

# Evaluating the Dimensions of Service Levels in Chain Hotels: From the Perspective of Top and Middle Managements (An Empirical Study in Jordan)

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## Abstract

The current study aimed at measuring the top and middle managements' perceptions about the dimensions of the hotel service levels in ten chain hotels in Amman /Jordan. It also aimed to identify their characteristics, problems and challenges. The study's sample consisted of ten chain hotels in Amman .Questioners distributed in (10) hotels to one hundred persons top and middle management, but just (65) questionnaires retrieved were valid to statistical analysis. The questionnaire covered four areas. The first area is represented in the core services of the hotel. As for the second, it is concerned in the supported services, whereas the third area is concerned with the hotel facilitated services. As for the fourth area, it is concerned with the augmented services. The study concluded that the aforementioned convenient sample hotels have an accepted level of perceptions about the dimensions of the hotel service levels and its characteristics and the challenges. That was attributed to the hotels' capabilities to understand their activities and their complicated mechanisms. There are lack of information concerning the perceptions levels about some hotel mechanisms and activities which require specialized professional skills in the hotel industry. At the end of the current study, we suggested several recommendations and suggestions related to the nature of the marketing dimensions of hotel services which contribute in developing the hotel industry in Jordan.

**Keywords:** perception, top and middle hotel management, hotel service levels, first class hotel

## 1. Introduction

The tourism sector in Jordan is considered to be one of the most important sectors, as the number of incoming tourists in 2016 reached approximately 4 million, 48% of which stayed in Jordanian hotels, And the revenues of the tourists of the same year was about 2.4 billion Jordanian dinar which is equivalent more than 3 billion US dollars. The hotels in the Jordanian kingdom increased to reach a total of 235 classified hotels in different provinces of Jordan, while the capital Amman got the biggest share with 131 classified hotels corresponding to 55.7% of total hotels number in Jordan, the five stars hotel comprised 11% of the hotels share, with 4,846 thousands employee working in the first class hotels, but in the tourism industry; 18,618 thousands of which work within the hotels sector ([www.johotels.org](http://www.johotels.org)).

According to this situation and the competition intensity that differentiate the nature of hospitality services offering by chain hotels in Amman, Petra and Dead Sea. In this case hotel managements have to take in consideration and understanding the characteristics and dimensions of services levels in chain hotels. Therefore the flower of service in hotel industry has two components: The core product and supplementary service. The core product is based on the core set of benefits and solutions delivered to customers. Surrounding the core product is a variety of service- related activities called supplementary services. Supplementary services play two roles. Facilitating supplementary services are either needed for service delivery (e.g., payment) or help in the use of the main product (e.g., information).Enhancing supplementary services add extra value and appeal for customers (Vouchen Wirtz et al., 2013, p. 98).

"The flower of service" concept was first introduced in Christopher H. Lovelock. "Cultivating the flower of service: new ways of looking at core and supplementary services" (1992).

The core product in the hotel industry is Accommodation or lodging and the supplementary services food and beverages, Conferences and banqueting , then play an important role in differentiating and positioning the core product against competing services in the Hospitality industry .The eight categories of supplementary services: Four facilitating services (Information, order taking, billing, and payment) and four enhancing services (consultation, hospitality, safekeeping and exceptions), that form of the “flower of service collectively provide many options for enhancing core products. In the number of service industries, branding is used not only to differentiate core services but also to clearly differentiate service levels. This is known as service tiering. It is common in industries such as hotels star or diamond rating (5 to 1) according to key service attributes and physical elements used in tiering like, architecture; landscaping; room size; furnishings and décor; restaurant facilities and menus: staffing levels: caliber and attitudes of employees .Christopher lovelock et al., 2011, classified the services into four broad categories, they are: people processing (services directed to people's bodies), possession processing (services directed to physical possession), mental stimulus processing (services directed to people's mind) and information processing (Services directed at intangible assets).

The nature of these processing can be tangible or intangible. Tangible actions are performed on people's bodies or to their physical possessions. Intangible actions are performed on people minds or their intangible assets. (Erich Langeard .John E. Bateson. Christopher H. lovelock and Pierre Eiglier, 1981).

