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Contents:

	Key Features of the Activity of Tourism Firms within the Russian Federation. The Financial Aspect	
1	Dmitrii Nikolaevich BERESNEV, Nadezhda Nikolaevna FILIMONOVA, Olga Vasil'evna VERSHININA, Yuliya Aleksandrovna KUVSHINOVA, Gennadii Ivanovich MOSKVITIN	221
	The Impact of Customer Relationship Management on Tourist Satisfaction - The Case of Radisson Blue Resort in Aqaba City	
2	Omar Abedalla ALANANZEH, Ra'ed MASA'DEH, Omar JAWABREH, Ali Al MAHMOUD, Randa HAMADA	227
	Forming Approaches to Strategic Management and Development of Tourism and Hospitality Industry in the Regions	
3	Elena Evgenievna KONOVALOVA, Elena Vladimirovna YuDINA, Irina Viktorovna BUSHUEVA, Tatiana Viktorovna UHINA, Kostyantyn Anatol'evich LEBEDEV	241
	Investigating English for Specific Purposes Tourism Management Textbooks. Evidence from Iranian ESP Needs Analysis	
4	Mahmoud EGHdami, Ahamd MOINZAHEH, Hossein BARATI	248
	Assessing the Perceptions of Local Residents on the Positive and Negative Impacts of FIFA U-17 Women's World Cup in Jordan 2016	
5	Mamoon ALLAN	255
	Spatio-Temporal Dynamics of the Global Medical Tourism	
6	Anatoliy I. CHISTOBAEV, Zoya A. SEMENOVA	267
	Analysis of Tourism Destination Loyalty of Ragunan Zoo in Jakarta	
7	Edy SUPRIYADI	276
	System Diagnostics and Monitoring of Socio-Economic and Tourist Potential of Peripheral Territories of the Region	
8	Mikhail KAZAKOV, Vladimir GLADILIN, Alla MIROKHINA, Elena DRANNIKOVA, Galina NAROZHNYAYA	283
	Batur toward Sustainable Tourism Development - A Community-based Geotourism Case from Bali in Indonesia	
9	Ni Made ERNAWATI, Anak Agung Raka SITAWATI, Ni Kadek MULIATI	291
	Modern Approaches to Assess Tourism Industry - Related Environment	
10	Alexey Leonidovich NIKAZACHENKO, Elena Evgen'evna YUDASHKINA, Grigory Vladimirovich VLASOV, Victoriya Valer'evna NOVIKOVA, Kostyantyn Anatol'evich LEBEDEV	298

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11	Innovation Strategy Role in Tourists Visit Improvement. Context of Man-Made Tourism in Indonesia MUAFI, Taufiq WIJAYA, Awan Kostrad DIHARTO, Bagus PANUNTUN	304
12	Tourist Industry Development Prospects in Vladivostok under the Launch of “Primorye” Integrated Entertainment Zone Natalya MARTYSHENKO	310
13	Ethno-Cultural Aspects of Tourism Development in the Republic of Kalmykia S. B. BOLDYREVA, Z.O. KEKEEVA, O. I. KEKEEV	318
14	The Development of Halal Ecotourism Destination. Context of Business Collaboration and Mutual Trust MUDOFIR, Priyo SUSILO, Awan Kostrad DIHARTO, MUAFI, BADAWI	325
15	Risks of the Tourism Industry in Ukraine Kateryna SOFIICHUK	334
16	Marketing Tools for Development of the Tourist and Recreational Area Irina Ivanovna SKOROBOGATYKH, Anatoly Viktorovich SHISHKIN, Taira Velimagomedovna MURTUZALIEVA, Boris Ivanovich POGORILYAK, Anna Evgenievna GOROKHOVA	343
17	Determining the Factors Attracting the Tourists to Visit Kedah State, Malaysia Abdelnaser OMRAN, Hafiz Waqas KAMRAN	355
18	Partnership Schemes - A Solution to Sustain Raw Materials of Plywoods in Lombok Island, Indonesia Etty SUSILOWATI, R. Maulana Aliif AKBAR	365
19	Economic and Environmental Marketing in Establishment of Tourist Territories. Exemplified by the Republic of Altai Toskanaj Ajtmukanovna KUTTUBAEVA, Ljudmila Viktorovna ISHHUK, Andrej Vladimirovich GLOTKO, Evgenija Olegovna CHERNOVA, Marija Gennad'evna SUHOVA	376

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The Impact of Customer Relationship Management on Tourist Satisfaction: The Case of Radisson Blue Resort in Aqaba City

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Abstract

Aims: This paper aims at investigating the effects of customer relationship management in terms of tourist attractions and facilities, outlets (F&B), and front office services on tourist satisfaction.

Design: A total of 136 questionnaires containing 34 items was used to collect information from tourists in Radisson resort in Aqaba city located in Jordan. Multiple regression analysis was conducted to test the research hypotheses.

Findings: Results of the current study revealed that there is a significant impact of tourist attractions and facilities, and front office services on tourist satisfaction, whereas outlets (F&B), has no significant impact on it. Results of T-test showed that there is no significant difference in the impact of tourist satisfaction that in favor of gender. Also, results of ANOVA test indicated that there is no significant difference in the impact of tourist satisfaction that can be attributed to age, occupation, educational level, the purpose of the visit, holiday booked a date and a number of previous visits.

Implications: this study will contribute a better understanding of tourist's satisfaction through proper customer relationship management in terms of tourist facilities, outlets, and front office services.

Originality: This study is considered the first case study that links tourist satisfaction with the proper management of the hotel facilities and outlets.

