, 1987; Scandura & Williams, 2000). Survey research design is usually used to answer research questions and test the hypothesis of research (Trochim & Donnelly, 2001; Burns, 1997; De Vaus, 2002). The design examined the relationship among hotel restaurants' service quality dimensions, customer satisfaction and customer loyalty. The findings will further validate the impact of each independent variable on overall loyalty. For the purpose of this research, a survey questionnaire was employed.

A population represents all the individual elements, items or objects whose characteristics are being studied. The population that is being deliberated is also called the target population (Mann, 2007). The specific target population for this research was customers who stayed at four- and five-star hotels in Jordan, specifically in Amman, Irbid, Madaba, Dead Sea, Petra and Aqapa. According to MOTA (2013), there were 55 four- and five-star architecturally designed hotels in these destinations. In 2013, there were approximately 3,056,228 hotel rooms in Jordan with an average occupancy rate of 43.8% (MOTA, 2013). The unit analysis of the study was individual hotel customers, and the population consisted of four- and five-star hotel customers from either local or international locations. The reasons for choosing these tourist destination hotels were: (a) the geographical area would be thoroughly evaluated, rather than choosing samples across the whole country, (b) Jordan is a primary tourist destination spot and gateway to Middle East countries, (c) the association with the environment of Amman, Irbid, Madaba, Dead Sea, Petra and Aqapa could also ease the data collection process.

Non-probability sampling provides a range of alternative techniques based on researchers' subjective judgement (Sekaran, 2006). In non-probability sampling, the selection of sample is from an unknown population. Normally, researchers use the convenience sampling method in the hospitality and hotel context, such as Akbaba (2006), Saleh and Ryan (1991), and Poon and Lock-Teng Low (2005). This study employed the convenience sampling method because the population of hotel guests was uncertain and the number of guests who will stay in the selected four- and five-star hotels was not able to be determined.

## **Findings**

### **Mediation Analysis**

In order to test the mediating effect of customer satisfaction between hotel restaurants' service quality dimensions and customer loyalty, Preacher and Hayes' (2008) bootstrap procedure was used. Table 1 presents results of the regression coefficients of the mediator effect of customer satisfaction in the relationships between hotel restaurants' service quality dimensions and customer loyalty (Model 1). For this

model, Figure 1 and Table 1 show hotel restaurants' service quality was positively and significantly linked to customer loyalty ( $\beta = 0.568, p < 0.01$ ). Customer satisfaction also had a positive and significant impact on customer loyalty ( $\beta = 1.044, p < 0.01$ ).

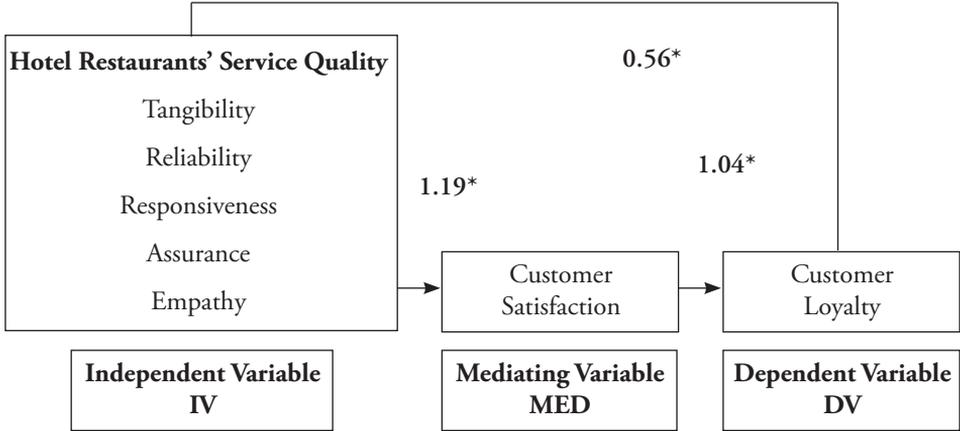


Figure 1. Mediation analysis

Sobel's test of significance of the indirect effect of hotel restaurants' service quality dimensions on customer loyalty was satisfactory ( $z = 11.01; p < 0.01$ ). The bootstrap confidence interval [0.487; 0.698] did not contain zero, thus it corresponds to the criterion of significance of the mediator effect of customer satisfaction between hotel restaurants' service quality dimensions and customer loyalty (Preacher & Hayes, 2008).