## **2. Problem Statement**

Many studies have proved able that international hotels in Jordan are able to fulfil the needs and desires of foreign and locale guests by offering a high quality of accommodation, food & beverages and ancillary services in consideration of global standardization's .As well as increase the intense competition between all of first class hotels in Jordan.( Hameed ajjah2015:91-105).This competition cannot be faced unless new creative perceptions and understanding the levels of services and their mechanisms in the Jordanian hotel industry to achieve a good performance.

## **3. Study Questions**

### **The problem of the study aims to fulfil the following questions:**

What is the level of the top and middle managements' perceptions about the hotel service levels and dimensions in the first class hotels located in Jordan - Amman?

There are a group of sub-questions related to the hotel service levels and they were derived from the aforementioned question. These sub-questions are represented in the following:

- 1). Are the hotel managers and head of departments holding positions in the top and middle managements aware about the hotel service levels and dimensions in first class hotels in Jordan?
- 2). Which services level has a direct effective impact on the hotel core service (i.e. the accommodation service)?
- 3). Do the supported services have any effect on the hotel core service?
- 4). Do the facilitated services have any effect on the hotel core service?
- 5). Do the augmented (complementary) services have any effect on the hotel core service?

## **4. The Study's Significance and Objectives**

The hotel sector depends mainly on the nature of the services and their levels. This shall affect customers' attitudes towards those hotels. Based on the aforementioned, the hotels' core services – which are represented in the accommodation services – can't cover all the needs of the hotels guest, unless they were associated with facilitating, supporting, and complementary services. Such services shall fulfill the needs and desires of the hotels' guest.

Based on the aforementioned, the study's objectives are represented in the following:

- 1). Identifying the level perceptions of the top and middle managements about the hotel service levels, dimensions, characteristics and challenges in some first class hotels located in Jordan / Amman?
- 2). Identifying the most important preconditions that must be available in the hotel services to ensure having services of high levels that shall achieve the highest level of satisfaction among customers.
- 3). Identifying the main challenges facing hotel managers, especially the head of departments who are aware about customers' needs and desires. The study also aimed at proposing solutions for such challenges.

### **4.1 The Study's Hypotheses**

Based on the study's objectives, the current study proposed the following hypotheses:

**The main hypothesis:** Hotel managers and their assistants and heads of departments in the five star hotels in Amman /Jordan are not fully aware about the dimensions and levels of the hotel services that are represented in: (the core service, supported services, facilitated service, and augmented service).

The following sub-hypotheses are derived from the aforementioned main hypothesis:

**HO1-hypothesis:**

There is no statistically significant relationship - at the significance level of  $\alpha \geq 0.5$  - between the core service hotel and hotel managers' perceptions level.

**HO2-hypothesis:**

There is no statistically significant relationship- at the significance level of  $\alpha \geq 0.5$  - between the supported services and hotel managers' perceptions level.

