

# Hotel Service Quality: The Impact of Service Quality on Customer Satisfaction in Hospitality

Bayad Jamal Ali<sup>1</sup>, Bayar Gardi<sup>2</sup>, Baban Jabbar Othman<sup>3</sup>, Shahla Ali Ahmed<sup>4</sup>, Nechirwan Burhan Ismael<sup>5</sup>, Pshdar Abdalla Hamza<sup>6</sup>, Hassan Mahmood Aziz<sup>7</sup>, Bawan Yassin Sabir<sup>8</sup>, Sarhang Sorguli<sup>9</sup>, Govand Anwar<sup>10</sup>

<sup>1</sup>Business Administration Department, Komar University of Science and Technology, Sulaimani 46001, Kurdistan Region – Iraq

<sup>2,8,9</sup>Department of Accounting, College of Administration and Financial Sciences, Knowledge University, Kirkuk Road, 44001 Erbil, Kurdistan Region, Iraq.

<sup>3</sup>Faculty Technology Management and Business, Universiti Tun Hussein Onn Malaysia 86400 Parit Raja, Johor, Malaysia.

<sup>4</sup>Department of Guidance and Psychological Counseling, Atatürk Faculty of Education, Near East University, Turkey

<sup>5</sup>Department of Accounting, Cihan University - Duhok, Kurdistan Region, Iraq.

<sup>6</sup>Department of Business Administration, Kurdistan Technical Institute, Sulaymaniyah, Iraq.

<sup>7</sup>Department of Accounting and Finance, Faculty of Economics and Administrative Sciences, Cyprus International University, Mersin 10, Haspolat 99040, Cyprus.

<sup>10</sup>Department of Business Administration, College of Administration and Financial Sciences, Knowledge University, 44001 Erbil, Kurdistan Region, Iraq

Received: 21 Feb 2021; Received in revised form: 06 Apr 2021; Accepted: 01 May 2021; Available online: 19 May 2021

©2021 The Author(s). Published by AI Publications. This is an open access article under the CC BY license

<https://creativecommons.org/licenses/by/4.0/>

## Abstract

*Hospitality industry is a billion dollars industry, which includes many activities, from which main is hotel business, tourism services, event planning and transportation. This industry is a quick growing industry, where main factors are service quality and customer satisfaction. No any hospitality industry property will not survive if they are not oriented on their consumers, notably, to meet their needs, requirements and expectations, so that the image of the company will enhance. The hospitality industry faces with different difficulties than organizations which produce products due to the dissimilar nature of service in comparison with a product. In service industry there is a greater probability to fail, rather than in product sales. Service quality has been revealed as a key factor in search for sustainable competitive advantage. Satisfying and retaining customer has been recognized as an important factor in hospitality industry. Nowadays like never before, fulfilling consumers' requests remains the greatest challenge. In the hospitality industry, the consumer is not only the part of the actual consumption process, but moreover often has preset service and quality perspectives. Today's hospitality industry customer is increasing time poor, more sophisticated and more demanding. The main purpose of this study is to reveal the impact of service quality on customer satisfaction. The findings of the study will show influence of different service quality dimensions on satisfaction level in Hotels. A quantitative method used to analyze this study. A random sampling method used to distribute and gather data. 111 participants were involved in this study. This study proved that four of service quality dimensions (empathy, responsiveness, assurance and tangible) have positive relation with customer satisfaction, except reliability had negative relation with customer satisfaction.*

**Keywords—** Service Quality, Customer satisfaction, SERVPERF, Hospitality

## I. INTRODUCTION

Modern organizations in the hospitality industry throughout many decades experiencing tough hard rivalry and in the coming years the situation seems to be even more difficult

(Abdullah & Othman, 2019). To succeed or simply to survive nowadays, the hospitality industries are definitely interested in perception of the services to be in line with expectations, which, in fact, is the foundation of repeated

business (Anwar & Abdullah, 2021). At the present time tourism and hospitality industries are very essential, because the fact is they considered as an essential source of income for country. Therefore, many countries are attempting to catch the attention of guests and tourists to their destinations, as a result they will be able to grow and enhance their nation's life (Gardi et al. 2020). Hotels are considered a vital element of the tourism industry; the reason is hotels satisfy the most essential guest's needs which is accommodation (Prabhu et al. 2020). Moreover, guests do not use hotels only for accommodation they could get benefits from their other services for example, playground, tennis, restaurants, sauna, bar, swimming pool and so on. Hotel staff is an important factor in business success (Anwar & Shukur, 2015), because employees who deliver and provide services to guests. For example, if hotel staffs do not deliver the right service to guests, it will lead to negative effect as a results guests might not come back to the same hotel. On the other hand, if hotel staffs are able to deliver the right service to their guests in this case guests will have positive experience and might come back again (Sultan et al. 2020). Therefore, it is very necessary hotel management should satisfy their employees (Abdullah & Othman, 2015).

Gardi, (2021), defined hospitality is a specific type of relationship between the traveler and a host. At the present time hospitality industries are rapidly developing with each passing year in Kurdistan region and particularly in the capital of Kurdistan region, Erbil city. The investment in hotel industries has developed with increase in construction of new and enhanced hotels which results in better quality service for their guest (Ismael et al. 2021). Accordingly, numerous travelers from all over the world have travelled to Kurdistan region and particularly to Erbil city. Most of hotel managers are recognizing high competition among hotels, therefore hotel managers are concentrating on enhancing service quality in order to remain competitive in the market place (Anwar & Abd Zebari, 2015). A great values and tool for enhancing service quality is essential in competitive market. Hotel's service quality is the service providing to guest expectations and almost all hotels are able to gain customers satisfaction through providing a high quality of services (Top & Ali, 2021). The service of hospitality often includes guests' contribution in assisting to create the service value (Anwar & Surarchith, 2015). Guests, in general, don't consider price when they are comparing services – their main objective is quality. Therefore, the Hotels should establish a certain level of quality that meets the needs of the customer and demonstrate this quality in practice (Othman et al. 2019).