Table 1. Direct and total effects

Model 1 (Mediation of Customer Satisfaction)	Beta	S.E.	T
Effect of hotel restaurants' service quality dimensions on customer satisfaction (a)	1.119**	0.031	35.09
Effect of hotel restaurants' service quality dimensions on customer loyalty (b)	0.568**	0.049	11.50
Effect of customer satisfaction on customer loyalty, controlling for hotel restaurants' service quality dimensions (c)	1.044**	0.027	38.24
Effect of hotel restaurants' service quality dimensions on customer loyalty, controlling for customer satisfaction (d)	0.525**	0.058	8.969
Indirect Effects Normal Distribution			

**Table 1** (con't)

	Value	Z	LL 95% CI	UL 95% CI
Model 1 (Mediation of Customer Satisfaction)	0.593	11.01**	0.487	0.698
Bootstrapping Results for Indirect Effects				
	M	SE	LL 99% CI	UL 99% CI
Model 1 (Mediation of Customer Satisfaction)	0.601	0.075	0.425	0.834
Result of Mediation Effect				
	VAF % ( $a*b/a*b + c'$ )		Type of Mediation based on Hair Jr, Hult, Ringle & Sarstedt (2013)	
Model 1 (Hotel Restaurants' Service Quality Dimensions → Customer Satisfaction → Customer Loyalty)	68.9%		Partial Mediation	

*Note: N = 430. The regression coefficients are non-standardized. The size of the bootstrap sample = 2000;  
LL = lower limit; UL = upper limit; CI = confidence interval. M = mean; SE = standard error. \* p < 0.05; \*\*p < 0.01*

In order to estimate the size of the indirect effects of the mediator, VAF% (variance accounted for) was calculated. For model 1, the VAF value was 68.9%, indicating that 68.9% of the total effect of hotel restaurants' service quality dimensions on customer loyalty is explained by the indirect effect (customer satisfaction).

### Discussion

The findings indicate that the questionnaires identified to measure service loyalty, customer satisfaction and service quality exhibit acceptable psychometric properties in terms of both reliability and validity. The results confirm the hypothesised relationships in the research model. Service quality is found to act on service loyalty via customer satisfaction. The research contributes to the body of knowledge by providing support for the contention that customer satisfaction performs a mediating role in the link between hotel restaurants' service quality and service loyalty. Service quality has been found to be an important input to customer satisfaction. The main focus of the hotel management should be on customer satisfaction, of which service quality is an important element. Identification of the various elements, besides service quality, that contribute to overall customer satisfaction becomes critical.

### **Theoretical and Practical Implications**

This study utilised the SERVQUAL model in hotel restaurants. It tested the relationship among the variables of hotel restaurants' service quality dimensions, customer satisfaction and customer loyalty. The findings brought greater understanding pertaining to the relationship among hotel restaurants' service quality, customer satisfaction and customer loyalty. This study demonstrated that hotel restaurants' service quality dimensions are the antecedents of customer satisfaction and that customer satisfaction is the major factor influencing customer loyalty, as all three components were found to be significantly related.

Based on the literature review in the field of food and beverage's service quality dimensions, this study managed to address certain gaps that were identified. Initially, there was an insufficiency of empirical research investigating the association of all the variables of hotel restaurants' service quality dimensions, customer satisfaction and customer loyalty in the Jordanian hotel industry. In addition, the impact on the hotel restaurants' attitudes toward providing better quality services in the face of economic changes was also addressed (Zeithaml et al., 2009; Parasuraman et al., 1985a).