Keywords: customer relationship management; tourist satisfaction; front office; Information Technology.

JEL Classification: M31; D12; I83; L86

Introduction

Jordan is one of the Middle East countries that has emerged last decades as a world's leading tourist destination with unique combinations of resources: sun, sand, sea, and biological diversity beside good transportation systems and easy access which enable Jordan to offer various hospitality and tourism services (Chiu and Ananzeh 2012; Erbina *et al.* 2010). Jordan's public and private sectors consider tourism as the hub of their economic development, and tourists' satisfaction is the main goal of their policies and the ultimate ambition they strive to achieve and keep. Jordan adopted and applied recent and most advanced techniques and methods in dealing with and implementing its strategy to build a good relationship with a customer visiting its land. Customer relationship management has been attracting scholars and researchers to highlight its important on customer satisfaction. Companies, especially those working in services, are adopting customer-oriented policies, advanced technology, highly professional staff and training programs for effective and successful Customer Relationship Management (CRM). These companies are greatly relying on achieving all information about customer behavior, their needs and preferences to fulfill these need and meet their expectations. Frazier, Spekman and O'Neal (1988) stated that the evolution of CRM is due to companies applying for Total Quality Management programs in several aspects of their departments which impose to create direct and close contacts with customers. Although much research has been conducted to evaluate CRM on tourist's satisfaction in tourism and hospitality industry measuring the impact of CRM on tourist's satisfaction in hotel sectors regarding the hotel's facilities, outlets, and service suffers from the lack of ample attention. This study was conducted to measure the impact of CRM on Radisson Blue guests' satisfaction as a case study among the hotels in Aqaba city.

CRM initiatives have resulted in increased competitiveness for many hotels as witnessed by higher revenues and lower operational costs. Managing customer relationships effectively and efficiently boost customer satisfaction and retention rates (Jawabreh 2014, Reichheld 1996, Jackson 1994, Levine 1993), and in turn firm performance (Masa'deh *et al.* 2016, Alkalha *et al.* 2012, Masa'deh and Kuk 2007). In addition, researchers (*e.g.* Kateb *et al.* 2015, Alshurideh and Alkurdi 2012, Altamony *et al.* 2012, Omar 2018) considered the importance of exploiting the benefits of CRM as a part of the wide-reach information systems. The final goal of conducting CRM is to enhance business performance, and therefore, businesses need an objective performance scale to enable a detailed evaluation.

The study aims at exploring the impact of tourist attractions and facilities on tourist satisfaction in addition to the impact of outlets (F&B), front office services, and the impact of tourist satisfaction due to their demographic factors such as gender, age, occupation, educational level, purpose of the visit, holiday booked date, and the number of previous visits.

1. Literature Review

Searching previous studies looking for the definitions of CRM, it was found that of Parvatiyar and Sheth (2001) who defined CRM as the way companies are seeking customers' repeat visit by utilizing different methods and techniques after their marketing campaigns and keeping in touch with first tourists visit to ensure their retention. They postulated that the theme behind CRM is that companies are focusing collaborative and cooperative relationships with customers. Whereas Shani and Chalasani (1992) defined CRM as building up a communication network with customers for the benefits of the two sides. Bose (2002) affirmed that CRM is the integration of business and technology for the benefits of the suppliers and satisfying the need of the customers. Luck and Lancaster (2003) talked about e-CRM; utilizing the online communications to enable the customers to get information about the hotel and make their reservations. Xu *et al.* (2002) defined CRM as an information industry refers to software, internet capabilities, methods that help a hotel to manage customer relationship in an organized way. Furthermore, Vallen and Vallen (2009) defined CRM as the ability of an organization to meet customer needs and expectations and fulfill its promises; whereas Masa'deh *et al.* (2013) considered the importance of sharing the crucial knowledge among customers using CRM systems.

1.1. Hotel Facilities, Attractions, and Outlets (F&B)

Hoteliers can not deny the relationship between the good quality of food and beverage and their customer's satisfaction and to earn their loyalty. Tourists are getting more and more concern with food and beverage hygiene. Thus, hotels are applying food safety management system (Hazard Analysis Critical Control Point (HACCP)) to minimize and control food hazards during production, storage, processing, distributing, and human consuming. (AbuKhalifeh and Som 2012, Yooshik Yoona, Muzaffer Uysal 2005) the suggested application of the dimensional model in the F&B department and encourages hotels to improve its management to better satisfy their guests. They assured that the services quality dimensions (reliability, tangibles, assurance, responsiveness, and empathy) effect

on guests' loyalty to the hotel at all or to its outlets (F&B). Brodie *et al.* (2006) assumed that customers evaluated the quality of services presented by hotel staff in different hotel departments and outlets depend on service delivery and performance.

Every part of a hotel including hotel's facilities, infrastructure, technology gadget, operational processes and human touch points are all critical criteria to ensure an unforgettable stay experience for the guests (Jawabreh, 2014).