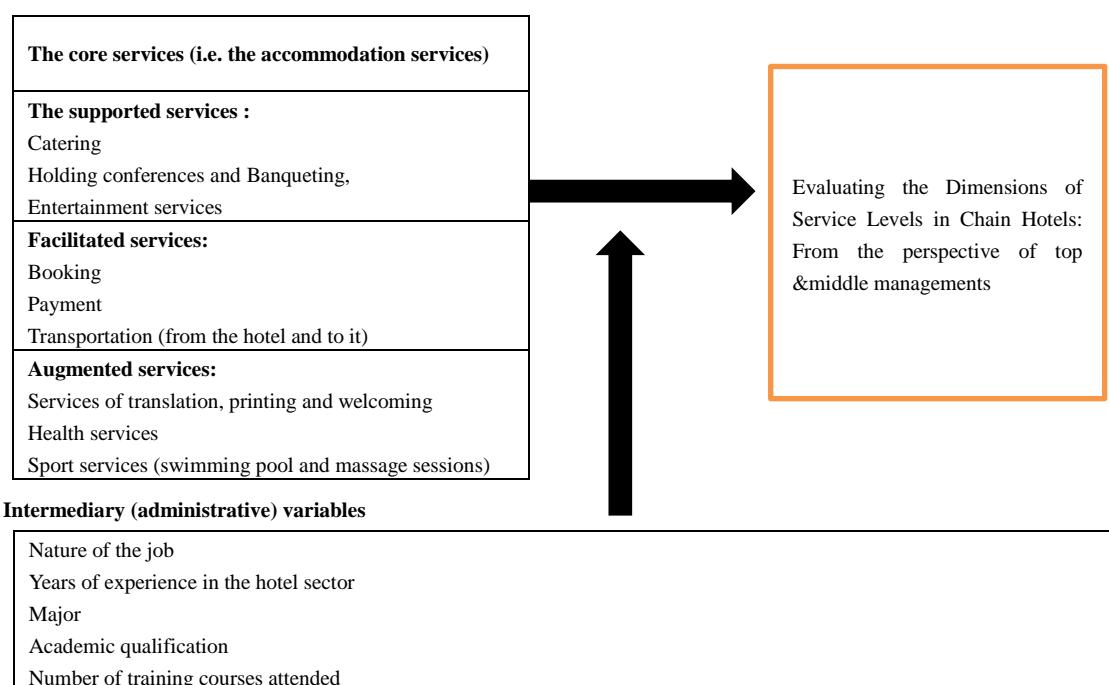
**HO3-hypothesis:**

There is no statistically significant relationship- at the significance level of  $\alpha \geq 0.5$  between the facilitated services and hotel managers' perceptions level.

**HO4-Hypothesis:**

There is no statistically significant relationship - at the significance level of  $\alpha \geq 0.5$  -between the augmented services and hotel managers' perceptions level.

*4.2 The Study Model*



*Note.* The study's model based on the previous studies and literature review.

## 5. The literature Review and Previous Studies

### 5.1 Literature Review

In order for any facility working in the hospitality industry (hotel, motel, travel agent, or etc...) to achieve its objectives, it must provide its customers with services that can fulfill their needs and desires and make them satisfied. The managements of such facilities can succeed in doing that only when they realize that customer is not seeking to get the core service without receiving other supported and facilitated services (Al-Taee, 2012, p. 65).

This requires from the managements of the hospitality and tourism industry to prepare themselves and exert more efforts in the hospitality field in a way that shall enable them to be aware about the benefits generated from the core service. It should be noted that the customer is fully aware that he / she is paying money to obtain this

core service (value for money). This oblige hotel managements - especially the top and middle managements- to be aware and informed about the mechanisms and components of the core service to innovate and develop services that the customers favor which must be delivered in the appropriate time and place (Levitt, T., 1980, pp. 94-102)

Shostack(1977); states that we don't sell the visible thing before our eyes, but we sell cases of satisfaction that surround this visible thing. One of the used methods in assessing the augmented services associated with the core service is making a map that illustrates the way in which the service is delivered. Shostak et al. describe these levels as being distributed on the leaves of the service flower in a consistent manner. These leaves surround the heart of the flower (i.e. the core service). That is why it is called (the flower services). This Flower is illustrated the following services:

**1) - The core service:** In the hotel sector, the accommodation service is considered as being the core service of any hotel facility. For instance, the customer would rent a room in the aim of obtaining the main benefits while he / she is staying at the hotel. These main benefits are represented in: catering, providing a place to sleep in, and providing means of entrainment. As it is known, hotels do not provide one type of accommodation, but they provide several types with various characteristics. The following are example of such types of accommodations.

Having this various types of accommodation aims to satisfy the greatest possible number of local and foreign tourists who arrive at the hotel to stay in.

The same applies to the catering services. For instance, any customer can eat a meal in the hotel's main restaurant or in any restaurant at the hotel (whether it is Italian, Chinese, Indian, or etc.). He / she might also choose to eat in his / her own room at the hotel (i.e. he high ask to the room service to deliver his meal to his / her room)

**2) - Facilitated services:** They refer to the services that must be offered to the customers and they participate in utilizing the core service or benefiting from it. The best examples of such services are represented in the on-line booking services or paying through visa cards. Such services aim to facilitate the process of obtaining the core service (i.e. the accommodation service).

**3) - Supported service:** Some experts in the hotel sector – such as Gerald Latin– believe that support services are considered extra services which add a value to the core service. Support service participates in differentiating the core service and making it unique. Examples of such services include the services provided to the business men, the conferences services and the health services provided for the ones who suffer from diabetes, hypertension and heart diseases. There are support services provided in the business centers, such as: translation, taking them to markets and malls, picking them up from airport and etc.