Nowadays the guests in hospitality industry become more sophisticated and more required. Also, it is necessary to

recognize guests' location for instance where they came from, what are guest's expectation in order to choose the right strategies for enhancing hotels' service quality (Khan & Abdullah, 2019). Usually guests are much demanded, but when it comes to hospitality industries the most important factor to be considerate is service quality provided from the hotel. Since service quality will lead to guest's satisfaction, therefore implementing a successful service quality strategy will be needed (Othman et al. 2019). Poor service quality in hotel will lead to dissatisfied guests as a result decreasing demand which lead to decrease hotel performance. Almost totally rely on sales and marketing department to attract new guests (Demir et al. 2020), but to retain them, indeed make them a loyal one is the direct responsibility of operations departments, which create service for the customers (Anwar, 2017). Most of hotels are seeking quality enhancement systems for competitive advantages. Each service that hotel provides will add value and provide satisfaction to their guests. Some hotels are having a specific service department which assess guest's satisfaction and meet their needs and expectations (Anwar, 2016). At the present time the key success of competitive market depends on delivering a high quality of service and this will lead to increase the level of customer's satisfaction. Therefore, customer's assessment for the quality of services in hotel industries are very essential in developing the business (Ali, 2021). Hotels should provide a competitive service to satisfy their customers and gain customer's loyalty (Abdulla et al. 2017).

Service quality impacts guest's satisfaction through providing service and performance (Fick et al 1995). Guest satisfaction has many advantages, such as creating a strong relationship between hotel and gusts and creating guest loyalty (Anwar & Balcioglu, 2016). Coyle and Dale 1993 investigated the assessment of service quality in the hospitality industry from suppliers and guest's viewpoint (Agbola and Dehlor 2011:112). Service quality is an approach that increases effectiveness, competitiveness and flexibility of the hotel. It is a method to guarantee guest's total satisfaction (Abdullah & Abdul Rahman, 2015). Guests service in hospitality industries is one of the main business processes which leads to grow and attract potential guests (Ali, 2020). According to Goofin and Price (1996) clarified the significance of guest's service which increases service quality, sales, development and profits (Hameed & Anwar, 2018). According to Damit et al. (2019) the key successes for sustaining competitive advantage depends on providing high quality of services which results in guest's satisfaction (Anwar & Ghafoor, 2017). The rank of service quality is provided by the gap between expected and perceived service (Prabhu et al. 2020). Service quality has a significant role in adding value to the service experience

(Shahin and Dabestani 2010:40). Service quality has been defined by Anwar & Climis, (2017) as the capability of the hotels to meet guest's expectations (Prabhu et al. 2019). Service quality can be perceived as an assessment of how competently a provided service measures to the guest's expectations (Anwar & Qadir, 2017). Service quality is a degree between guests' service expectation and guests' perceptions Perceived service quality is the assessment of the service crossways the episodes in case if it compared with implicit or explicit standard (Abdullah & Rahman, 2015). Hotel considers a social phenomenon due to it is connect with various activities a guest does for instance leisure (Andavar et al. 2020), business, education and vacation. Hotel's guests are participating to the socio-economic growth of both less developed and developed countries. Moreover, hotel's guests are viewing as an attractive growth option in many countries in the world. Service quality in hotel industries concentrate on satisfying the guests' quality need. Service quality considers guest's judgment regarding the creature overall superiority and excellence (Abdullah, 2019).

Customer satisfaction as term that clarifying regarding a measurement of services or products that provided to meet customer's expectations (Anwar & Louis, 2017). Customer satisfaction is the result by those that have experienced a hotel's performance that have satisfied their expectations. Many scholars proved the strong correlation between service quality and guest's satisfaction (Ali & Anwar, 2021). Over the decades, according to many researches of the hospitality industry, two significant fields have been presented which are service and customer satisfaction. Guests' satisfaction is the best display of a Hotel's future profits (Khan & Abdullah, 2019). Hotel's goal is to meet guest's expectations and needs (Faraj et al. 2021). Kurdistan region has attracted many travelers from different countries in the world. Many academic scholars defined several dimensions and aspects to enhance the level of satisfaction, despite most of these dimensions were used variables that found were significant though the significance of service quality (Ali, 2016), guests' expectations and perceived value still needs additional concern. On the other hand, some of scholars used to investigate the correlations of variables for instance customer value and customer loyalty. In this study, the researcher is going to use service quality dimensions as variables to measure guest's satisfaction in hotel industries. There are five aspects of service quality (Anwar & Abdullah, 2021): empathy, assurance, reliability, responsiveness and tangible (Ali, 2014). These five dimensions play their role in the guests' observations of service quality. Guests' satisfaction will increase considerably when the guests positively assess their perceived quality regarding stay in. In this study customer

satisfaction is dependent variable while service quality is independent variable along with sub independent variable such us empathy, reliability, responsiveness, assurance and tangible (Prabhu et al. 2020). Hotels' guests returning back to same hotel, also recommending the hotel to other to stay in, it depends on the satisfaction level, and which leads to the increase of the hotel's revenue. Accordingly, the subject of service quality is substantial for any study, since almost all companies are trying to enhance its service quality thus to increase satisfied customers (Ganeshkumar et al. 2019).

### **Statement of the problem**

Customers are faced with service quality problems every day and in almost every service they purchase: in public transport, when it is crowded and you don't feel conformable to reach your destination; while making shopping, you may be offended on behavior of sales person; in the cafe/restaurant, you may not like how a waiter served you and so forth. We can continue identifying dissatisfaction at many service-oriented originations. Unfortunately, not always the quality service offered can meet the needs, requirements and expectations of the consumer. This is the main reason of choosing the topic is the problem of insufficient levels of service quality based on the comments of different guests in hotels generally and particularly in Hotel.

### **Purpose of the study**

As it is mentioned earlier, guest's satisfaction is a key objective in the hotel industry. No any hotel or other hospitality industry property will not survive if they are not oriented on their consumers, especially, to meet their needs, requirements and expectations, so that the image of the company will enhance. In this study, based on analysis of customer comments in Erbil hotel in Kurdistan, the consequence of service quality on consumer contentment and its impact on the hotel's reputation in a whole is analyzed. This study is leading to an evaluation of the guest's value within subsisting quality of service and structure of customer satisfaction. Emphasizing customer's decision-making process, in this study the interrelation of customer value with the price, sensing of performance, service quality, customer satisfaction and their desires to repurchase and advise to others has been investigated. This research will assist us to realize the essential characteristics of satisfaction as well as identifying factors of service quality that lead to guest's satisfaction.

### **Research questions**

The following two questions are the main research questions:

1. What are the main dimensions of service quality that lead to guest satisfaction?

2. What are the determinants of customer’s resolution to switch a hotel?

The purpose of above-mentioned questions is to contribute to the study of the connection among guests’ satisfaction and service quality; thus, this will help to identify whether

practically customers satisfaction has a connection with the service quality dimensions.