### **Limitation of the Study**

In any research, the presence of limitations serves to complete the research (Van Dolen, De Ruyter & Lemmink, 2004), since any study without limitations is either the ultimate and perfect research or is a totally useless effort. The results of this study may not have been representative of the whole population due to the fact that this research faced many challenges. Among the challenges were the high security in Jordanian hotels and the low occupancy rate in the four- and five-star hotels during November and December 2013 because of the unstable political situation in the countries bordering Jordan, such as Syria, Iraq, Lebanon, Egypt and Palestine, which affected the tourism and hospitality sector in Jordan. This study was conducted only on selected four- and five-star hotels and convenience sampling was used to collect the data. To be able to generalise the findings for this specific hotel segment, a study could be conducted that would include more hotels in a variety of regional settings.

### **Conclusion**

Based on the results of this study and the literature review, recommendations for future study are as follows. The main implication is the need for further consideration of similar models to SERVQUAL or even for SERVQUAL to be used in collaboration with SERPERF. Future scholars could consider measuring the physical products or other services so as to analyse and provide the necessary statistics for the consistency and reliability of the model in explaining various products and services in different

sectors. This research applied the American perspective in the context of hotel restaurants in Jordan.

SERVQUAL is a concise multiple item scale with good reliability and validity, which hotel restaurants can use to better understand customers' service expectations and perceptions, and as a result, improve service. The instrument has been designed to be applicable across a broad spectrum of services. As such, it provides a basic skeleton through the format of customer perceptions, encompassing statements for each of the five service quality dimensions. This skeleton, when necessary, can be adapted or supplemented to fit the characteristics or specific research needs of a particular hotel restaurant. SERVQUAL is most valuable when it is used periodically to track service quality trends, and when it is used in conjunction with other forms of service quality measurement.

Although this study concentrated on using service satisfaction as a major factor influencing customer loyalty, the results reported that around 60% of customer loyalty is influenced by service satisfaction. Although service satisfaction is quite influential over customer loyalty, other factors may also have an impact on customer loyalty, as suggested by Gupta et al. (2007) and Bloemer and De Ruyter (1998). To widen the research and add to the literature on customer loyalty, future research should try to investigate the effect of functional quality, technical quality, image, brand reputation, marketing mix and relationship marketing on customer loyalty by using the European perspective. As this study analysed collected data using SPSS, future research can utilize AMOS and PLS to develop hotel restaurants' service quality dimensions modelling.

One more interesting area of study is the comparison of customer loyalty between Jordanian and non-Jordanian customers in hotel restaurants in Jordan. The subject could be varied further by concentrating on these two groups of customers in foreign-owned and Jordanian-owned hotels to see if the groups are affected by nationality in their choice of hotel restaurants. Choi and Chu (2000) discovered that Asian and Western customers differ in their perceptions of satisfaction under different factors. Generally, Asian customers placed the value factor as an important component of satisfaction, while Western customers chose the quality factor as the motivation to acquire satisfaction. The study could also be expanded to include other two- and three-star hotels and fine dining restaurants. A longitudinal comparison of customers that span different hotels and restaurants in Jordan would definitely provide a highly accurate model for research findings in the area of hotel restaurants' service quality dimensions, customer satisfaction and customer loyalty.

### **Acknowledgement**

The authors would like to extend their appreciation to Universiti Sains Malaysia, for

the university's fellowship scheme and for the Research University Grant under the Sustainable Tourism Research Cluster entitled 'Tourism Planning' [Grant No. 1001/PTS/8660013] that help make this research and paper possible.

Open Access: This article is distributed under the terms of the Creative Commons Attribution License (CC-BY 4.0) which permits any use, distribution and reproduction in any medium, provided the original author(s) and the source are credited.