**4) - Augmented services:** The augmented services in the hotel sector aim to facilitate arriving to the hotel safely. Such services are concerned with improving the hotel environment and the friendly interaction between the hotel service providers and the customer's .These services includes; accessibility, atmosphere, customer interaction with the service organization, guest participation and customers interaction with each other. These elements combine with the core, facilitating and supporting products to provide the augmented product (see Figure 1.)

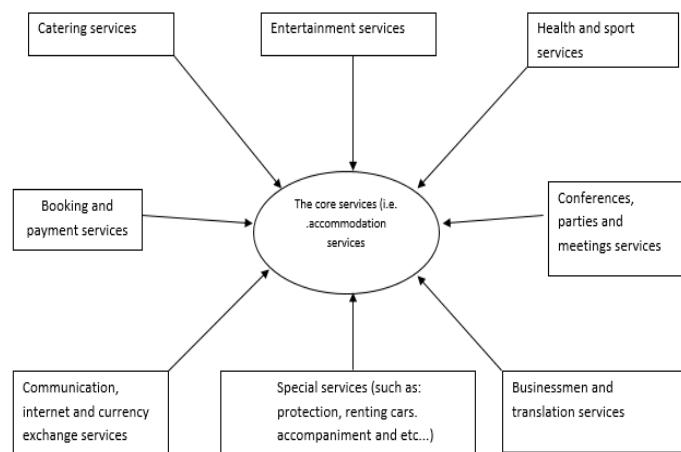


Figure 1. The core service and supported services, facilitated & augmented services

*Note.* According to Kotler et al., 2012, Lovelock et al., 2013, and C. Gonroos, 1987, p. 83.

From a managerial standpoint the core service provides a focus for business; it is the reason for being. Facilitating services are those that are essential for providing the core service to the target market. Supporting service can help position a product. According to Gronross the1990; (a services marketing expert, the core, facilitating, and supporting services determine what the guests receives but not how they it). The delivery of service affects the guests perception of the service, illustrated by room service example above. The augmented service offering combines what is offered with how it is delivered. Kotler et. al. (2013, p. 277) have said (in the hospitality industry the customer usually comes to the service system, the hotel or restaurant .Here employees and guests interact with the service delivery system, which creates unique issues for the augmented hospitality product. It is important to take a look at some of these issues;

#### -Accessibility

Motels (motor-car hotels) locates its properties along major highways because its guests arrive by bus or automobile .Sheraton locates many of hotels in central business district because its guests are often businesspersons who use airlines. One of the main augmentations of hospitality product is accessibility.

#### -Atmosphere: The physical Environment

Atmosphere is acritical element in service .It can be customer's reason for choosing to do business with an establishment like: decorations, painted building, lighting and coloring and the uniforms of the staff etc. Atmosphere is appreciated the senses. Sensory terms provide descriptions of the atmosphere of the particular set of surroundings. The main sensory channels for atmosphere are sight, sound, scent and touch.

#### -Customer Interaction with the Service Delivery System

The customer participates in the delivery of most hospitality and travel products there are three phases to this involvement: joining, consumption and detachment (Gronroos and others), these three stages helps hotel management to understand how the guest will interact with the service delivery system, resulting in a product designed to fit the needs of the guest.

#### -Customer Participation and Interaction with other Customers

Involving the guest in service delivery can increase capacity, improve customer satisfaction and reduce costs.(Kotler et al., 2013, p. 281). Hospitality organizations must manage the interaction of tourists to ensure that some tourists do not negatively affect the experience of others.

Based on the aforementioned, we believe that the hotel managements must be fully aware that the augmented services can differentiate the hotel services from other competitors in the hotel industry. They should also know that these services can make the hotel achieve a competitive advantage. Through such services, hotels, airlines and restaurants can attract customers to purchase the services they would like to sell. Such services aim to satisfy the needs and desires of the market and achieve a high level of profitability (Malden et al., 2015).

### 5.2 Previous Studies

Numerous studies, including: Assaf et al. (2011)Barros 2005, Han et al. (2015), Li et al. (2007) Nadiri and Hussain (2005) and Shaw et al. (2011) have emphasized the importance and the inter-relationships between the levels and the characteristics of the product in the hospitality industry.