**Research Model:**

The following figure is the research model:

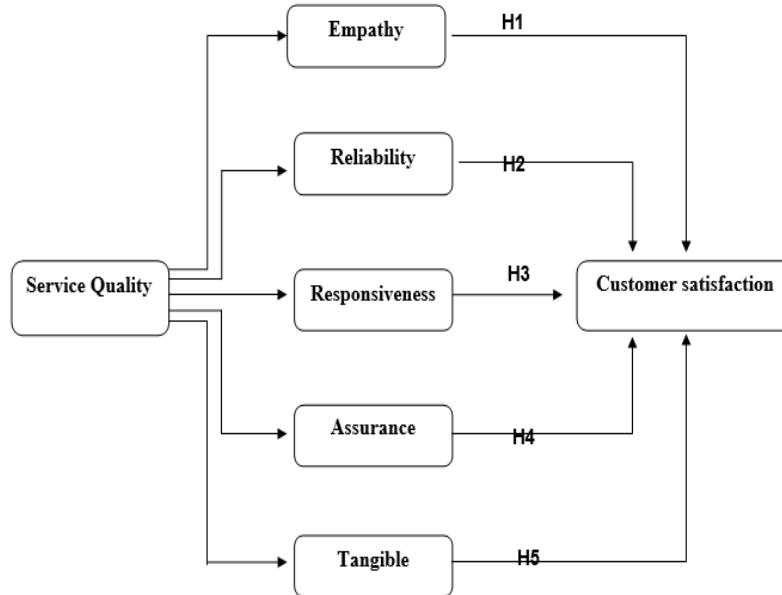


Fig.1- Research Model

**Research Hypotheses**

According to the above researcher model, the researcher made the following research hypothesis:

- H1:** There is a positive relation between Empathy and customer satisfaction
- H2:** There is a positive relation between Reliability and customer satisfaction
- H3:** There is a positive relation between Responsiveness and customer satisfaction
- H4:** There is a positive relation between Assurance and customer satisfaction
- H5:** There is a positive relation between Tangible and customer satisfaction

**II. LITERATURE REVIEW**

**Service Quality Concept**

According to Abdullah & Afshar, (2019) quality is a theory which can be described as an evasive and blurred theory. It is important to differentiate between goods and services, because they have different characteristics. The former is more tangible, an object; the latter is intangible, actual performance (Abdullah & Rahman, 2015). One of the most significant and unparalleled characteristics of services is that it is a process, but not a thing. Therefore, service companies don’t have any product, but they do have interactive processes. Services are invisible; therefore, it is difficult for the supplier to unfold and consumers to measure (Ali et al. 2021). As conveyance of services in the hospitality industry dependably includes human beings, it should concentrate on the management of people, and

specifically on the collaborations between the client and personnel, which called service encounters. The fortune or failure of the hospitality business depends on the combined impact of service encounters in which customers are participating themselves (Abdullah, 2018). There are several important service quality definitions, proposed by various researchers. Service quality is a divergence amongst client's anticipation of the service supplier and their assessment of the services (Saleh et al. 2021). Another definition has been proposed by (Othman & Abdullah, 2016) argued that service quality is a dissimilarity amongst consumers’ anticipation for service execution before the service encounter and their observations of the rendered services. And the last the definition by Gefan 2002 as cited in (Abdullah & Othman, 2016), who said that service quality as the particular appraisal made by consumers

among the expected service quality and actually rendered services (Abdullah & Othman, 2021). Quality is a bit more difficult to characterize than consumers' gratification, because of the various statements, proposed by different researchers. Quality is focused to consumers' views; thus quality is characterized as whatever the buyer sees as a quality (Abdullah & Abdul Rahman, 2015). According to (Anwar & Abdullah, 2021) there are two variables, which influence the perception of consumers, such as expectations and quality standards. Expectations means what is actually the customer is supposed to get from the service provider (Anwar & Shukur, 2015).

### Service Quality Dimensions

Service quality has been the point of impressive concern via specialists lately. By taking a look at different meanings of service quality it can be seen that it is an aftereffect of the correlation which clients makes between their desires and what they really get from the related service supplier (Anwar & Abd Zebari, 2015). Various studies have been carried out in order to reveal dimensions of service quality that most essentially contribute to fundamental quality appraisals in the service encirclement. Distinguishing proof of the determinants of service quality is crucial in light of the fact that it will help to measure, to control and afterward enhance client's apparent service quality (Anwar & Surarchith, 2015). There are ten service quality dimensions, which were determined by Parasuraman et al. (1985). These dimensions fit as a service quality field from which these items were obtain for the SERVQUAL model. The dimensions are as follow (Anwar, 2017):

- Reliability is a companies' ability to perform assured service and honor its promises. It signifies that the service supplier provides service right the first time;
- Responsiveness refers to willingness of employees to assist consumers and provide prompt service;
- Competence involves employees' knowledge and measure of required skills;
- Access is a scope to which employees are approachable;
- Courtesy includes employees' relation towards the customer (notably, respect, politeness, friendliness);
- Communication means proper delivery of the information to the customer;
- Credibility involves honesty and trust of the service supplier;
- Security means providing freedom from danger or doubt;
- Understanding/Knowledge means to apply an effort to understand the consumer's needs (for

example to learn consumer's specific requirements);

- Tangibles include physical appearance.

Later, after refinement, above mentioned dimensions were revised and five dimensions (three original and two combined), Parasuraman, et al., (1988) were developed in order to evaluate service quality (Anwar, 2016):

- Tangibles
- Reliability
- Responsiveness
- Assurance
- Empathy

**Tangibles** are defined "as the appearance of physical facilities, equipment, personnel, and communication materials" Physical appearance is the appearance of the equipment, appearance of the personnel, the look of building and renovation. Tangibility refers to the cleanness of the rooms, restaurants and other areas, the clean and proper uniform, used by the employees, usage of disposable gloves and etc (Abdulla et al. 2017). Tangibles, amongst all other five dimensions, think over the most significant element for the consumer. It gives physical representation of pictures of the services that clients, especially new clients, will use to assess the quality. In spite of the fact that tangibles are frequently utilized by service providers to reinforce their reputation, give congruity, and sign quality to client, most organizations unite together tangibles with other in order to establish a service quality technique for the company (Anwar & Balcioglu, 2016).