## References

- Akbaba, A. (2006). Measuring service quality in the hotel industry: A study in a business hotel in Turkey. *International Journal of Hospitality Management*, 25, 170-192.
- Ali, F., Rezaei, S., Hussain, K. & Ragavan, N.A. (2014). International business travellers experience with luxury hotel restaurants: The impact of foodservice experience and customer satisfaction on dining frequency and expenditure. *International Journal of Hospitality and Event Management*, 1, 164-186.
- Ali, F., Ryu, K. & Young, B. (2015). Bringing them back to spend more: Student foodservice experiences to satisfy their taste buds. *Young Consumers*, 16.
- Babajide, O. (2011). *Breakfast service quality in Restaurant Gui Hilton Helsinki Airport Hotel* (unpublished bachelor's thesis). Haaga-Helia University Of Applied Sciences, Helsinki, Finland.
- Baldinger, A.L. & Rubinson, J. (1996). Brand loyalty: The link between attitude and behaviour. *Journal Of Advertising Research*, 36, 22-34.
- Baron, R.M. & Kenny, D.A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1177.
- Barsky, J. & Nash, L. (2003). Customer satisfaction applying concepts to industry-wide measures. *Cornell Hotel and Restaurant Administration Quarterly*, 44, 173-183.
- Barsky, J.D. & Labagh, R. (1992). A strategy for customer satisfaction. *Cornell Hotel and Restaurant Administration Quarterly*, 33, 32-40.
- Bitner, M.J., Booms, B.H. & Tetreault, M.S. (1990). The service encounter: Diagnosing favorable and unfavorable incidents. *The Journal of Marketing*, 54, 71-84.
- Bitner, M.J. & Hubbert, A.R. (1994). Encounter satisfaction versus overall satisfaction versus quality: The customer's voice. In Rust, R.T. & Oliver, R.L. (Eds.), *Service Quality: New Directions in Theory and Practice* (pp. 72-94). Thousand Oaks, Ca: Sage.
- Bloemer, J.M. & Kasper, H.D. (1995). The complex relationship between consumer satisfaction and brand loyalty. *Journal of Economic Psychology*, 16, 311-329.
- Bloemer, J. & De Ruyter, K. (1998). On the relationship between store image, store satisfaction and store loyalty. *European Journal of Marketing*, 32, 499- 513.
- Bowen, J.T. & Chen, S.L. (2001). The relationship between customer loyalty and customer satisfaction. *International Journal of Contemporary Hospitality Management*, 13, 213-217.

- Bowie, D. & Buttle, F. (2013). *Hospitality marketing*. NY : Taylor & Francis.
- Brady, M.K. & Cronin Jr, J.J. (2001). Some new thoughts on conceptualizing perceived service quality: a hierarchical approach. *Journal of Marketing*, 65, 34-49.
- Burns, R.B. (1997). *Introduction to Research Methods*. Australia: Addison Wesley Longman.
- Cadotte, E.R. (1979). The push-button questionnaire: A new tool for measuring customer satisfaction. *Cornell Hotel and Restaurant Administration Quarterly*, 19, 70-79.
- Caruana, A. (2002). Service Loyalty: The effects of service quality and the mediating role of customer satisfaction. *European Journal of Marketing*, 36, 811-828.
- Choi, T. Y. & Chu, R. (2000). Levels of satisfaction among Asian and Western travellers. *International Journal of Quality & Reliability Management*, 17, 116-132.
- Chon, K.S., Barrows, C.W. & Bosselman, R.H. (2013). *Hospitality management education*. London, UK: Routledge.
- Colgate, M., Stewart, K. & Kinsella, R. (1996). Customer defection: A study of the student market in Ireland. *International Journal of Bank Marketing*, 14, 23-29.
- Creswell, J.W. (2013). *Research design: Qualitative, quantitative, and mixed methods approaches*. US: Sage Publications.
- Cronin, J.J. & Taylor, S.A. (1992). Measuring service quality: A re-examination and extension. *Journal of Marketing*, 56, 55-68.
- Crosby, L.A., Evans, K.R. & Cowles, D. (1990). Relationship quality in services selling: An interpersonal influence perspective. *The Journal of Marketing*, 54, 68-81.
- Cunningham, R.M. (1956). Brand loyalty-what, where, how much. *Harvard Business Review*, 34, 116-128.
- De Vaus, D.A. (2002). *Surveys in social research*. Australia: Psychology Press.
- Dick, A.S. & Basu, K. (1994). Customer loyalty: Toward an integrated conceptual framework. *Journal of the Academy of Marketing Science*, 22, 99-113.
- Enz, C.A. (2004). Issues of concern for restaurant owners and managers. *Cornell Hotel and Restaurant Administration Quarterly*, 45, 315-332
- Finkelstein, D.P. & Goland, A.R. (1990). How not to satisfy your customers. *The McKinsey Quarterly*, 2, 2-12.
- Firestone, W.A. (1987). Meaning in method: The rhetoric of quantitative and qualitative research. *Educational Researcher*, 16, 16-21.
- Frank, R.E. (1967). Correlates of buying behavior for grocery products. *The Journal of Marketing*, 81, 48-53.
- Gerson, R. (1993). *Measuring customer satisfaction*. Menlo Park, California: Crisp Publications.
- Giese, J.L. & Cote, J.A. (2000). Defining consumer satisfaction. *Academy of Marketing Science Review*, 1, 1-22.
- Gremler, D.D. & Brown, S.W. (1996). Service loyalty: Its nature, importance, and implications. In B. Edvardsson, S.W. Brown, R. Johnston, et al. (Eds.), *Advancing service quality: A global perspective*. New York: International Service Quality Association.
- Gronroos, C. (1982). *Strategic management and marketing in the service sector*. Helsingfors: Swedish School Of Economics And Business Administration.

