Internal marketing and service quality in Jordanian Hotels

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Abstract: Jordanian tourist hotels are a booming company with a wide cultural diversity , especially in Amman. Attractive investment opportunities in these companies have attracted millions of dollars. Over 70 tourist hotels were, for example, inaugurated in Jordan in 2019. Most of Jordan's tourist hotels are locally owned in Amman and are international in nature. Hotels in Jordan use different strategies for managing human capital to attract, teach, retain and hire qualified personnel to enhance their quality of service. This paper is aimed at exploring the empirical model for internal marketing (IM) and internal quality of service (ISQ) hotels based in Jordan. In an organised and self-administered survey, target managers and employees of Jordanian hotels were chosen. A jury of 300 owners and employees participated in the interview. A variety of analyses of exploratory and confirmative factors were used to assess the scale, unidimensionality, relevance and reliability of the study systems. 'internal purchasers' (employees) have 'job expectations' which should be met to meet the requirements of external clients. The IM and ISQ components were investigated in hotels in tourist destinations. Administrators and administrators will use the study findings to improve their IM and ISQ methods to achieve practical organisational goals. This is the first study to explore the linkages between IM and ISQ in hotels. Managers may benefit from the results of their studies by designing IM and ISQ methods to achieve long-term business goals. Jordan's tourism industry now has reliable empirical evidence on the two key concepts, IM and ISQ.

Key-Words: - Jordan, Hotels, Customer services quality, Human resourcing, Internal marketing, Internal service quality, Staff recruitment and motivation, Internal communications, Staff retention

1 Introduction

Researchers explored the idea of internal marketing in order to achieve improved results with a view to increasing the quality of goods and services. Organizations now find it is important to look at their operations and evaluate them primarily because they understand their views on human resources. Research in the field where businesses perceive their workers as serving customers has resulted in a change of mindset and the quality of the service is important to the success of the business. In this paper, we plan to research the effect of pharmaceutical companies in Jordan on performance. This study investigates the correlation between seven internal marketing activities and the company's product quality. Therefore, we analyse the effectiveness of strategies and approaches used to inspire their employees internally and allow them and realise how and how they care for them in their daily work. It helps managers identify areas where more research is required to ensure their employees' high quality.

In order to recognise and adapt to the needs of individual workers, since the early 1980s the idea of internal marketing has been applied. Strong competition and the company's readiness to concentrate the majority of its energy on improving the quality of its service have helped to boost competition by updating the technology and shifting habits, behaviour, and perception of clients. Thanks to this development , companies have continued to improve their products and results, to fulfil the needs and desires of their customers. [72]

These organisations, in order to broaden and improve the service culture philosophy in employees of organisations, decided to follow a more rapidly evolving internal communication model. Though the definition does not agree with it, but it is agreed that the best way to enable businesses to build and maintain a culture of services and to incorporate new marketing ideas and strategies is internal marketing, these firms usually understand that a fundamental aim of internal

marketing is to raise customer awareness by pleasing their employees.

The internal marketing partnership of business transactions concentrated on customer service efficiency, while customers were not interested in a service product directly. At the time of contract, the purchaser will consider himself, his future employees and his business. Customers should be mindful of this. Hospitality companies are regarded as the most appropriate agency for delivering high quality of services to customers by focusing on employees (in the Constitution). Therefore, the aim of this report is to examine the effects on the efficacy of local hotel services of internal marketing.

Jordan hotels are dedicated to providing high quality services, which attract and maintain large-scale customers and help current customers in line with Jordan's international and local standards, thanks to the competitiveness of Jordan's private sector and international quality standards. The study therefore aims to explore the connection between Jordanian internal marketing quality hotel strategies. The study statement is decided by responses.

1.1. Study Objectives:

The study aimed to achieve a set of objectives as follows:

- Determine the relationship between employee motivation and efficiency of Jordan Hotel internal service. "
- Determine the relationship between staff development, recruiting appropriate employees, retaining the employees, effective support system and internal quality of service in Jordan Hotels.