**Reliability** depicts whether a service supplier follows assured promises and how precious it is in the actions. The significant importance lies in fulfilling promptly the customer's requests (Hameed & Anwar, 2018). Reliability "reflects the service provider's ability to perform service dependably and accurately". It includes "doing it right the first time" and as for the customer it is one of the most significant dimension Berry and Parasuraman, (1991) as cited in (Anwar & Ghafoor, 2017). In detail, reliability implies that the organization conveys on its guarantees - guarantees about conveyance, service supply, issue determination and pricing policy. Clients prefer to work with organizations that keep their guarantees about the service outcomes (Anwar & Climis, 2017).

**Responsiveness** – "being willing to help" - refers to the organization's readiness to settle happened issues and availability to provide fast service. It is important to respond to all customer requests, otherwise the request can turn into a complaint. Service suppliers' capability to ensure that they are providing with a service on time is a basic part of service quality for major customers. This dimension underscores mindfulness and immediacy in managing customers'

appeals, questions, complaints and other issues. Responsiveness is conveyed to clients by the length of time they need to wait for the reply for inquiries. Responsiveness likewise catches the idea of adaptability and capability to redo the service to client needs. Standards for promptness that indicates requirements in the internal policy of the company might be dissimilar to what the consumers require or expect. Front-line staffs, in hotels they are receptions, waitress, hostess, guest relation, have to be very well trained as well as should be responsive towards customers (Anwar & Qadir, 2017).

**Assurance** indicates “the knowledge and courtesy of employees and their ability to inspire trust and confidence”. It is important for the hotel to prove that it’s trustable and worth the money, the customer is paying. The consumer should feel safe when he or she consumes different services from a hotel and would like to feel secure during his stay (Anwar & Louis, 2017). Also based on the study of (Cronin & Taylor, 1992) consumers should feel safe in all financial transactions; therefore employees should be trustworthy. This dimension is especially critical for services that consumers see as high hazard or for the services where the outcome seems uncertain for the customer (Anwar & Abdullah, 2021). Assurance and empathy comprise originally developed seven dimensions, which are communication, security, credibility, competence, understanding/knowing customers, courtesy, and access (Anwar & Abdullah, 2021).

Above mentioned dimensions depict how customers sort out data about service quality in their opinions. Sometimes clients will utilize each of the five dimensions to focus on service quality recognitions, but sometimes they will use just part of them (Anwar & Shukur, 2015).

### **Customer Satisfaction**

It can be seen that today a lot of researchers are discussing the topic of total satisfaction. Proposers of above mentioned tend to accentuate the significance of corresponding to specifications, satisfying requirements, providing consumers with the desirable quality of services (Anwar & Abd Zebari, 2015). The thing which is seriously count nowadays is a customer satisfaction. If a client is dissatisfied, he will not come back and will not purchase your service for the second time. All the things which the company does in order to increase service quality can be counted as a zero if the customer left the hotel without being satisfied. Nowadays like never before, fulfilling consumers’ requests remains the greatest challenge (Anwar & Surarchith, 2015).

In the hospitality industry, the consumer is not only the part of the actual consumption process, but moreover often has preset service and quality perspectives. Today’s hospitality

industry customer is increasing time poor, more sophisticated and more demanding (Anwar, 2017). Before applying management strategies for service quality improvement, it is essential to comprehend where the clients are originating from and what satisfaction level they are expecting. According to Anwar, (2016) “satisfaction is a person’s feeling of pleasure or disappointment resulting from comparing a product’s perceived performance or outcome in relation to his or her expectation”. In the other words, if service quality matches consumer’s expectation, the customer will be satisfied. Nevertheless in the hospitality industry to meet customer’s expectations is hard enough. Kotler & Armstrong (2001) discussed the successful modern customer-oriented (Abdulla et al. 2017). It is seen from the chart, customers are at the top; second importance going to front-line staff, who greet, meet, serve and satisfy the consumer; third importance is in the middle management, whose responsibility to support front-line employees, thus they provide expected service quality and last is top management, who should support the middle management (Anwar & Balcioglu, 2016). In many industries speed has become the most valued and the new competitive advantage. Speed is shortening the product life cycle from years to weeks. Speed is expected in real-time responsiveness, 24 hours a day and seven days a week. Speed is what the hospitality industry consumer wants. Those who can fulfill are going to win, those who can’t, will be passed by. When a manager knows the real needs of a client that help to focus on a major point for the encounter (Hameed & Anwar, 2018).

Consumers have control of information with anytime and anyplace access. Increased use of the internet to shop, make informed decisions, and purchase reinforces the role of speed and connectivity in customer satisfaction and service expectations. Consumers are savvier, with the difference the expert seller and the educated buyer becoming increasingly smaller (Anwar & Ghafoor, 2017).

### **III. METHODOLOGY**

The purpose of this research is to investigate the impact of service quality on customer's satisfaction in Hotels in Erbil city in Kurdistan region. The purposes of methodology are to explain research methodology, clarify the procedures that used in this research, define the measurements used in planning the instrument, explain data collection, and to provide a clear clarification of the statistical method used in order to analyze data. A quantitative method used in order to analyze data gathered by the researcher. The researcher used questionnaire in order to be able to analyze the current study. The questionnaire was divided into two sections, the first section consisted of demographic questions; starting

with respondent’s gender, nationality, marital status, annual income, level of education, visit per year and the travel purpose. The second part of questionnaire was regarding five service quality dimensions. The first part was empathy; consisted of three questions, second part was reliability which consisted of five questions, third part was assurance which consisted of five questions, fourth part was responsiveness which consisted of four questions and fifth part was tangible which consisted of eight questions. Finally, customer satisfaction as dependent factor was measured by one question.

The aim of sample design is to clearly determine set of objectives, the sampling technique will be random sampling

method, where almost all guests in Hotels in Erbil city in Kurdistan region will have equal chances of being selected for the sample. The researcher gathered 124 questionnaires but 13 questionnaires were invalid and 111 questionnaires were properly completed. The target population of this study will be 111 participants.

The questionnaire structured in the form of multiple-choice questions were designed by the researcher. The participants were asked to mark each item on five-point scales ranging from definitely agree to do not agree at all. This research instruments were validated by earlier researchers to be appropriate for measuring perceived performance of the hotel that guests stayed in.