- Grönroos, C. (1984). A service quality model and its marketing implications. *European Journal of Marketing*, 18, 36-44.
- Guest, L. (1944). Brand loyalty revisited: A twenty-year report. *Journal of Applied Psychology*, 48, 93.
- Gupta, S., McLaughlin, E. & Gomez, M. (2007). Guest satisfaction and restaurant performance. *Cornell Hotel and Restaurant Administration Quarterly*, 48, 284-298.
- Ha, C.L. (1998). The theory of reasoned action applied to brand loyalty. *Journal of Product & Brand Management*, 7, 51-61.
- Hair Jr, J.F., Hult, G.T.M., Ringle, C. & Sarstedt, M. (2013). *A primer on partial least squares structural equation modeling (Pls-Sem)*. New York, Thousand Oaks: Sage.
- Hayes, B.E. (2008). *Measuring customer satisfaction and loyalty: Survey design, use, and statistical analysis methods*. US: Asq Quality Press.
- Holmlund, M. & Kock, S. (1996). Relationship marketing: The importance of customer-perceived service quality in retail banking. *Service Industries Journal*, 16, 287-304.
- Hutcheson, G.D. & Moutinho, L. (1998). Measuring preferred store satisfaction using consumer choice criteria as a mediating factor. *Journal of Marketing Management*, 14, 705-720.
- Javalgi, R. & Moberg, C. (1997). Service loyalty: Implications for providers. *The Journal of Services Marketing*, 11, 165-179.
- Juran, J.M. (1989). *Juran on leadership for quality: An executive handbook*. New York, Wilson, Ct: Juran Institute.
- Kang, G.D. & James, J. (2004). Service quality dimensions: An examination of Grönroos's service quality model. *Managing Service Quality*, 14, 266-277.
- Kotler, P., Bowen, J.T. & Makens, J.C. (1999). *Marketing for hospitality and tourism, 5/E*. India: Pearson Education.
- Kotler, P. & Keller, K. (2011). *Marketing management* (14th ed.). New York: Prentice Hall.
- Kwortnik, R.J. & Han, X. (2011). The influence of guest perceptions of service fairness on lodging loyalty in China. *Cornell Hospitality Quarterly*, 52, 321-332.
- Lehtinen, U. & Lehtinen, J.R. (1982). *Service quality: A study of quality dimensions*. Helsinki, Finland: Service Management Institute.
- Levesque, T.J. & Mcdougall, G.H.G. (1993). Managing customer satisfaction: The nature of service problems and customer exit, voice and loyalty. *Asia Pacific Journal of Quality Management*, 2, 40-58.
- Liljander, V. & Strandvik, T. (1997). Emotions in service satisfaction. *International Journal of Service Industry Management*, 8, 148-169.
- Linton, I. (1993). *Building customer loyalty*. United Kingdom: Universities Press, Pitman Publishing.
- Ma, E., Qu, H., Wilson, M. & Eastman, K. (2013). Modeling ocb for hotels: Don't forget the customers. *Cornell Hospitality Quarterly*, 54, 308-317.
- Mann, P.S. (2007). *Introductory statistics*. New York: John Wiley & Sons.
- Mcdougall, G.H. & Levesque, T. (2000). Customer satisfaction with services: Putting perceived value into the equation. *Journal of Services Marketing*, 14, 392-410.