Similarly, Cronin and Taylor (1992) conducted a study in fast food and posted that tourists perceived the quality of services based on the staff deliverance and performance. CRM recognizes the importance of understanding tourist perception and its influence on the success of a destination, their preferences of choosing goods and services while they are consuming their holidays. CRM also focuses on the ways tourists are formulating their cognitive image of a destination and how they act with its affective image and the way they compare it with other destinations regarding facilities, service standards, attractions, and outlets (Laws 1995). Kozak and Rimmington (2000) conducted a study to investigate tourist satisfaction with mass tourism destinations, particularly during off-season holiday destinations. The outcomes of their study showed that destination attractiveness, tourists attractions and facilities and services were found to be critical for the overall tourists' satisfactions which had a significant impact on tourists repeat visit and recommendations. Barros and Assaf (2012) reassured that food quality was among other vital destination attributes that have a significant impact on the probability of returning to the destination. Nowadays, customers do not consider hotel's restaurants, rooms, bars, health clubs or nightclubs as luxurious facilities; they look at them as integral components of their lifestyle. As a result, a fierce competition is existed between hotels to provide their customers with the best quality of services that could differentiate itself from other competitors through satisfying their customers and gain a higher market share (Kandampully and Suhartanto 2000; Bowen and Chen 2001). Customers do not forgive or overlook poor services or dining environment for good taste when they are seeking restaurants. An excellent dining experience with good food and good quality of services make a customer very satisfied (Ryu, Lee and Kim 2012). Namkung and Jang (2008) also studied three quality factors (food, atmospherics, and service) to measure customers the satisfaction of service quality in restaurants.

1.2. Front Office Services

Hospitality institutions are striving to offer their customers efficient and trustful front-line information systems. Customers could start contacting hotel from the first point they decide to travel; websites are designed to offer customers with the information they need, these websites are featured as informative, interactive, and attractive. Companies interested in reservation systems are updating and producing commercial applications to manage the relationship between hotels' front line and customers. The demand for current accurate information for both hoteliers and customers enhances IT information systems. Hotels adopt computer-based IT to reduce cost, increase service quality and profits, and improve their operational effectiveness (Camison 2000). The customers will have a better experience if hotels provide them with the most advanced technology and the staff; the front-line staff, will work more efficiently and assist customers more precisely. Thus, the job of the front office staff is very significant comparing to other departments in the hotel, their main duty is to make sure that customers will get a better experience.

Accordingly, Alananzeh, Mahmoud, and Ahmed (2015) pointed out that the Front Office (F.O) is considered to be one of the most important service department in nowadays hotels, it is the nerve center of the hotel. It is all about communication with the guest; providing guests with all information they need about the hotel, the hotels' offers, and handling professionally the guests complains. The professional frontline services make guests feel welcomed. In addition, the receptionist also enhances a sense of comfort to guests by making them feel at home. Hoteliers realize that the most important work in their hotel relies on the professionalism of the receptionists. They are the first thing that the guests deal and affects their impression and exceeding their expectations. Furthermore, the role of the receptionist is a challenging one. Jones and Lockwood (2004) emphasized on the critical role of advanced technology in delivering a high quality of services reading customers' reservations and billing. Also, they highlighted the importance of training of the frontline office staff and their and knowledge of how to use the necessary technology that can affect the level of customer satisfactions.

1.3. CRM and Tourists Satisfaction

Customer satisfaction can not be achieved without effective CRM. Customer satisfaction is the main goal of all marketing activities and initiatives. The ability of an organization to meet its customer's preferences and fulfill their

needs without efficient customer services which are delivering quality service to meet their expectations (Vallen and Vallen 2009). If the performance of the services is below their expectations guests are dissatisfied (Tauseef 2012, Carev 2008), Mohammad *et al.* (2015) conducted a study to find out the variable factors that influence the impact of CRM in the five stars of Aqaba. The findings of this study revealed that hotels are using specialized CRM software to manage customers, to improve its ability to enable staff to work together as a team. Baker and Crompton (2000) explained tourists' satisfaction as an overall attitude of consumer towards a service delivery or the emotional reaction of the consumer after exposure to the opportunity which has a strong influence on repeat purchase. Chi and Qu (2008) claim tourist destination all over the world consider customer an essential business goal because if the tourist meets his level of expectation he will be satisfied and that satisfied customer would buy more and would return to that destination. Ahmed and Jawabreh (2012) carried out a study to find the variables factors that Influence customer relationship management of hotels (A Case study Umaid Bhawan) in India. It has been found there is a relationship between implementing customer relationship management and customer trust in even there was a medium degree where Umaid Bhawan employees have good skills. Customers assured that they get accurate information from the hotel; the management of the hotel exerts good efforts to meet tourists needs and fulfill its promises. Customer satisfaction is important in hotel industry because of its potential impact on a repeat visit, tourists' loyalty, Word of Mouth (WOM) and (Ewom), and on profit (Lapidus and Schibrowsky 1994). It is through customer satisfaction that companies could identify the quality of services delivered (Pizam and Ellis 1999). Kandampully and Suhartanto (2000) studied the factors of customers satisfaction that led to customers loyalty and found that food and beverage, housekeeping, reception, and price are the most important factors that affect on customers satisfaction and their intention to purchase.