**IV. DATA ANALYSIS**

**Factor analysis**

*Table 1-Factor analysis*

Factor	Questions	Factor loading%	Reliability Statistics Cronbach's Alpha	Nu. Of item
Tangible	The hotel has modern looking equipment	.853	.770	4
	The hotel provides clean and comfortable rooms	.766		
	The hotel has swimming pool, sauna and health club	.621		
	The hotel has adequate fire safety facilities and instructions	.915		
Empathy	The hotel gives its customers individualized attention	.936	.833	3
	Staff of the hotel understand the specific needs of their customers	.945		
	Staff of the hotel have customers’ best interest at heart	.708		
Reliability	Staff of the hotel are able to provide service as promised	.800	.894	3
	Staff of the hotel are dependable in handling customers’ service problems	.965		
	The hotel keeps customers informed of the performance of services	.956		
Assurance	Staff at the hotel are consistently courteous and friendly with customers	.818	.784	3
	The hotel provides a safe environment to stay in	.889		
	Staff of the hotel have the knowledge to answer customers’ requests	.833		
Responsiveness	Staff at the hotel are ready to respond to customers’ requests	.946	.882	2
	Staff at the hotel are always willing to help customers	.946		

Factor analysis is used in reducing data to classify a small number of variables that clarify most of the variance perceived in greater number of visible variables Table (1) shows five service quality dimensions as independent variable, concerning of

tangible factor has 4 items and Reliability Statistics Cronbach's Alpha  $\hat{\rho}$ =.770, concerning of empathy factor has 3 items and Reliability Statistics Cronbach's Alpha  $\hat{\rho}$ =.833, concerning of reliability factor has 3 items and Reliability Statistics Cronbach's Alpha  $\hat{\rho}$ =.894, concerning of assurance factor has 3 items and Reliability Statistics Cronbach's Alpha  $\hat{\rho}$ =.784 and concerning of responsiveness factor has 2 items and Reliability Statistics Cronbach's Alpha  $\hat{\rho}$ =.882.

**Correlations**

Table 2-Correlation analysis

Factors	Pearson Correlation	Customer satisfaction
Empathy	Pearson Correlation	.812(**)
	Sig. (2-tailed)	.000
	N	111
Reliability	Pearson Correlation	.675(**)
	Sig. (2-tailed)	.000
	N	111
Assurance	Pearson Correlation	.789(**)
	Sig. (2-tailed)	.000
	N	111
Responsiveness	Pearson Correlation	.252(**)
	Sig. (2-tailed)	.008
	N	111
Tangible	Pearson Correlation	-.265(**)
	Sig. (2-tailed)	.005
	N	111

\* Correlation is significant at the 0.05 level (2-tailed).

According to correlation test as seen in table (2), the researcher found out that empathy has significant correlation ( $r=.812^{**}$ ,  $p<0.01$ ) with customer satisfaction. The correlations between reliability as independent factor and customer satisfaction as dependent factor. According to correlation test, the researcher found out that assurance has significant correlation ( $r=.675^{**}$ ,  $p<0.01$ ) with customer satisfaction. The correlations between assurance as independent factor and customer satisfaction as dependent factor. According to correlation test, the researcher found out that assurance has significant correlation ( $r=.789^{**}$ ,  $p<0.01$ ) with customer satisfaction. The correlations between responsiveness as independent factor and customer satisfaction as dependent factor. According to correlation test, the researcher found out that responsiveness has significant correlation ( $r=.252^{**}$ ,  $p<0.01$ ) with customer satisfaction, and the correlations between tangible as independent factor and customer satisfaction as dependent factor. According to correlation test, the researcher found out that tangible has significant correlation ( $r= -.265^{**}$ ,  $p<0.01$ ) with customer satisfaction.

**Regression analysis**

Table 3-Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901(a)	.811	.802	.550

a Predictors: (Constant), Tangible, Responsiveness, Empathy, Assurance, Reliability

Table (3) shows the value of R square = .802 this indicates that 80% of total variance has been explained.



*Table 4-ANOVA*

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	136.564	5	27.313	90.296	.000(a)
	Residual	31.760	105	.302		
	Total	168.324	110			

a Predictors: (Constant), Tangible, Responsiveness, Empathy, Assurance, Reliability

b Dependent Variable: Satisfaction

Table (4) explains F value for independent variables =90.296, since (90.296>1) this indicates there is a significant relation service quality dimensions and customer satisfaction.

*Table 5- Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.185	.502		-8.339	.000
	Empathy	1.421	.185	.949	7.684	.000
	Reliability	-.407	.143	-.286	-2.848	.005
	Assurance	.513	.169	.376	3.034	.003
	Responsiveness	.373	.098	.164	3.797	.000
	Tangible	.619	.085	.393	7.278	.000

a Dependent Variable: Satisfaction

Table (5) explains the results research hypothesis. The first hypotheses, empathy has significantly predicted customer satisfaction (Beta is weight 0.949,  $p < .001$ ) this indicates that empathy have a positive relationship with customer satisfaction. Therefore, based on this result the first hypotheses was supported. The second hypotheses, reliability has not significantly predicted customer satisfaction (Beta is weight -0.286,  $p < .001$ ) this indicates that reliability does not have a positive relationship with customer satisfaction. Therefore, based on this result the second hypotheses was rejected. The third hypotheses, assurance has significantly predicted customer satisfaction (Beta is weight 0.376,  $p < .001$ ) this indicates that assurance have a positive relationship with customer satisfaction. Therefore, based on these results the third hypotheses were supported. The fourth hypotheses, responsiveness has significantly predicted customer satisfaction (Beta is weight 0.164,  $p < .001$ ) this indicates that responsiveness have a positive relationship with customer satisfaction. Therefore, based on results the fourth hypotheses was supported. Finally, the fifth hypotheses, tangible has significantly predicted customer satisfaction (Beta is weight 0.393,  $p < .001$ ) this indicates that tangible have a positive

relationship with customer satisfaction. Therefore, based on this result the fifth hypotheses was supported.