2. Literature Review

Drake (2005) claimed that it would make its employees profit from its brand and that it would encourage customers to become a business that can face difficulties because of lack of good standard of services. [31] Vasconcelos (2007) suggested that the internal marketing strategy be improved by strengthening the current relationships between customers (employees), and then by reacting to the need to satisfy and inspire local consumers and service providers. [82] Berry, called IM "seeing employees as internal customers, working as internal goods, and then attempting to deliver internal products to meet those internal customers ' needs, while achieving the organisation's goals." IM

was also seen as "a service company initiative," which provides a clear understanding to all organisation members of its mission. Some researchers saw the IM as a method.[14] IM was also identified as training by Kotler & Amstrong and encouraged the cooperation between companies and supporting staff to work as a team to enhance their commitment to their client between employees. [73]

2.1. Motivation and Reward System

Workers businesses that pursue competitive advantages must be able to handle the performance of all workers. One of the most difficult questions is how managers can differentiate between good and poor performers. To take advantage of employee experience, a management style must be created to enable workers to take responsibility for their goods and services. Payment schemes are common for promoting, controlling or tracking employees ' behaviour. Most employees compare their own salaries to others, particularly those at the same job. [82] Today , most companies recognise that empowering employees also pursue equal opportunities between management and employees. Such consideration can be regarded as involving workers in activities relating to them, listening to employees and following their advice, where appropriate. [83] Tansey & McGrath, (2004) have examined the optimization of internal communications to enable employees to provide customers with the highest level of service. The study focused on the use of corporate communications for employees. Implementing an organisational communication system means creativity for management is the primary focus. [85] Rewards are definitely key to improving employee performance; many organisations are designing systematic compensation systems to encourage their workers to boost efficiency and service delivery. All are peculiar and have a driving force that makes working easier and harder. Financial and non-financial encouragement may be given. The financial and non-financial benefits for workers should be given in accordance with their rates for jobs, such as payment of bonuses and fees or the creation of educational programmes and training courses. [84] The most important issue is how promotions can be carried out inside the organisation. Unit meetings are an effective way to build morale and loyalty among employees and their managers. In order to answer your questions,

inquiries, complaints and recommendations directly, management must arrange daily meetings with staff. [84]

Internal Service Quality (ISQ)

'Success is regarded as a strategic tool to achieve business competitiveness and increasing success in the market'. [65] According to Zeithaml & Bitner 1996, the domestic consumer was referred to as "all the members (employees) of the company who obtain services or goods from other members of the organisation to do their work."[55] Internal service is defined as service provided by different corporate departments. According to Opoku, external marketing is closely related to outside service performance . Researchers argue that better support for domestic customers "leads to higher service quality to external clients. The studies revealed a number of important elements which represent the internal service standard:" [70]

Worker 's motivation: has shown that motivation is undoubtedly a significant factor in improving work performance; many organisations have created a method of organisational compensation to enable their workers to enhance their service quality and execution. Everyone's unique and motorised, making it simpler and more difficult to operate. This may be driven by financial and non-financial factors, such as the payment of incentives and commissions or the preparation of job training and courses that must be established in conjunction with employee employment levels. [84] The big question is how promotions inside the company should be handled. Unit meetings are a vital way for workers and managers to create trust and dedication. Management must schedule regular meetings with workers in order to respond directly to their needs, questions, concerns and advice. [85]

– Employee Capacity building: the workforce should be trained, in order to achieve the organisation's goals, to understand the practises required to carry out their tasks well. Empowerment is also an integral aspect of workers' development. [84] Empowerment means encouraging workers to act, cooperate with each other and consider and decide to accomplish their jobs quickly and easily. [71] This depends on workers' ability to make use of their own versatility to accept new roles freely and effectively (Lovelock, 1999). This helps the company to operate more efficiently and develop operational knowledge at various levels (Gronroos 1994).