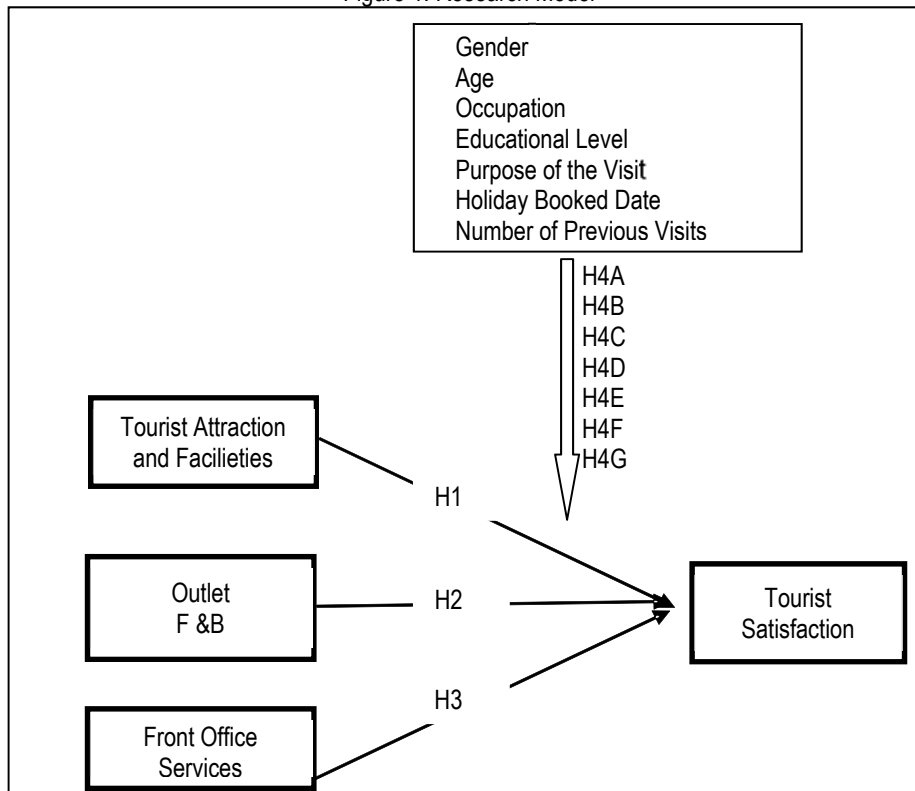
2. Research Methodology

This section provides the methodology applied in the current study. It consists of the research model, operational definitions of the study's independent and dependent variables, research hypotheses, besides data collection tool and research population and sample.

2.1. Research Model

The elements of this research are established based on preceding literature, either theoretically or empirically.

Figure 1. Research Model



Indeed, this study used variables that are common in hotel management literature. Figure (1) represents a model for the study that shows the independent variables, the dependent variable, and the proposed relationship between them.

2.2. Operational Definitions

Adapted from Sirakaya (2002), the current research considers three independent variables namely tourist attractions and facilities, outlets (F&B), and front office services. Tourist satisfaction, the dependent variable, is adapted from AbuKhalifeh and Som (2012); Alananzeh, Mahmoud and Ahmed (2015); Baker and Crompton (2000); Jawabreh (2014); Ryu, Lee and Kim (2012) and measured through 34 items.

2.3. Research Hypotheses

In order to test the research model, the study is hypothesized as follows:

H1: There is a statistically significant impact of tourist attractions and facilities on tourist satisfaction.

H2: There is a statistically significant impact of outlets (F&B) on tourist satisfaction.

H3: There is a statistically significant impact of front office services on tourist satisfaction.

H4A: There is a significant difference in the impact of tourist satisfaction due to tourists' demographic variables (gender, age).

H4B: There is a significant difference in the impact of tourist satisfaction due to tourists' demographic variables (gender, age, occupation, educational level, purpose of the visit, holiday booked date, and number of previous visits).

2.4. Population and Sampling

The targeted population of this study consisted of all the current tourists who were staying at this resort at the time of conducting the study. The study site included in the research was a nature-based resort destination located in Aqaba Jordan. The small-scale resort destination is a 4,600-acre mountain top area with over 6 years which offers outdoor leisure activity, entertainment, and adventure for family and romantic vacationers. This area has been gaining increasing popularity and serving as one of the best annual vacation options in Aqaba Jordan. The researchers were trained on the technique of how to approach the respondents, a permission was taken from the management of the resort to distributing the questionnaire. The surveys were distributed to the tourists staying in the resort that agreed to participate in the study. Respondents were selected randomly at different time of the day during the data collection process. A total of 144 samples were collected during April in 2016. 136 questionnaires were found to be used for data analysis after deleting eight samples that contained incomplete answers. The questionnaire consisted of two sections; the first section in questionnaire presents general personal information about a respondent, the gender, age, academic rank, purpose of the visit, and the number of the previous visit to the resort. The second section includes questions to measure the independent and dependent variables based on their operational definitions.

3. Data Analysis and Results

In order to explore the impact of customer relationship management in terms of tourist attractions and facilities, outlets (F&B), and front office services on tourist satisfaction, in which these variables have been measured using 5-points Likert scale that varies between strongly disagree =1 and strongly agree =5. Also, reliability and validity analyses were conducted, descriptive analysis was used to describe the characteristic of the sample and the respondent to the questionnaires besides the independent and dependent variables. In addition, a multiple regression analysis was employed to test the research hypotheses.

3.1. Validity and Reliability

Validity and reliability are two important measures to determine the quality and usefulness of the primary data. Validity is about accuracy and whether the instrument measures what it is intended to measure while reliability is about precision; it is used to check the consistency and stability of the questionnaire. Indeed, the researchers depended on scales and items that were previously developed and used by other researchers with similar interest. Also, a draft of the questionnaire was formulated, and then it was reviewed by three academic lecturers –who have a sufficient knowledge and experience in this scope- to ensure that each item is measuring what is intended to be measured and to avoid the ambiguity and complexity in the phrasing of questions. The reliability of the instrument was measured by the Cronbach's alpha coefficient. Further, some scholars (e.g. Bagozzi and Yi 1988) suggested

that the values of all indicators or dimensional scales should be above the recommended value of 0.60. Table (1) represents the results of Cronbach's alpha for the independent and dependent variables. Cronbach's alpha coefficients of all the tested variables are above 0.60 which suggesting the composite measure is reliable.