## V. DISCUSSION

In this section, the main research findings of this study are discussed according to research questions. Also, the findings are discussed in relations to previous studies reviewed in literature review in section two of this research. Therefore, this section is the link of the finding of this research with results of previous studies. The reliability coefficients of five service quality dimensions of modified SERVQUAL were reliable with the original version developed by Parasurarnan et al. (1988). In order to measure the reliability of instruments used in this study, Cronbach's alpha is used. According to Sekaran (2005) an acceptable instrument in analyzing a research when Cronbach's alpha is greater than 0.6 and is within 0.8. Reliability test for five service quality dimensions were as follow: Reliability Statistics Cronbach's Alpha for tangible was Cronbach's Alpha  $\hat{\rho} = .770$ , for empathy Cronbach's Alpha  $\hat{\rho} = .833$ , for reliability Cronbach's Alpha was  $\hat{\rho} = .894$ , for assurance Cronbach's Alpha  $\hat{\rho} = .784$  and for responsiveness Cronbach's Alpha was  $\hat{\rho} = .882$ . The results

of reliability testing of five service quality dimensions in the research were all above 0.6; therefore, they are all acceptable for further analysis.

The main issue addressed in this research is the relationship between service quality dimensions and customer satisfaction. According to the summary of the findings, it clarifies that, the current research has many to be discussed. Hotel's guests were satisfied more according to Hotel's service quality except reliability dimension. According to the descriptive analysis in this research, the current customer's gave distinctive meaning for Hotel service quality which were linked to the SERVQUAL dimensions. This confirms the theory of service quality (SERVQUAL) developed by Parasuraman et al. (1988), which concentrated assessment that reflects perception of assurance, reliability, empathy, tangible and responsiveness. This research had empathy, reliability, assurance, responsiveness and tangible which were significantly correlated to customer satisfaction. Empathy factor was an attribute that was applicable in the Hotels for this research. Empathy factor was found to be significantly correlated ( $r=.812^{**}$ ,  $p<0.01$ ) to customer satisfaction. Reliability factor was an attribute that was applicable in the Hotels for this research. Reliability factor was found to be significantly correlated ( $r=.675^{**}$ ,  $p<0.01$ ) to customer satisfaction. Assurance factor was an attribute that was applicable in the Hotels for this research. Assurance factor was found to be significantly correlated ( $r=.789^{**}$ ,  $p<0.01$ ) to customer satisfaction. Responsiveness factor was an attribute that was applicable in the Hotels for this research. Responsiveness factor was found to be significantly correlated ( $r=.252^{**}$ ,  $p<0.01$ ) to customer satisfaction and Tangible factor was an attribute that was applicable in the Hotels for this research. Tangible factor was found to be significantly correlated ( $r=-.265^{**}$ ,  $p<0.01$ ) to customer satisfaction. According to the findings of this study, the study also suggests that SERVQUAL is an excellent instrument to measure hotel service quality. consequently, hotel managers could apply this instrument to evaluate hotel service quality in Hotels and also might be suitable in other hospitality industries. Service quality is to emphasize improving and maintain guest satisfaction. According to the finding of this study, SERVQUAL dimensions, empathy, assurance, tangibility and responsiveness were found to be significant predictors of guest satisfaction. This involves that these four dimensions are most significant to Hotels guests. The relationships of SERVQUAL and customer satisfaction were analyzed by regression analysis. Results of multiple regression analysis are summarized in table (38). Four SERVQUAL dimensions were significantly associated to customer satisfaction at the level of  $p < 0.01$ , except reliability. According to the multiple regression

analysis, the first hypotheses, empathy has significantly predicted customer satisfaction (Beta is weight 0.949,  $p<.001$ ) this indicates that empathy have a positive relationship with customer satisfaction. Therefore, based on this result the first hypotheses was supported. Findings of this study shows that empathy is positively related to guest's satisfaction, however guests perceive a low degree of interaction with staffs in hotels. Empathy comprises originally developed seven dimensions, which are communication, credibility, competence, understanding/knowing customers, courtesy, and access. The hotel reflects a capability to fulfill guests' concerns in terms of their needs, for instance, individualized attention and having guests' best interest at heart. The second hypotheses, reliability has not significantly predicted customer satisfaction (Beta is weight -0.286,  $p<.001$ ) this indicates that reliability does not have a positive relationship with customer satisfaction. Therefore, based on this result the second hypothesis was rejected. Regardless of second hypothesis results which did not prove that reliability has a positive impact due to participant's different educational background, income, age and etc. But still reliability could be a factor that influence guests positively in hotel industries. According to the research data, demonstrated that current hotel guests are not satisfied with providing service as promised, hotel's staff are not dependable in handling guest's service problem. Reliability should reflect the service provider's ability to perform service dependably and accurately. Reliability should be "doing it right the first time" and as for the guests it is one of the most significant dimensions. The third hypothesis, assurance has significantly predicted customer satisfaction (Beta is weight 0.376,  $p<.001$ ) this indicates that assurance have a positive relationship with customer satisfaction. Therefore, based on this result the third hypotheses was supported. Assurance is another service quality factor emphasized by guests in Hotels. The degree to which guests are feel confidence and trust hotel service relies on the service quality provided by hotel staff. According to the findings of this study, assurance has a positive impact on guests' satisfaction. This finding could be clarified by the exceptional and capable services that the Hotels employees provide. Guests should feel safe in all financial transactions; therefore, employees should be trustworthy. This dimension is especially critical for services that guests see as high risk or for the services where the outcome seems uncertain for the guests. It is important for the hotel to prove that it's trustable and worth the money, the customer is paying. The consumer should feel safe when he or she consumes different services from a hotel and would like to feel secure during his stay. The fourth hypotheses, responsiveness has significantly predicted customer