- Mittal, B. & Lassar, W.M. (1998). Why do customers switch? The dynamics of satisfaction versus loyalty. *Journal of Services Marketing*, 12, 177-194.
- MOTA (2013). Tourists, touristic nights, and length of stay for package tours by countries groups for the period Jan.- Sep. 2012- 2013. Retrieved from [http://www.mota.gov.jo/Contents/Tourism\\_Statistical\\_Newsletter\\_2013.aspx](http://www.mota.gov.jo/Contents/Tourism_Statistical_Newsletter_2013.aspx)
- Mudie, P. & Cottam, A. (2010). *Management and marketing of services*. UK: Routledge.
- Namkung, Y. & Jang, S. (2010). Service failures in restaurants: Which stage of service failure is the most critical? *Cornell Hospitality Quarterly*, 51, 323-343.
- Oh, H. (2000). Diners' perceptions of quality, value, and satisfaction: A practical viewpoint. *Cornell Hotel and Restaurant Administration Quarterly*, 41, 58-66.
- Oh, H. & Parks, S.C. (1997). Customer satisfaction and service quality: A critical review of the literature and research implications for the hospitality industry. *Hospitality Research Journal*, 20, 35-64.
- Oliver, R.L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 17, 460-469.
- Oliver, R.L. (1981). Measurement and evaluation of satisfaction processes in retail settings. *Journal Of Retailing*, 57, 25.
- Oliver, R.L. (1993). A conceptual model of service quality and service satisfaction: Compatible goals, different concepts. *Advances in Services Marketing and Management*, 2, 65-85.
- Oliver, R.L. & Desarbo, W.S. (1988). Response determinants in satisfaction judgments. *Journal of Consumer Research*, 14, 495-507.
- Oliver, R.L., Rust, R.T. & Varki, S. (1997). Customer delight: Foundations, findings, and managerial insight. *Journal of Retailing*, 73, 311-336.
- Parasuraman, A., Berry, L.L. & Zeithaml, V.A. (1990). An empirical examination of relationships in an extended service quality model. *Marketing Research*, 34-44.
- Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1985a). A conceptual model of service quality and its implications for future research. *The Journal of Marketing*, 49, 41-50.
- Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1985b). A conceptual model of service quality and its implications for future research. *The Journal of Marketing*, 41-50.
- Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1988a). A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64, 12-40.
- Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1988b). Servqual: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64, 5-6.
- Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1994). Reassessment of expectations as a comparison standard in measuring service quality: Implications for further research. *The Journal of Marketing*, 58, 111-124.
- Patterson, P.G., Johnson, L.W. & Spreng, R.A. (1996). Modeling the determinants of customer satisfaction for business-to-business professional services. *Journal of the Academy of Marketing Science*, 25, 4-17.
- Poon, W.C. & Lock-Teng Low, K. (2005). Are travellers satisfied with Malaysian hotels? *International Journal of Contemporary Hospitality Management*, 17, 217-227.