Table 1. The Cronbach's alpha coefficients of study variables

Variables	Number of items	Cronbach alpha
Tourist attractions and facilities	9	0.928
Outlets (F&B)	10	0.755
Front office services	8	0.911
Tourist satisfaction	7	0.944

3.2. Respondents Demographic Profile

As indicated in Table (2), the demographic profile of the respondents for this study showed that they are typically males, most of them less than 30 years old, the majorities students who hold high school and bachelor degrees; came to Aqaba city for business and leisure for the first time.

Table 2. Description of the respondents' demographic profiles

Category	Category	Frequency	Percentage%
Gender	Males	87	64
	Females	49	36
	Total	136	100
Age	Less than 20 years	52	38.2
	20 years - less than 25	45	33.1
	25 years - less than 30	20	14.7
	30 years - less than 40	14	10.3
	40 years - less than 50	3	2.2
	More than 50 years old	2	1.5
	Total	136	100
Occupation	Student	70	51.5
	Employed	35	25.7
	Unemployed	13	9.6
	Retired	6	4.4
	Business man	3	2.2
	Manager	9	6.6
	Total	136	100
Education level	High school	66	48.5
	Bachelor	49	36.0
	Master	17	12.6
	Doctorate	4	2.9
	Total	136	100
Purpose of the visit	Business	69	50.7
	Leisure	67	49.3
	Total	136	100
Holiday booked date	Less than one week	105	77.2
	1-4 weeks	31	22.8
	Total	136	100
Number of previous visits	One time	81	59.6
	Two times	27	19.9
	Three times	21	15.4
	Four and above times	7	5.1
	Total	136	100

3.3. Descriptive Analysis

In order to describe the responses and thus the attitude of the respondents toward each, question they were asked in the survey, the mean and the standard deviation were estimated. While the mean shows the central tendency of the data, the standard deviation measures the dispersion which offers an index of the spread or variability in the data (Sekaran and Bougie 2013). In other words, a small standard deviation for a set of values reveals that these

values are clustered closely about the mean or located close to it; a large standard deviation indicates the opposite. The level of each item was determined by the following formula: (highest point in Likert scale - lowest point in Likert scale) / the number of the levels used = (5-1) / 5 = 0.80, where 1-1.80 reflected by "very low", 1.81-2.60 reflected by "low", 2.61-3.40 reflected by "moderate", 3.41-4.20 reflected by "high", and 4.21-5 reflected by "very high". Then the items were being ordered based on their means. Tables (3) and (4) show the results.

Table 3. Overall mean and standard deviation of the study's variables

Type of Variable	Variables	Mean	Standard Deviation	Level	Order
Independent Variables	Tourist attractions and facilities	4.21	0.75	Very high	2
	Outlets (F&B)	3.71	0.70	High	3
	Front office services	4.24	0.87	Very high	1
Dependent Variable	Tourist satisfaction	4.23	0.85	Very high	

As presented in Table (3), data analysis results have shown that front office services in the Radisson resort in Aqaba city located in Jordan is applied to a high level in which the mean score is 4.24, followed by variables of tourist attractions and facilities, and outlets (F&B); whereas tourist satisfaction is applied to a greater extent with a mean of 4.23. Table (4) demonstrates the mean, standard deviation, level, and order scores for the items for each variable.

Table 4. Mean and standard deviation of the study's variables

Tourist attractions and facilities	Mean	SD	Level	Order
Availability of sport facilities	4.32	1.01	Very high	1
Availability of nightlife and entertainment	4.32	0.84	Very high	1
Security officers are good – looking, smart and clean	4.00	1.22	High	7
Availability of facilities for children	4.27	0.87	Very high	2
Availability of facilities on beaches	4.32	0.84	Very high	1
Availability of shopping facilities	4.22	0.92	Very high	3
Availability of daily tours to other resorts	4.16	0.89	High	5
Getting to museums and historical places	4.15	0.91	High	6
Variety of attractions	4.18	0.96	High	4
Outlets (F&B)	Mean	SD	Level	Order
Radisson resort has a variety of restaurants	4.32	0.94	Very high	1
Radisson resort offers a high quality of meals	4.29	0.88	Very high	3
Radisson resort has good employees they make me feel comfortable	4.31	0.85	Very high	2
The restaurants in Radisson resort has availability of menu in English and other languages	4.26	0.91	Very high	4
The Radisson resort has a good staff members who are clean	4.23	0.96	Very high	5
The employees work in a restaurant in Radisson resort has friendly smiles that make me feel happy	4.19	1.09	High	6
The employees answer my questions promptly and satisfactorily	4.00	1.36	High	7
The dining room are cleaned	3.04	1.78	Moderate	10
Food is well-cooked in the Radisson resort	3.24	1.61	Moderate	9
The cooking kits, dishes, bedclothes and cutlery are clean	3.32	1.61	Moderate	8
Front office services	Mean	SD	Level	Order
The receptionist shows the guest gently on the procedures of the hotel how to get Radisson resort information	3.40	1.71	Moderate	7
The receptionist provides the guest gently with the information needed in the Radisson resort	4.24	1.17	Very high	6
The receptionists in Radisson resort have clean uniform	4.35	1.02	Very high	4
The hotel asserts the privacy and secrecy of credit cards	4.38	0.98	Very high	3
The hotel provides safe transfer through credit cards	4.40	0.99	Very high	2
I Feel I have a high level of privacy during my stay in Radisson resort	4.40	0.93	Very high	2