satisfaction (Beta is weight 0.164,  $p < .001$ ) this indicates that responsiveness have a positive relationship with customer satisfaction. Therefore, based on this result the fourth hypotheses was supported. Responsiveness factor of service quality dimension is another key success factor in the hotel industries. Hotel's willingness to provide prompt services to guests is very essential to guest assessment of hotel. The finding of this study showed that responsiveness has a positive impact on guest satisfaction in hotel industries. According to Ahmad, et al., (2014: 764) Responsiveness is refers to the hotel's readiness to settle happened issues and availability to provide fast service. It is important to respond to all customer requests, otherwise the request can turn into a complaint. Service suppliers' capability to ensure that they are providing with a service on time is a basic part of service quality for major customers. This dimension underscores mindfulness and immediacy in managing customers' appeals, questions, complaints and other issues. Responsiveness is conveyed to clients by the length of time they need to wait for the reply for inquiries. Responsiveness likewise catches the idea of adaptability and capability to redo the service to client needs. Standards for promptness that indicates requirements in the internal policy of the company might be dissimilar to what the consumers require or expect. Front-line staffs, in hotels they are receptions, waitress, hostess, guest relation, have to be very well trained as well as should be responsive towards customers. As we can see that hotel guests currently are satisfied with personal service provided by hotel management to meet their expectation and understand their needs. Finally, the fifth hypotheses, tangible has significantly predicted customer satisfaction (Beta is weight 0.393,  $p < .001$ ) this indicates that tangible have a positive relationship with customer satisfaction. Therefore, based on this result the fifth hypotheses was supported. According to guest impressions tangible can be explained as physical facilities, equipment and appearance of hotel building and staff. Guests might evaluates hotel facilities and designs, visibility of equipment Tangible factor gives physical representation of pictures of the services that clients, especially new clients, will use to assess the quality. In spite of the fact that tangibles are frequently utilized by service providers to reinforce their reputation, give congruity, and sign quality to client, most organizations unite together tangibles with other in order to establish a service quality technique for the hotel. Tangibility refers to the cleanness of the rooms, restaurants and other areas, the clean and proper uniform, used by the employees, usage of disposable gloves and etc. According to the research findings, the overall guests' satisfaction in Hotels totally depend on service quality dimensions (Empathy, reliability, responsiveness, assurance and tangible).

## VI. CONCLUSIONS

The purpose of this section to find out if the research objectives achieved, research questions were answered, research hypothesis were supported and if the research had contributions. Therefore, this section starts with a conclusion, then to the recommendations, followed by suggestions for future. The research objective is to investigate the impact of service quality on customer satisfaction in hotel industries. The research questions were "what are the main dimensions of service quality that lead to guest satisfaction?" and "what are the determinants of customer's resolution to switch a hotel". The design of this study gave strange however interesting findings. The findings seemed to be different in the two ways of analysis. Consequently, whether the research objective was achieved or the research questions were answered relied on the results of this research. From the descriptive analysis it can be seen that the research questions were answered. This study contributed to the academic topic as well as business. The researcher proposed to study theoretical foundations on customer satisfaction and service quality dimensions, SERVQUAL to investigate the impact of service quality dimensions on customer satisfaction to meet the research objective. The association between service quality and customer satisfaction will assist hotel management to clarify what these service quality dimensions mean to the hotel guests and to hotel itself. This research tested the effect of service quality dimensions on customer satisfaction and found out that most of these dimensions had positive impact except reliability factor had negative impact on guest satisfaction. Consequently the findings of this study could be useful to hotel managers with respect to how to deal with guests, to maintain and improve the hotel's main objective of revenue maximization and minimizing the cost. Also, the findings show good strategic planning for hotel industries. Hotel manager can investigate reasons for negative factor that lead to dissatisfied guests and improve their current service to meet guest's needs and expectations. Manager should constantly adjust on those factors in order to be able to provide its guests with the best values and also state the significant dimensions to lay more emphasis on to enhance service quality leading increasing level of customer satisfaction. The research results are related to academic marketing research and consumer research classification or categories. At the present time, satisfaction research became very essential, due to most of businesses currently are trying to increase their quantity of customers by satisfying their current or old customers. All these can be done through provide the value that hotel guest's desire, as resulting guests will be satisfied.

## VII. FUTURE RESEARCH

Few issues related with the cost and limited time in this research need further research considerations. Even though this research dealt with the guest perception towards service quality and its impact on satisfaction in hotel industries, the sample size considered is very small. The findings might not be very suitable as having guests with different background such as, educational background, age, income, marital status and so on. Empirical studies should be conducted moderately with other hotels or other industries so that investigate the service quality dimensions and customer satisfaction across the various contexts or business could be measured and could be useful for future growth and enhancement. Also, future study should focus on a larger sample size.

## REFERENCES

- [1] Nunkoo, R., Teeroovengadam, V., Ringle, C. M., & Sunnassee, V. (2020). Service quality and customer satisfaction: The moderating effects of hotel star rating. *International Journal of Hospitality Management*, 91, 102414.
- [2] Prentice, C., Dominique Lopes, S., & Wang, X. (2020). The impact of artificial intelligence and employee service quality on customer satisfaction and loyalty. *Journal of Hospitality Marketing & Management*, 29(7), 739-756.
- [3] Nikou, S., & Khiabani, M. M. (2020). Service Quality, Mediation Effect of Customer Satisfaction, Customer Loyalty, and Moderating Role of Interpersonal Relationship: Case of Four-Star Hotels in Kuala Lumpur, Malaysia. *Asian Journal of Economics, Business and Accounting*, 1-18.
- [4] Flores, A. F., Saldanha, E. S., & Vong, M. (2020). The Mediation Effect of Customer Satisfaction on the Relationship Between Service Quality and Customer Loyalty. *Timor Leste Journal of Business and Management*, 2, 56-65.
- [5] Abdullah, N. N., & Othman, M. B. (2019). Effects of Intellectual Capital on the Performance of Malaysian Food and Beverage Small and Medium-Sized Enterprises. *International Journal of Civil Engineering and Technology (IJCIET)*, 10(2), 135-143.
- [6] Anwar, G., & Abdullah, N. N. (2021). Inspiring future entrepreneurs: The effect of experiential learning on the entrepreneurial intention at higher education. *International Journal of English Literature and Social Sciences*, 6.
- [7] Gardi, B., Hamawandy, N. M., Vian Sulaiman Hama Saeed, R. M. A., Sulaiman, A. A., Mahmood, S. A., & Al-Kake, F. A. (2020). The Effect of Capital Competence on the Profitability of Development and Investment Banks in Turkey. *Solid State Technology*, 63(6), 12571-12583.
- [8] Prabhu, M., Nambirajan, T., & Abdullah, N. N. (2020). Operating competitive priorities of manufacturing firms: An analytical study. *Journal of Industrial Engineering and Management*, 13(1), 38-55 .
- [9] Anwar, G., & Shukur, I. (2015). The Impact of Training and Development on Job Satisfaction: A Case Study of Private Banks in Erbil. *International Journal of Social Sciences & Educational Studies*, 2(1), 65.
- [10] Sultan, K., Ahmed, R. R., Jafar, R., Murtaza, M. M., & Gardi, B. (2020). Corporate Financial Policy And Its Impact On Sustainable Capital Structure: Empirical Evidence From Textile Firms Of Pakistan.
- [11] Abdullah, N. N., & Othman, M. (2015). Disaster Management: Empirical Study of 2009 Jeddah Flood. Abdullah, NN & Othman, M.(2015). Disaster Management: Empirical Study of, 1083-1087.
- [12] Gardi, B. (2021). Investigating the effects of Financial Accounting Reports on Managerial Decision Making in Small and Medium-sized Enterprises. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(10), 2134-2142
- [13] Anwar, G., & Shukur, I. (2015). Job satisfaction and employee turnover intention: A case study of private hospital in Erbil. *International Journal of Social Sciences & Educational Studies*, 2(1), 73.
- [14] Ismael, N. B., Sorguli, S., Aziz, H. M., Sabir, B. Y., Hamza, P. A., Gardi, B., & Al-Kake, F. R. A. (2021). The Impact of COVID-19 on Small and Medium-Sized Enterprises in Iraq. *Annals of the Romanian Society for Cell Biology*, 2496-2505.
- [15] Anwar, G., & Shukur, I. (2015). the impact of recruitment and selection on job satisfaction: Evidence from private school in Erbil. *International Journal of Social Sciences & Educational Studies*, 1(3), 4-13
- [16] Gardi, B. (2021). The effects of computerized accounting system on auditing process: a case study from northern Iraq. Available at SSRN 3838327.
- [17] Anwar, G., & Abd Zebari, B. (2015). The Relationship between Employee Engagement and Corporate Social Responsibility: A Case Study of Car Dealership in Erbil, Kurdistan. *International Journal of Social Sciences & Educational Studies*, 2(2), 45.
- [18] Anwar, G., & Surarchith, N. K. (2015). Factors Affecting Shoppers' Behavior in Erbil, Kurdistan–Iraq. *International Journal of Social Sciences & Educational Studies*, 1(4), 10.
- [19] Othman, B. J., Al-Kake, F., Diah, M. L. M., Othman, B., & Hasan, N. M. (2019). This study examines the antecedents and the effects of knowledge management and information technology in the manufacturing industry. *International Journal of Psychosocial Rehabilitation*, 23(02).
- [20] Khan, S. & Abdullah, N. N. (2019). The effect of ATM service quality on customer's satisfaction and loyalty: an empirical analysis. *RJOAS*, 5(89): DOI 10.18551/rjoas.2019-05.28
- [21] Anwar, G., & Shukur, I. (2015). The Impact of Service Quality Dimensions on Students' Satisfaction. *International Journal of Social Sciences & Educational Studies*, 76.
- [22] Othman, B. J., Al-Kake, F., Diah, M. L. M., Othman, B., Hussein, S., & Hasan, N. M. (2019). Impact of the foreign direct investment on the economy of the United Kingdom. *International Journal of Psychosocial Rehabilitation*, 23(02).