-Recruitment The employees required to select the right candidates for the job or for the potential job will be defined as a structured selection process. 'Choice is the main and first criteria in terms of

quality services'. [65] This will make it easier for management to satisfy the jobs and job needs of elected employees and struggle with their management unless they are excellent. [31] If management decisions are based on staff and the company's attributes, talents, interests and needs [10]

-Restaurants: best staff: retaining high-level workers is at the forefront of today's organisations. The two-year research performed by the authors indicates that the managers, assistants and team members are satisfied and unhappy. The staff of today are searching for exciting and fulfilling careers, learning and chances, a sense of identity and the right boss. This paper addresses the activities that will be taken by managers and teachers to build and retain and sustain these values as well as being 'good officers.'

• The Efficient Support System notes that resource provision like information management allows services to be provided, plays a major role in organisational efficiency and accelerates internal processes. The core feature of the communication network is how emerging technology such as the Internet, VOIP and video conferencing can be used to capture and share data. The inter-function is the relationship between the business and the environment. This helps companies to operate quickly and more effectively. [80]

Internal Marketing (IM) and Internal Service Quality (ISQ)

According to the Berry (1994), the procurement, recruiting and other activities in human resources, which play an significant part in service quality, make it possible for organizations to succeed in this respect in the enhancement in internal service quality, through the preparation, growth, procurement and promotion of human skills in an organisation. The alignment of worker abilities with the requisite work skills would assist the company to increase business efficiency and internal employee engagement. In order to improve the internal quality of service amongst the workers, training personnel for specific ends such as how to communicate with others will also help. Motivation also serves to motivate and inspires workers to work hard to take preparation to learning activities to strengthen their skills and appreciate the appropriate working atmosphere and related conditions, while these strategies continue to recognize the need for IT and its use. Implemented support systems and IT will facilitate communication between managers,

employees and staff through different means of communication (e.g. views, e-mails, video conferences) and break down departmental barriers, thus increasing the flow of information and making internal service quality more accurate.

2.3.Hospitality in Jordan

The tourism sector has unique features that present particular challenges that call for new methods of communication to address them (Kotler et al . 2003). These features, including immatriple, unpredictable, inseparable, perishable and high level of intrusion by the business supply network, increased the need for improved service efficiency. [12] The Value Encounter brand has been made the main target for buyers, managers and analysts due to the high demand impact, reduced costs, loyalty to the customers and efficiency, despite its unpredictable and not quantifiable precise implementation. Successful foreign corporations like Disney, Hilton and Ritz-Carlton have developed their credibility to know how valuable their employees are to support their customers and satisfy them. According to the business literature, the quality of service is subjective because the relationship between the service provider and the customer is the established uniformty of the service. [1] In order to ensure consistent control of their resources, service company managers depend on their employees. In the hospitality sector, this phase is especially important such as "[2] [6] [79] "A time period is described as when an employee is in contact with the system". [17] As the delivery of services depends on food leadership, [19] restaurant managers rely on workers to maintain their high service level. Hotels with renowned brands have tried to standardise business practises so that their operation in their premises and brakes can be consistent. A number of companies have removed and substituted the workforce with technology, such as automatic call-up and digital application recognition programme for the operation of request centres, to deal with these difficulties in the labour and hospitality sectors.[9] [15] [11] Nonetheless, the formal process of service meetings may be inappropriate, since the service provider's consistency with the relevant regulations within the hospitality industry during the service meeting time

is defined. In order to handle their feelings in their jobs, which are usually responsible of raising these emotions at the front line, service companies strengthen and restructure their workers. [20] [24] The frontline management play a key role in altering or reorganising employee behaviour, including them in hospitality in the emotional work programme. [27] The personal characteristics of individuals are therefore essential to a meeting between suppliers and a quality service, particularly those interacting with customers.