Hotel management works on resolving problems and maintain guests' complaints	4.42	0.88	Very high	1
The receptionist in Radisson Resort welcomed me with a friendly smile	4.32	0.96	Very high	5
Tourist satisfaction	Mean	SD	Level	Order
I would say positive things about Radisson resort to others	4.28	0.93	Very high	1
I would consider revisiting Radisson resort in the future	4.25	0.95	Very high	4
I would recommend Radisson resort to my friends or others	4.22	1.02	Very high	5
I would like to come back to Radisson resort in the future	4.18	1.00	High	6
I am very satisfied with my overall experience at this resort	4.27	0.95	Very high	2
I have really enjoyed myself at this resort	4.17	1.06	High	7
I would say positive ideas about Radisson resort to others	4.26	0.98	Very high	3

3.4. Hypotheses Testing Results

The current research is mainly seeking to investigate the impact of tourist attractions and facilities, outlets (F&B), and front office services on tourist satisfaction of tourists in the Radisson resort at the city of Aqaba. Consequently, in order to test the hypotheses developed for this study, multiple regression technique was used. Further, the level of significance (α -level) was chosen to be 0.05 and the probability value (p-value) obtained from the statistical hypotheses test is considered to be the decision rule for rejecting the null hypotheses (Creswell 2009). If the p-value is less than or equal to α -level, the null hypothesis will be rejected and the alternative hypothesis will be supported. However, if the p-value is greater than the α -level, the null hypothesis cannot be rejected and the alternative hypothesis will not be supported. In addition, normality of the independent variables and the absence of multi co-linearity problem (a case of multiple regression in which the independent variables are themselves highly correlated) were checked. According to Pallant (2005), most of the values should be inside the adequate ranges for normality (i.e. -1.0 to +1.0). For this purpose, skewness and Variance Inflation Factor (VIF) were investigated; table (5) includes the results.

Table 5. Skewness and VIF for the independent variables

Variables	Tolerance	VIF	Skewness
Tourist attractions and facilities	0.821	1.218	-1.824
Outlets (F&B)	0.763	1.311	-0.689
Front office services	0.904	1.107	-1.187

As can be noticed from table (5), the skewness values were within the normal values (-1.0 to +1.0) suggesting that the data of the independent variables is normal. The VIF values were less than the critical value (10) which is most common among the most studies, suggesting no multi co-linearity problem among the independent variables. However, the results of testing the three hypotheses are demonstrated in Table (6).

Table 6. Result for the study model (b)

Variable	R	R ²	f	Sig (f)	β	T	Sig (t)
Tourist attractions and facilities	0.405	0.164	8.630	0.000a	0.187	2.130	0.035
Outlets (F&B)					0.130	1.423	0.157
Front office services					0.241	2.876	0.005

a. Predictors: (Constant), Tourist attractions and facilities, Outlets (F&B), Front office services

b. Dependent variable: Tourist satisfaction

Refer to Table (6) the multiple correlation coefficient $R = 0.405$ indicates that there is a strong positive correlation between the independent variables (tourist attractions and facilities, outlets (F&B), and front office services) and tourist satisfaction. The R^2 indicated the generalizability of the model. It allows us to generalize the results taken from the respondents to the whole population. In this case, it equals 0.164. The results showed that F-ratio for these data is equal to 8.630, which is statistically significant at $p < 0.05$. Therefore, we conclude that there is a statistically significant impact of the independent variables on tourist satisfaction.

The β indicates the individual contribution of each predictor (independent variable) to the model if other predictors are held constant. Table (6) shows the standardized coefficients for each independent variable. The values of β for tourist attractions and facilities, and front office services are 0.187 and 0.241 respectively which are positive, and thus H_1 and H_3 are accepted. While for outlets (F&B); the value of β is 0.130 besides its t-value, 1.423 > 1.96 , which has small values compared with other predictors, and thus rejected H_2 . The level of effect of these

variables depends on the β value, the higher β value the higher effect on the dependent variable. We can infer from the values of beta that the two variables that have the highest contribution in the model are front office services, followed by tourist attractions and facilities.

Hypotheses H4A, H4B, H4C, H4D, H4E, H4F, and H4G argued that there is a significant difference in the impact of tourist satisfaction due to gender, age, occupation, educational level, the purpose of the visit, holiday booked a date, and a number of previous visits. Independent Samples T-test was employed in order to investigate if there any significant differences in the impact of tourist satisfaction that can be attributed to gender. Also, ANOVA test was employed to examine if there any significant differences in the impact of tourist satisfaction that can be attributed to age, occupation, educational level, the purpose of the visit, holiday booked a date and a number of previous visits. Results of T-test, shown in Table 7, indicated that there is no significant difference in the impact of tourist satisfaction that can be attributed to gender. Also, results of ANOVA test, shown in Tables 8-13 indicated that there is no significant difference in the impact of tourist satisfaction in favor of age, occupation, educational level, purpose of the visit, holiday booked date, and number of previous visits.