Yi-chieh wang et al. (2017), conducted a survey research to study service employees perception and performance of delightful services. Four categories of delightful service were identified: customizing, attentive behaviors, professional skills, open communication style, and sincere and gracious behaviors. The study showed that the hotel managers and service employees had a similar level of understanding of the importance of delightful.

Gabriele Satiro (2015) conducted a study to assess hotel performance level. This study is considered a field analytical study for some hotels located in Italy/Milano. The latter study aimed to identify the hotel performance level based on the revenue per available room. This study considered the room services as being the core service. It recommended depending on other revenue, such as the ones generated from the catering services or the entertainment services. But Jianping peng et al. (2017), identified eight service attributes, these attributes loaded on two latent factors; core and auxiliary attributes were associated with customer experience. Revisit intention influenced hotel performance while customer experience failed to do so.

(Enz, C.A. I, 2011) conducted a study about the hotels that surpass their competitor hotels and the strategic role performed by them. This study indicated that hotels must provide unique and differentiated services that shall differentiate the hotel services and make them surpass their competitor hotels in the market. It also indicated that if the hotels or restaurants desired to win the competition against their competitors, then they shouldn't focus on

the core services (such as catering and accommodation services). In fact, they should focus on providing all the various categories of customers with new services that can fulfill their needs and desires. Such categories of customers may include: businessmen, families, people who want to make parties or hold conferences and etc. The study recommended adopting the competitive advantage strategy by global hotels.

Zainal Abidin Kassim (2010) conducted a study that aimed to identify whether the hotel augmented services provided in the Wi-Fi rooms may influence the purchasing decisions made by businessmen in Singapore. The Study aimed to assess the services provided to the businessmen in first class hotels in Singapore. It concluded that the selected hotels sought to provide their customers with communication services of high quality, especially the internet and translation services in most of the hotel areas (such as: the rooms, lounges, restaurants, green zones and etc.

## **6. Methodology**

### *6.1 The Methodology of the Study*

This study has adapted the descriptive-analytical method, this due to its distinguished feature of providing data and information regarding to the problem and explain it well. Using this method enables the researchers from collecting empirical evidences from the study sample.

### *6.2 The Population and Sample Study*

The study's sample consisted of (10) hotels, we distributed one hundred questionnaires but just (65) retrieved were valid to statistical analysis. As it shows us, fifteen (15) hotel managers and their assistants. It also included fifty (50) heads of hotel departments: front office, marketing and sales, human resources management, finance and accounting, and information technology. The details related to the sample are illustrated below:

<b>Top management</b>	<b>15 Retrieved</b>	<b>20 Distributed</b>
Hotel managers	7	10
Assistant of hotel managers	8	10
<b>Heads of hotel departments (Middle management)</b>	<b>50 Retrieved</b>	<b>80 Distributed</b>
Front office department	10	20
Marketing and sales department	10	18
Human resources management department	10	15
Information technology department	10	15
Finance and Accounting	10	12
<b>The sample's total number</b>	<b>65( Retrieved)</b>	<b>(100)Total Distributed</b>

### *6.3 Questionnaires Study*

The questionnaire was established in the aim of measuring the study's dependent and independent variables. These variables are illustrated above in the study's model. For instance, the first part of the study's questionnaire includes the administrative and functional variables of the hotel managers and heads of departments. As for the second party of the questionnaire, it includes forty (40) statements that cover four areas. The first area is represented in the core services of the hotel. As for the second, it is represented in the supported services, whereas the third service is represented in the facilitated services. As for the fourth area, it is represented in the augmented services.

The respondents' attitudes towards the questionnaire statements are assessed based on the seven point Likert scale not the five point Likert scale. The seven point Likert scale was used instead of the five point scale to give the hotel managers adequate time to assess and evaluate the dimensions and levels of the hotel services in a better and more accurate manner. According to the seven point Likert scale, the attitudes that are within the range (1-3) are considered negative, whereas the attitudes that are within the range (5-7) are considered positive. As for the attitudes that hold the value (4), they are considered neutral. In the current study, the scope of the scale was widened which is a method that was adopted by many previous studies. The questionnaire forms were distributed to ten first class hotels located in Amman/Jordan. Due to the confidentiality of some information, the names of the selected hotels are not mentioned in the current study.