"About 65 per cent of Jordan 's GDP is the Jordanian-dominated economy. In 2011, the tourist sector contributed 12.6 percent to Jordan 's GDP. In the five-year period, the Government is provisionally spending €215,5 million in the economy and, according to the national tourism plan (2011-2015), the private sector is projected to spend $53,6 million. The programme aims for an increase of $5.94 billion in visitor revenues by 2015. This is the plan. The way it is. The way it is. Jordan saw a large increase in tourism during the first decade of the 21st century. Over 8 million visitors, 4,55 million tourists over night, and 20,3% higher in 2009 were visited in 2010. The expenditure on the tourism sector was over $3.42 billion, contributing 12.4% of domestic GDP. Direct employment surpassed 41 900 in 2010, and a total of one hundred thousand full-time equivalent jobs is expected to remain following complete accounting for its multiplier impact (the National Tourism Agenda 2011-16). Jordan 's tourism hospitality industry is a crucial sector leading to the development of the tourism sector. According to the Jordan Hotels Association, there are 675 hotels in Jordan, including 159 in Amman (2011). Less than 3 stars are the majority of hotels on the list. The largest number of tourist hotels in Amman (82) is 3 stars. According to estimates by the Ministry of Tourism and Antiques, in 2011 there were 16,855, 13,357 of whom served in Amman. Furthermore, estimates suggest a presence of 15,342 men and 1,513 women. The Jordanians are 10,985 and the nationality-based non-Jordanans are 5,870. Language Spanish, Arabic, French , German, Japanese, Russian and Chinese. The Ministry of Tourism and Antiques, universities, Jordanian

Community Hotels and specialised magic advertising, national media, blogs, work agency and trade organisation involved in tourism are amongst the most popular tourist destinations. Tourist hotels offer a range of services. The qualifications for recruiting staff in this field are training for hospitality, readiness, language education, technical skills, etc. There are, however, further important requirements for hotel recruitment which include positive attitudes to staff hospitality, disposition, personal nature, response, working teams, friendship, hair style and a professional spirit. The key goal of their employees' training is to enhance hospitality and close the gap with international standards. In Jordan, there are also specialist hospitality and tourism colleges like the Jordan Integrated University Hospitality and Tourism College (2012) and the Jordan Royal Academy (2012).

3. Research model and hypotheses development

3.1. Hypotheses development

ISQ scholars such as Berry, 1995 and Berry and Parasuraman, 1997 claimed that organizations, whose personal beliefs suit the values of the organization, would recruit professional employees. The extent and standard of tourism operations are thus largely determined by the number and training of the employees. The diverse complexity and dynamism of the working climate in tourism has shaped the development of the human resources in the sector and improved employees 'and subordinates' shared encouragement. Therefore, the primary goal is to attract individuals who are willing to appreciate the various goods and services offered, as "compete for talent" is now being replaced with "compete for the best talent" as a conventional method of hiring workers. The recruitment process has been established. [31]

Concentrating the identities and self-presentation features of employees which are important for the performance of business meetings and the development of the identity of the hospitality industry service firms. It was found, in a study conducted in the hotel industry, that hotel workers put high importance on teamwork between workers and that they are adequately trained to boost their motivation for work, which would contribute to a high level of satisfaction. The research is an empirical research. We should conclude that we are focused on this topic: [33]

H_{01}. *Staff recruitment does not affect employee motivation.*
Recruitment from outside sources may help bring new concepts, approaches and strategies to bear. In addition, the new employee will be able to improve the productivity of those around him/her while he/she invests more time to prove himself/herself. [37]

H_{02}. *: Training of staff does not impact employees ' motivation*
Training is an indication of the value given to workers and is an important aspect of the commitment made by individuals. As far as workers are concerned, participating in training programmes, the costs of which are paid by employers, will help them feel privileged and improve their expertise and skills. In this way, they will execute their duties in a more inspired way without feeling incomplete. [39]

H_{03}. *Internal communications does not significantly effect employees' motivation.*
Internal communication within organisations is one of the main axes for tackling each of the challenges of market growth, globalisation, efficiency and competition. In the face of these business difficulties, companies must focus not only on the economy, development and management, but also on connectivity as the main axis of business action; as this is the core system of all operational processes. Similarly, from this viewpoint, it can be seen that contact is defined as a prerequisite and a strategic method for the processes of organization-environment interactions and engagement with internal workers. [40]