Table 7. T - test of the impact of tourist satisfaction due to gender

Variables	Male			Female			T	df	Sig.
	N	Mean	Std. Dev.	N	Mean	Std. Dev.			
Tourist satisfaction	87	4.3235	0.81847	49	4.0729	0.90919	1.599	91.211	0.113

Table 8. ANOVA Analysis of significant difference in the impact of tourist satisfaction due to age, occupation, educational level, purpose of the visit, holiday booked date, and number of previous visits

Variables		Sum of Squares	Df	Mean Square	F	Sig.
Age	Between Groups	10.901	5	2.180	3.208	0.099
	Within Groups	88.357	130	0.680		
	Total	99.258	135			
Occupation	Between Groups	3.716	5	0.743	1.011	0.414
	Within Groups	95.542	130	0.735		
	Total	99.258	135			
educational level	Between Groups	2.466	3	0.822	1.121	0.343
	Within Groups	96.792	132	0.733		
	Total	99.258	135			
purpose of the visit	Between Groups	2.487	1	2.487	3.444	0.066
	Within Groups	96.770	134	0.722		
	Total	99.258	135			
holiday booked date	Between Groups	0.229	1	0.229	0.310	0.578
	Within Groups	99.028	134	0.739		
	Total	99.258	135			
number of previous visits	Between Groups	1.354	3	0.451	0.609	0.611
	Within Groups	97.903	132	0.742		
	Total	99.258	135			

Discussion and Conclusions

The purpose of this study was to investigate the relationship between customer satisfaction and customer relationship management in the Radisson Blue Resort Aqaba. Results of the current study revealed that there is a significant impact of tourist attractions and facilities, and front office services on tourist satisfaction, whereas outlets (F&B), has not a significant impact on it. Front office services were revealed to be the major important factor in determining tourist satisfaction.

Kanadampully (2000) indicated that customer satisfaction with housekeeping performance, reception, food and beverage, and price may affect positively the customer loyalty. Jui Wu (2009) stated that the consumer experiential value was affected by the restaurant environmental factors and interaction with service employees. In addition, the interaction employees, between service employees and consumer may have its positive impact

consumer satisfaction. Regarding marketing and development initiatives, the result of Jui Wus study may help to improve the physical attractiveness of examined luxury hotel restaurants.

Results explained that the quality of the website has a direct positive effect on customer satisfaction. However, the relationship between the quality of food and customer behavioral intentions was mediated by satisfaction.

Regarding subsequent regressions, analyses explained the importance of taste and presentation of the two greatest factors affect consumer satisfaction and behavioral intention. Therefore, managers have to pay attention to the quality of food which increases the number of visitors to the restaurant which in its role increases the economic return (Baia *et al.* 2008).

The importance of this variable is due to the hotel management works on resolving problems and maintaining guests' complaints immediately, and the privacy that the tourists feel during their stay in the resort as well as to the gentle welcome and professional treatment that the receptionists offer to the in-house tourists. Moreover, tourist attractions and facilities play a vital role in tourists' satisfaction. Indeed, managers of those international destinations entering a post-maturation (decline) phase, replete with diminished attractiveness and declining visitor numbers, and research on such product issues particularly cogent. As Grabler (1997) has noted in his life cycle study of 43 European city destinations: Tourists ranked the availability of sports facilities and nightlife and entertainment as very important things that should be offered to them in addition to the availability of facilities for children and other shopping and attraction facilities. Obviously, results indicated that there were no differences among tourists that can be attributed to their demographic profile on determining the most important things that affect their satisfactions. This study indicates that destination managers should give attention to tourists' relaxation, nightlife, entertainment and fun in order to appeal to tourists' internal motives to travel. Several destination marketing organizations have highlighted quality and value as critical objectives for revitalizing their sagging tourism industries. The results of the study that attributes satisfaction affected directly by the destination image. Moreover, the destination image and attribute satisfaction were related directly to overall satisfaction. Both overall and attribute satisfaction had a positive and direct effect on destination loyalty (Christina *et al.* 2008).

The results of hypotheses testing also showed that front office services and hotel facilities and attractions have a clear and significant impact on customer satisfaction, but the most astonishing thing in this study is that results revealed that the hotel outlets (F&B) were not as important in the customers' satisfaction as the other variables of the study. This contradicted with the results of Okumus, Okumus, and McKercher (2007) who claimed that food is the most important attribute of a destination recognized by tourists. Also, Chiu and Ananzeh (2012a, 2012b) found that tourists consider Jordan as a very attractive destination for its own food. Tauseef shows that the Customer Relationship Management has a moderate influence on the level of client's satisfaction, confidence and the retaining of the clients (Tauseef 2012). The justification for these results is that a touristic culture regarding food which means that tourists became familiar with all types of meals offered by almost all hotels in different regions have the variety of restaurants which offer the same meals and the competition among service institutions is to present their customers with high-quality, nice dining environment with hygiene and friendly staff.

This study highlighted the importance of CRM especially the skills that the receptionists should acquire and the importance of providing them with training courses on how to deal with customers from different nations and different cultures since the main role of the management and the employees is to make the guests satisfy during their stay, to provide them with needs and respond to their requirements immediately. Thus, this study makes a unique contribution to the tourism industry in Jordan which insisted that the tourism sector in Jordan should focus on offering tourists their own Jordanian cuisine to differentiate it from neighboring countries besides other variety of restaurants that could offer them eastern and western food. Padilla-Meléndez & Garrido-Moreno (2014) highlighted the crucial role played by organizational factors (employee training) and provide relevant implications for research and practice. Another study conducted by Irene (2009) indicated that there is a difficulty to apply many of the relationship marketing strategies to emphasize customer retention and continual satisfaction because of difficulties in staff training. Moreover, the human resource management implications with respect to training requirements and the potential modification of the organization's existing incentive policy must also be addressed (Kandampully 1998).