- Preacher, K.J. & Hayes, A.F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40, 879-891.
- Reeves, C.A. & Bednar, D.A. (1994). Defining quality: Alternatives and implications. *Academy of Management Review*, 19, 419-445.
- Reeves, C.A. & Bednar, D.A. (1995). Quality as symphony. *The Cornell Hotel and Restaurant Administration Quarterly*, 36, 72-79.
- Reinartz, W., Krafft, M. & Hoyer, W.D. (2004). The customer relationship management process: its measurement and impact on performance. *Journal of Marketing Research*, 41, 293-305.
- Saleh, F. & Ryan, C. (1991). Analysing service quality in the hospitality industry using the servqual model. *Service Industries Journal*, 11, 324-345.
- Scandura, T.A. & Williams, E.A. (2000). Research methodology in management: Current practices, trends, and implications for future research. *Academy of Management Journal*, 43, 1248-1264.
- Sekaran, U. (2006). *Research methods for business : A skill building approach*. New York: John Wiley & Sons.
- Skogland, I. & Siguaw, J.A. (2004). Are your satisfied customers loyal? *Cornell Hotel and Restaurant Administration Quarterly*, 45, 221-234.
- Smith, A.K., Bolton, R.N. & Wagner, J. (1999). A model of customer satisfaction with service encounters involving failure and recovery. *Journal of Marketing Research*, 36, 356-372.
- Sparks, B., Butcher, K. & Pan, G. (2007). Understanding customer-derived value in the timeshare industry. *Cornell Hotel and Restaurant Administration Quarterly*, 48, 28-45.
- Spencer, B.A. (1994). Models of organization and total quality management: A comparison and critical evaluation. *Academy of Management Review*, 19, 446-471.
- Sulek, J.M. & Hensley, R.L. (2004). The relative importance of food, atmosphere, and fairness of wait: The case of a full-service restaurant. *Cornell Hotel and Restaurant Administration Quarterly*, 45, 235-247.
- Swimberghe, K.R. & Wooldridge, B.R. (2014). Drivers of customer relationships in quick-service restaurants: The role of corporate social responsibility. *Cornell Hospitality Quarterly*.
- Szmigin, I. & Carrigan, M. (2001). Wherefore customer loyalty. *Journal of Financial Services Marketing*, 6, 6-8.
- Teich, I. (1997). Holding on to customers: The bottom-line benefits of relationship building. *Bank Marketing*, 29, 12-13.
- Trochim, W.M. & Donnelly, J.P. (2001). *Research methods knowledge base*. United Kingdom: Thompson Educational Publishing, Inc.
- Van Dolen, W., De Ruyter, K. & Lemmink, J. (2004). An empirical assessment of the influence of customer emotions and contact employee performance on encounter and relationship satisfaction. *Journal of Business Research*, 57, 437-444.

- Venetis, K.A. & Ghauri, P.N. (2004). Service quality and customer retention: Building long-term relationships. *European Journal of Marketing*, 38, 1577-1598.
- Wall, E.A. & Berry, L.L. (2007). The combined effects of the physical environment and employee behavior on customer perception of restaurant service quality. *Cornell Hotel and Restaurant Administration Quarterly*, 48, 59-69.
- Waller, K. (1996) *Improving food and beverage performance*. Oxford: Butterworth-Heinemann.
- Wirtz, J. (1993). A critical review of models in consumer satisfaction. *Asian Journal of Marketing*, 2, 7-22.
- Yin, R. K. (2013). *Case study research: Design and methods*. Thousand Oaks: Sage Publications.
- Yüksel, A. & Rimmington, M. (1998). Customer-satisfaction measurement: Performance counts. *Cornell Hotel and Restaurant Administration Quarterly*, 39, 60-70.
- Zeithaml, V.A. (1988). Consumer perceptions of price, quality, and value: A means-end model and synthesis of evidence. *The Journal of Marketing*, 52, 2-22.
- Zeithaml, V.A., Berry, L.L. & Parasuraman, A. (1996). The behavioral consequences of service quality. *The Journal of Marketing*, 60, 31-46.
- Zeithaml, V.A., Bitner, M.J. & Gremler, D.D. (2009). *Services marketing integrating customer focus across the firm*. New York: Mcgraw-Hill.
- Zeithaml, V.A., Parasuraman, A. & Berry, L.L. (1990). *Delivering quality service: balancing customer perceptions and expectations*. Old Tappan, New Jersey, US: Free Press - Simon Schuster.