H_{04}. *Staff recruitment does not have a significant effect on ISQ.*
That may be by conversion or transfer. Both approaches can be focused on the volunteerism of the employee. Changes can also be made to the promotion of the person's duties, job descriptions, compensation and so on. [31]

H_{05}. *Internal communications does not have a significant effect on ISQ.*
Internal communication is an aspect of the communication mechanism that covers all levels of the organization's internal environment. The importance of internal contact lies in the fact that it

tends to establish a quality-oriented environment that is an important element in deciding the amount of intangible ISQ viewed. In addition, good internal contact is a very valuable method for IM, allowing management to ensure high-satisfactory service quality and building employee trust, respect and loyalty. As a consequence, good interpersonal contact has a beneficial impact on the ISQ within the organisation. [27]

H06. Staff motivation does not have a significant effect on job security.

Motivation is one of the main measures to maintain the best workers who will deliver an outstanding ISQ. Employee motivation is a psychological phenomenon that brings meaning and direction to actions. Five aspects of workplace satisfaction, including employment itself, job promotions, wages, managers and co-workers. The research under discussion suggests that motivation has a significant role to play in job security. More recently, research suggests that workplace stability is part of the motivating mechanism for workers, and companies are seeking to inspire their employees by providing a safe working atmosphere for them. [41]

H07. Job security does not have a significant effect on staff retention.

The previous debate reveals that motivating workers increases workplace protection. This suggests that a stable employee prefers to remain with the company particularly if it has an acceptable motivation package. Consequently, it is claimed that workplace stability is the main factor for maintaining employees. This claim is backed by recent research which have shown that job stability is the most significant factor in reducing the attrition of workers. Employment instability may endanger the fulfilment of the extrinsic needs of workers due to the potential loss of steady wages. Motivation and stable attachments encourage the well-being of workers because they constitute a secure arrangement within which an individual meets the needs of autonomy, integrity and relationship. [42]

H08. Staff retention does not have a significant effect on ISQ.

The turnover of workers may have a detrimental impact on organisational effectiveness. Emanating from previous literature, a higher level of retention of employees leads to a higher level of ISQ. Excellence in ISQ is the gateway to consumer satisfaction, which is the main objective of corporate enterprises due to the benefits of internal customer retention. [5]

4. Discussion

Demographic Profile of the Respondents

Construct	Total No	Percentage
Responder's gender		
Male	196	65.3
Female	104	34.6
Respondent's age		
Less than 23 years	97	32.33
24-28 years	33	11
29-33 years	48	16
More than 34 years	122	40.66
Respondent's educational level		
Graduation	197	65.66
Post-Graduation	23	7.6
Diploma	80	26.66
Years of Association		
0-5 years	49	16.33
5-10 years	141	47
More than 10 years	110	36.66
Salary		
Less than 200$	94	31.33
200-500$	78	26
More than 500$	128	42.66

4.1. Demographic Highlights

The maximum number of respondents were Males (65.3%) as compared to females (34.6%). The respondents were mostly in the age group of more than 34 years. (40.66%) The majority of the respondents were graduates as the hotels prefer employees to be educated so that they can interact with the tourists. (65.66%) 47% of the respondents were associated with the company since the past 5-10 years. 128 respondents had salary more than 500$ (42.66%)

4.2. Hypothesis Based on Impact

Table shows the result of regression analysis use to determine the impact of staff recruitment on employee motivation. The result shows the impact is positive (coefficient =0.456)

- o *H01: There is no significance impact of staff recruitment on employee motivation, therefore, **H01 is acceptable.***

Table shows the result of regression analysis use to determine the impact of staff training on employee motivation. The result shows the impact is positive (coefficient =0.041). Further, this impact is

statistically not significant. Therefore, H02 is acceptable.