#### *6.3.1 The Instrument's Validity*

The validity of the instrument used in the current study was checked through passing the study's instrument to a panel of experts who are specialized in the hotel sector in general and tourism in particular. The instrument was

reviewed by those experts to ensure that the statements are well written and comprehensible and verify that its statements are relevant to what the instrument seeks to measure.

### 6.3.2 The Instrument's Reliability

The instrument's reliability was measured through:

- 1). Calculating the value of Cronbach alpha coefficient. The value of it is 0.94 which is considered a good accepted value (according to Sekran, 2004).
- 2). Calculating the index validity. This index is considered also an indicator for the instrument's validity. The square root of the reliability coefficient is calculated and its value is 0.987. This value is considered very high. Thus, the instrument's validity is considered high.

### 6.3.4 The Statistical Methods

In the current study, the data were processed statistically through using the (Statistical Package for the Social Sciences Program) (SPSS). That was done in the following manner:

- 1). The means and standard deviations were calculated for the twenty (20) statements of the study's instrument. These statements are concerned with the levels of the hotel service.
- 2). The (T) value was calculated to identify the extent of discrepancy between the attitudes of the respondents who differ in some variables at different levels of significance.
- 3). Relative importance was calculated for each variable mentioned in the questionnaire through calculating (the Eigenvalue).
- 4). The value of Cronbach alpha coefficient was calculated.

## 7. Results

### 7.1 The Sample Description

Table 1 indicates that the managers in the sample have an experience in the field of hotels. For instance, 61.5% of the managers have experience in the hotel sector ranging between two to three years. In addition, 23% of the managers in the sample have more than three years of experience, whereas 15.4% of the managers in the sample have one year of experience or less.

As for what concerns their major, 43% of them are specialized in marketing management. 23% of them are specialized in sales management, whereas 18.5% of them are specialized in hotel management. 15.4% of them are specialized in tourism management. As for the managers' academic degrees 46.1% of them hold a BA degree, whereas 30.8% of them hold a diploma degree. 23.1% of them hold a high school certificate. That is considered a good indicator because that means that half of the respondents hold a BA degree. As for the functional variables of the managers, they are represented in the number of the professional training courses they have attended which are related to the hotel sector. 46.1% of the managers attended three training courses. 7.7% of them have attended two courses and it is noticed that they possessed expertise more than the ones who attended three courses. It is concluded that 46.1 of them did not attend any training course.

- Based on the descriptive data of the respondents, it can be concluded that 61.5% of the managers possess experience in the hotel sector. It is concluded that 68% of the managers who possess experience in the hotel sector hold degrees in marketing and sale management. It is also concluded that 53.8% of the managers who possess experience in the hotel sector have attended three training courses or more.

Table 1. The functional and administrative variables

Variables	Frequencies	Percentage%
<b>*Years of experience in the field of hotel sector</b>		
One year	10	15.4
Two to three	40	61.5
More than three	15	23.1
<b>*Major</b>		
Tourism management	10	15.4
Hotel management	12	18.5
Marketing management	28	43.0
Sale Management	15	23.1

<b>*Academic degree</b>		
High school	15	23.1
Diploma	20	30.8
BA	30	46.1
Higher degrees	-	-
<b>Number of the attended professional training courses related to the hotel sector</b>		
None	5	7.7
One	10	15.4
Two	15	23.1
Three	30	46.1
More than three	5	7.1
Total	65	100%

(\*) These information are listed here based on the study's questionnaire.

## 7.2 Reviewing and Discussing the Respondents' Attitudes Towards the Questionnaire's Statements

1) - Based on the data presented in Table 2, it can be concluded that the respondents expressed positive attitudes towards the questionnaire statements which are related to the levels of the hotel service. For instance, the grand mean of these attitudes is 4.90. It is above the moderate level with a difference of 0.90 point. This is calculated through the following subtraction: (4.90 - 4.00) according to the Likert scale.

2) - The results indicated that the facilitated services received mean of 5.89. It is above the moderate level with a difference of 1.89 point. This area was ranked as being the fourth. The mean of the respondents' attitudes towards statement (17) is 5.70. This statement states that the hotel provides its customers with healthy meals that include all the elements.