The findings also highlighted the area where strategies and policies of the private and public sector should be focused in the future, especially in terms of frontline services where there is a direct contact with the customers. Providing entertainment facilities for kids is as important as the hygiene of the restaurants. Bowen and Chen (2001) advised that to create customers' loyalty to your own property managers should first improve their service quality to satisfy their customers which lead to shape customers' loyalty. Study should be done across one to two years to see the real result of the hotel's CRM practices.

Theoretical and Practical Implications

The importance of training programs is tremendous for their staff development and their in-house guest which make them feel comfortable when receiving the service. One of the challenges that service sector encounter nowadays is how to manage their properties in a way that could appeal to the customers' need and maximize their satisfactions and at the same time increase the hotel's revenue. Thus, training the employees, planning for facilities use, and implementing policies will be a great benefit for in-house guest satisfaction and employees' developing their self-advocacy and self-confidence. The real concern should be given to frontline employees where the results revealed to be the major important factor in determining tourist satisfaction. This study indicates that destination managers should give attention to tourists' relaxation, nightlife, entertainment and fun in order to appeal to tourists' internal demand. Thus, beside the training courses, it is recommended that hoteliers develop effective marketing strategies and arrange several activities to enhance and strengthening the relationships between the management and the staff, offering tourists their own Jordanian cuisine, and providing entertainment facilities for kids.

Limitations and Future Research

There was some limitation in this study, due to the instability in the Middle East, the sample size of the study was relatively small. Thus, the convenience sample method was utilized to collect data. Second, the study was restricted to one hotel which was impossible to generalize the results to the whole hotels in the country which suggests for other researchers to include more hotels in different regions in Jordan in the low and peak seasons. Further studies with different sample group's cover other hotels from different regions in Jordan are to be considered. It also advised researchers to extend and test the model to include more factors that could explain more of the guests' satisfaction through using large sample from different areas. In addition, the study tried to focus on frontline department; future studies are recommended to include another department. The model should be modified to assess the impact of CRM on guests' behavior and its relationships with the economic and operation performance of other commercial or institutional services sectors.

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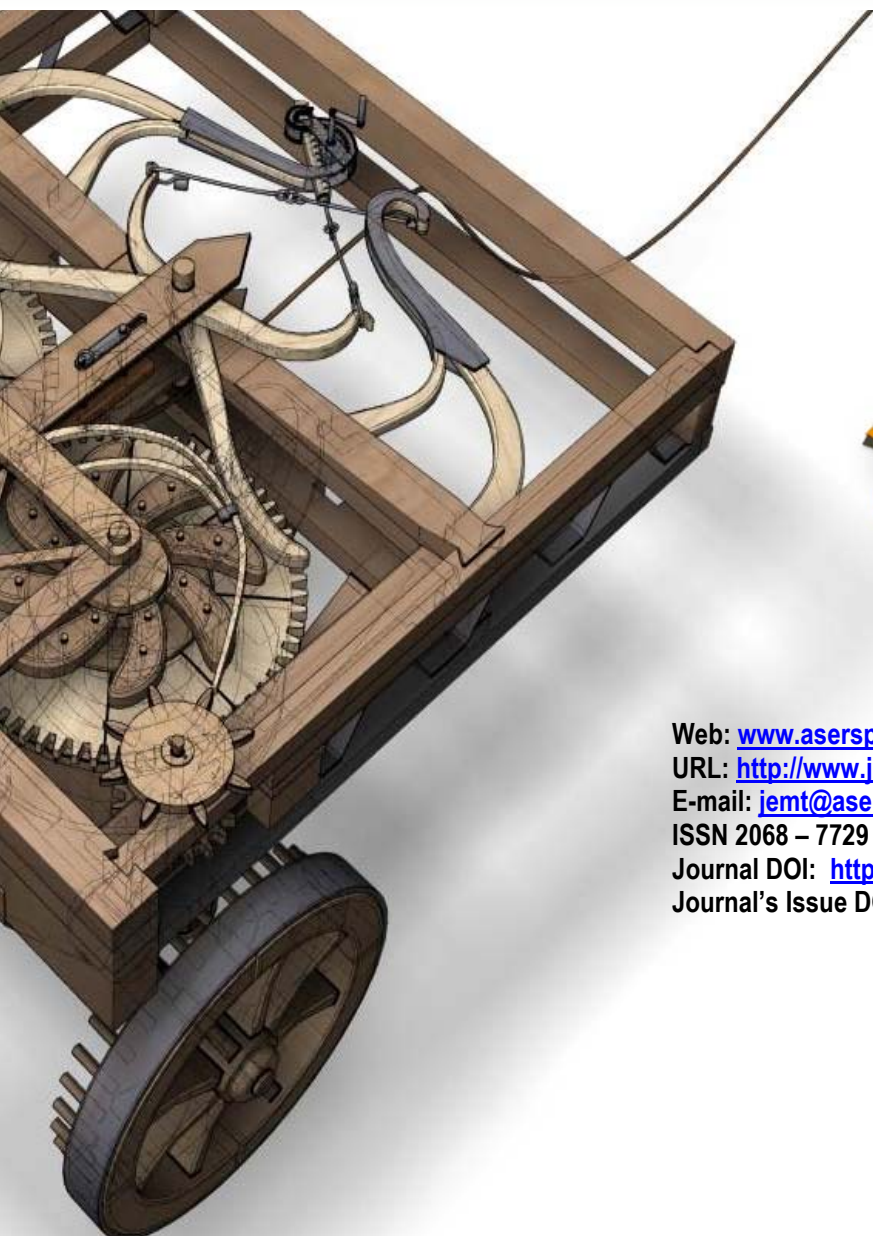
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