- *H02: There is significance impact of staff training on employee motivation.*

Table shows that internal communication has a significant difference with employee motivation. The impact is positive in nature. Hence H03 is acceptable

- *H03: There is no significant difference between internal communication and employee motivation*

There is no significance difference between staff recruitment and internal service quality. The impact is positive in nature. Hence H04 is acceptable

- *H04: There is no significant difference between staff recruitment and internal service quality*

There is significance difference between internal communication and internal service quality. Hence H05 is not acceptable.

- H05: There is no significant difference between internal communicational and internal service quality

There is significance difference between staff motivation and staff retention. Hence H06 is not acceptable.

- H06: There is no significant difference between staff motivation and staff retention
  - Since the p value is more than 5% thus there is significant difference between job security and staff retention. Hence H07 is acceptable.
- H07: There is no significant difference between job security and staff retention.

4.3.Exploratory Factor Analysis

Effects are quantified and defined in the main purpose of factor analyses. This mathematical approach makes several factors linked to each of them to be independent. The interaction between the various variables may be analyzed by a collection of fundamental parameters defined as "component" or "dimensions." Exploratory Factor Analysis (EFA) was used to promote a smaller variable or parameter definition of the initial variables.

The load factor for every vector is seen in the following section. 0.3 or higher factor loading for psychometric purposes is considered acceptable.

S No.	We prepare to perform well	Value
1.	Our organization considers the creation of employee knowledge and skills as an opportunity rather than an expense	0.35
2.	The skills and knowledge of staff are continuously developed in our hospital	0.58
3.	The business shows us "how to do something" and not "how to do something"	0.39
4.	The organization goes beyond teaching and also trains employees.	0.41
5.	We are well trained to perform our services in this company	0.69
6.	The assessing performance and reward programs encourage employees to work together	0.62
7.	We assess and appreciate the success of our employees who contribute to our dream.	0.55
8.	In our organisation employees who provide excellence service are rewarded for their efforts	0.74
9.	Our organisation offers us a vision that we can believe in	0.66
10.	Managers communicate are vision very well	0.51
11.	management has the flexibility of work agenda for the staff	0.87
12.	follows the policy of listening to staff through holding of meetings to solve their problems	0.44
13.	All staff knows the ways of rewards and how to obtain them	0.31
14.	All staff knows why they have been granted awards and rewards	0.87
15.	system of incentives used emphasises to motivate behaviour of staff for the better	0.77
16.	performs training as a usual practice of business	0.72
17.	works to clarify and explain its training strategy through a system of internal communications	0.43
18.	provides confidential financial statements of the staff	0.44
19.	Internal communications is the key to the understanding of staff	0.51

20.	provide correct and necessary information	0.55
21.	Co-workers perform services right the first time, to avoid having to make corrections later	0.59
22.	Co-workers are reliable to do excellent works	0.64
23.	Co-workers are reliable to do excellent works	0.69
24.	I feel safe in dealing with co-workers	0.70
25.	Co-workers are sensitive to my work-related needs	0.88
26.	Co-workers seem to have each other's best interests in mind	0.72
27.	My communication with coworkers is appropriate, accurate, and clear	0.72
28.	Coworkers are willing to accommodate special requests and needs	0.78

The above 28 items measure various constructs under study as indicated.

4.4.Reliability Analysis

Nunnally (1967) has specified the degree to which the measurements are replicated without contradictory results due to a measurement error of an case. Trust implies a system's efficiency to achieve comparable performance. When the cumulative estimates of reliability are taken into account by each variable, Cronbach alpha is a reliability predictor. [56] [57]
The Cronbach alpha value greater than 0.7 indicates a stable element. In Cronbach alpha more than 0.5 reliable is also available. As in the table below, Cronbach's alpha value for each structure exceeded the accepted point. [61] [62]

Table 7: Cronbach Alpha

Construct	Cronbach Alpha	Overall Cronbach Alpha
Staff Recruitment	.732	
Staff Training	.987	
Internal Communication	.889	
Staff Motivation	0.698	.907
Job Security	.762	
Employee Motivation	.904	

Internal Service Quality	.769	
Staff Retention	.854	

How fine is the machine estimation (Kimberlin & Winterstein 2008). The truth of a structure can be determined by the converging facts. Collaboration on inter-item analysis offers convergent declarations. The inter-item correlation values for the sample were 0.7-0.9, as suggested by previous researchers (Blankson & Kalafatis, 2004). Controls on psychometric scales guarantee sensitivity and accuracy of the instrument.