3) As for the augmented (complementary) service level, the mean of the respondents' attitudes towards it is 5.15. This area was ranked as being the second. The mean of the respondents' attitudes towards statement (12) is 6.70. This statement states that the hotel provides its guests with translation, printing, and Wi-Fi services in its lounges and rooms.

4) - As for the support service level, the respondents' attitudes towards it received mean of 4.65. It is above the moderate level with a difference of 0.65. The statement that got the highest mean is statement (9). It stats that the hotel has a website and provides its guests with on-line booking services

5) - The level that received the least mean is the core service. For instance, it received a mean of 3.92. Thus, it is below the moderate level with a difference of (-0.08). This is calculated through the following subtraction: (3.92 - 4.00) according to the Likert scale.

Table 2. The means and standard deviations of the managers' attitudes (in accordance with the seven point scale)

No.	Statement	Means	Standard deviations
<b>First: The core services</b>			
1	The hotel provides accommodation services for its customers that fulfill their needs	2.90	1.33
2	The hotel rooms are characterized with having entrainment means	4.65	2.01
3	The hotel rooms' furniture and decorations are characterized with being classy	3.40	1.60
4	The guest can easily reach his hotel room	3.45	1.32
5	There are clear signs and marks that demonstrate the rooms numbers and their place	5.20	2.33
<b>Second: The supported services</b>			
6	The hotel provides its customers with catering services (a variety of restaurants)	2.95	1.57
7	The hotel provides its customers with services related to holding parties and conferences	3.10	1.65
8	The hotel provides its customers with services represented in on-line payment and modern methods of payment (such as visa and etc...)	6.00	1.62
9	Booking in the hotel can be done through the email, phone, internet and website	6.30	0.92
10	The hotel sends its representatives to the airport and border ports to welcome its customers and pick them up	4.90	1.68

<b>Third: Augmented services</b>		5.15	
11 The hotel provides its customers with services represented in the swimming, sport and massage sessions (24 hours / day)	3.55	1.28	
12 The hotel provides its customers with printing and translation services and Wi-Fi in lounges and rooms	6.70	0.92	
13 The hotel provides its customers with phone and TV services	6.55	0.69	
14 The hotel provides its customers with paper and electronic libraries through giving them ability to access international websites	4.45	1.50	
15 The hotel provides its customers and foreign and Arab delegations with translation services and people who accompany them	4.50	2.21	
<b>Fourth: Facilitated and special services</b>		5.89	
16 The hotel provides its customers who suffer from chronic diseases - (such as: diabetes, hypertension and etc..)- with health services	6.55	0.89	
17 The hotel provides its customers with healthy meals in accordance with the medical condition of each customer	) 5.70(	1.45	
18 The hotel provides its customers with specialized doctors to follow up the medical condition of each customer	4.45	1.54	
19 The hotel provides its customers with a stand by ambulance and a pharmacy that includes the necessary medications	6.20	1.32	
20 The hotel provides its customers with lessons to teach swimming, and water skiing	5.65	1.39	
<b>The grand mean</b>		All the means divided on 20 equal 4.90	-

### 7.3 Testing the Study's Hypotheses

After the study's data were collected, they were analyzed statistically through using the relevant statistical methods. In the light of the aforementioned hypotheses, we shall present the results of testing each one of them separately:

#### 7.3.1 Testing the Main Hypothesis

Hotel managers and their assistants and heads of departments in chain hotels in Amman- Jordan are not fully aware about the dimensions and levels of the hotel services that are represented in the: (the core service, supported services, facilitated services, and complementary services).

This hypothesis was tested through analyzing respondents' attitudes towards the twenty statements listed in the study's questionnaire. The means of those statements were calculated to analyze their attitudes. The t-test was also conducted to verify the statistical significance of the concluded results. Table 2 presents the means of the statements listed in the questionnaire. These means were calculated to identify the managers' level of perceptions and attitudes towards these statements. In the light of these means, the main hypothesis and its sub-hypotheses were tested. It was concluded that the grand mean is 4.90. This result is considered positive and accepted because it is far above the moderate level with a difference of 0.90. This difference is calculated through the following subtraction:  $(4.90 - 4.00 = 0.90)$ . This indicates that there is an accepted level of perceptions for the problems that the Jordanian chain hotels need to take it in consideration.

As for the study's sub-hypotheses, they were tested based on the results presented in table (3). The results presented in the latter table indicate that the four hypotheses are rejected through conducting a comparison between the calculated (T) values and the tabulated (T) values at various significance levels.

Table 3. The results of testing the study's hypotheses

Hypothesis Number	Numbers of the questionnaire statements	Calculated (T)	Tabulated (T)	Significance level	Result of testing the hypothesis
1	1-5	3.69	1.7291	0.002	Rejected
2	6-10	2.99	1.7291	0.008	Rejected
3	11-15	-13.08	-1.7291	0	Rejected
4	16-20	-12.86	-1.7291	0	Rejected

(\*) These results are concluded based on the study's questionnaire.

Based on the aforementioned, Table 4 presents the order of the study's variables according to their significance based on the Eigen- value.

Table 4. The order of the study's variables according to their significance based on the Eigen -value

Statement Number	The Eigen value
1	15.174
10	2.280
11	1.173
12	0.534
13	0.257
14	0.175
15	0.111
16	0.082
17	0.588
18	0.050
19	0.333
2	0.0276
20	0.1587
3	0.0110
4	0.1107
5	0.0703
6	0.0044
7	0.01040
8	0.00027
9	0.0000

(\*) These results are concluded based on the study's questionnaire.

## 8. Conclusions and Marketing Implications

In the light of the aforementioned results, the study's marketing implications and the suggested recommendations are presented below:

The four examined areas – which refer to the examined dimensions and levels of the services provided by the five star hotels located in Amman / Jordan –indicate that the top and middle managements of those hotels are fully aware about the impact of these levels on the hotel services, especially the core service. However, from the respondents' perspective, there are a lack to meet a certain international standards of core services that some of the first class Jordanian hotels provide. For instance, the fourth area (i.e. the facilitated and special services) received more significance. However, the second area (i.e. augmented services) is ranked the second. As for the supported services, they are ranked the third. All of these three areas received a positive accepted assessment by the hotel managements. They also believed that these three areas have a significant impact on the nature of the services provided by the hotel to its guests. However, what attracts the attention is that the first area (i.e. the core services) received a negative assessment which is (-0.08) according to the seven point Likert scale. Based on the aforementioned results, the current study have suggested the following recommendations:

1) - Raising the tangibility of the core services provided by the Jordanian five star hotels to their foreign and Arab customers through the following strategies:

-hotels should focus on their guest's full experience and must focus on their core services and then augment them appropriately with supplementary services.

- Providing a variety of accommodation services (i.e. various types of rooms) and better services that can fulfill the needs and desires of the hotel guests.

- Providing the hotel rooms and lounges with entertainment means that surpass the ones available currently.

- Creating an original Arab environment in the hotel through the Arab decorations, and furniture that represents the Arab original civilization

- Putting clear signs and marks that demonstrate the room's numbers and their place in a way that makes it easier for the customers to reach to the place they desire

2) - Providing the hotel employees with costume and more attention. The hotel should make them wear a uniform in a way that makes the hotel management proud of its employees. That is because the hotel employees are considered a vital significant part of any hotel service.

- 3) - Providing the hotel with the material elements – such as: decorations, furniture, flowers, and etc. That can add a value to the hotel core service from the customers' perspective, especially among the foreign customers who look for such services.
- 4) - Creating a hotel environment that is based on respect, and love and full of family ambiance in a way that makes the guests feel relaxed, and safe. Thus, that shall participate in promoting the feelings of loyalty among customers.
- 5) - Providing new and additional services by the hotel managements in a way that can fulfill the needs and desires of various categories of customers who seek health services and places to hold conferences and national events in the Hashemite Kingdom of Jordan.
- 6) - Providing more attention to the social media networks – such as: Facebook, Twitter, YouTube, and etc. as being means that can promote the services provided by the hotel.
- 7) - Establish a rich website with attractive information and open access for on-line reservation.
- 8)-Developing and improving the diversification strategy by offering Unique Selling Proposition (U.S.P.) in Jordanian hotel industry.
- 9)-Creating an inclusive tour included: transportation, accommodation, and entertainments to attract more tourists to visit Jordan as new destination exist on the tourism world map.

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