4.5.Confirmatory Factor Analysis (CFA) Measurement Model

The competitive advantage lies in dealing with a company's rivals. [51] The consequence of broad policy actions nvolves the possibility to isolate the company from its peers. Scientific research has been quite comprehensive on the key rivals for price / cost-effectiveness testing, delivery and usability. [52] [53] [54] Nevertheless, recent reports have identified competitiveness as a strategic goal over time.

Table 8: CFA Results

Fit Index	Recommended Value	Value
Chi-Square/ df	<3.0	2.012
GFI	>.80	2.65
AGFI	>.80	.902
RMSEA	<.07	.001
CFI	>.80	2.90
RMR	<.01	.176

5. Contribution

The goal was to research Jordan's integrated tourism hotel IM and ISQ model. In a variety of ways this research has helped IM and ISQ literature. More research differences are the focus of the study in the current literature on IM and ISQ. As the literature

indicates, the theoretical relation between IM and ISQ is unclear.

Most previous scientific research has studied the straightforward and straightforward relationship between IM and ISQ. This study explores the similarities between components of IM and ISQ in one model. It has been said, by expanding the interpretation of Dynamics and the interaction of IM elements with the ISQ, to play an important part in IM literature. However, ISQ is considered to be an official term rather than a range of factors of tourist hotel management. This is demonstrated by the three-dimensional relationship between efficiency of the ISQ, reliability , accuracy and empathy. This shows 'internal purchasers' (employees) have 'job expectations' which should be met to meet the requirements of external clients. The IM and ISQ components were investigated in hotels in tourist destinations for the first time in this systematic research initiative. Managers will benefit from the study results by strengthening their IM and ISQ methods to achieve long-term organisational objectives. Prior to this study, these empirical results are not possible. Company IM and ISQ:. Literature and empirical evidence show that IM and ISQ in modern organisations are correlated with external marketing efficiency. Architecture plans IM and ISQ already impact on long-term industry growth of Jordan and the Arab region as a whole in the right management and marketing strategies.

6. Limitations and future research

Although the study has achieved its aims, it is not limitless. For instance, only six IM dimensions were analysed for ISQ. The scope of future ISQ research in other IM areas to be discussed. For instance IM analysis, preparation and segmentation theoretical components. ISQ has performed only four ISQ studies. The ISQ parameters can be considered. The same goes for the ISQ. Further ISQ elements, including observable, local service delivery and ISQ (integrated technology quality), will also be included in future research. Our studies are modern, empirical; tourist hotels in Jordan. Thorough review in other service industries does not generalise the findings. Potential analysis focuses on the replication of our research models for other facilities in and outside of the tourism industry as well as comparative studies in the developed and in the developing countries for other industries. Another downside is that IM and ISQ tests from past studies have had an impact on IM sensitivity for certain variables. The processes and implications of IM (e.g. top-level management support and organisational culture) and the effects of IM on

business strategy implementation must be analysed in prospective study.

Finally, comparative IM and ISQ studies in various service industries would be an valuable area to be explored in order to gain an insight into IM and ISQ activities in every aspect. Innovative ideas on theoretical / conceptual models and methodological reasons are needed to recognise similarities and differences between IM and ISQ for each service industry in this useful field of research. The different sectors of the services sector will have a detailed understanding of IM or ISQ in quality and/or quantitative research and methodology and triangulation. Service organisations will help build productive IM and ISQ strategies focused on features and complexities of each business field such as tourism, banking , insurance, electronic services, etc. The main outcome of the study.

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