- [23] Anwar, K. (2017). Analyzing the conceptual model of service quality and its relationship with guests' satisfaction: A Study Of Hotels In Erbil. *The International Journal of Accounting and Business Society*, 25(2), 1-16.
- [24] Anwar, K. (2016). Comparison between cost leadership and differentiation strategy in agricultural businesses. *Custos E Agronegocio on Line*, 12(2), 212-231.
- [25] Abdullah, M. S., Toycan, M., & Anwar, K. (2017). The cost readiness of implementing e-learning. *CUSTOS E AGRONEGOCIO ON LINE*, 13(2), 156-175.
- [26] Anwar, K., & Balcioglu, H. (2016). The relationship between transformational leadership characteristics and effectiveness: A case study of construction companies in Erbil. *International Journal of Science Technology and Management*, 5(2), 250-256.
- [27] Abdullah, N. N., & Abdul Rahman, M. (2015). The Degree of Openness in Turkey's Public Expenditure. *International Journal of Administration and Governance*, 12(1), 8-12.
- [28] Anwar, K. (2017). The Role of Effective Leadership in Crisis Management: Study of Private Companies in Kurdistan. *Qalaai Zanist Scientific Journal*, 2(4), 326-338.
- [29] Hameed, A. A., & Anwar, K. (2018). Analyzing the Relationship between Intellectual Capital and Organizational Performance: A Study of Selected Private Banks in Kurdistan. *International Journal of Social Sciences & Educational Studies*, 4(4), 39.
- [30] Damit, D. H. D. A., Harun, A., Martin, D., Othman, B., & Ahmad, H. (2019). What makes a non-Muslim purchase halal food in a Muslim country? An application of theory of planned behaviour. *Management Science Letters*, 9(12), 2029-2038.
- [31] Anwar, K., & Ghafoor, C. (2017). Knowledge management and organizational performance: A study of private universities in Kurdistan. *International Journal of Social Sciences & Educational Studies*, 4(2), 53.
- [32] Prabhu, M., Thangasamy, N., & Nawzad Abdullah, N. (2020). Analytical review on competitive priorities for operations under manufacturing firms. *Journal of Industrial Engineering and Management*, 13(1), 38-55.
- [33] Anwar, K., & Climis, R. (2017). Analyzing the relationship between types of advertisement and customer choice: a study of retailer stores in erbil. *The International Journal of Accounting and Business Society*, 25(2), 43-52.
- [34] Anwar, K. (2017). Factors Affecting Stock Exchange Investment In Kurdistan. *The International Journal of Accounting and Business Society*, 25(1), 32-37.
- [35] Prabhu, M., Abdullah, N. N. & Mohan, M. G. (2019). An Empirical Study on the Satisfaction Level of National and International Tourists towards Natural Attractions in Kurdistan. *African Journal of Hospitality, Tourism and Leisure*, 8 (2). 1-8
- [36] Anwar, K., & Qadir, G. H. A (2017). Study of the Relationship between Work Engagement and Job Satisfaction in Private Companies in Kurdistan. *International Journal of Advanced Engineering, Management and Science*, 3(12), 239944.
- [37] Abdullah, NN & Rahman, MFA (2015). The Use of Deliberative Democracy in Public Policy Making Process. *Public Policy and Administration Research*, 5(3), 221-229.
- [38] Anwar, K. (2017). Leading Construction Project Teams: The Effectiveness of Transformational Leadership in Dynamic Work Environments in Kurdistan. *International Journal of Advanced Engineering, Management and Science*, 3(10), 239925.
- [39] Abdullah, N. N. (2019). Probing the Level of Satisfaction towards the Motivation Factors of Tourism in Kurdistan Region. *Scholars Journal of Economics, Business and Management*, 5 (6). 439-443.
- [40] Anwar, K., & Louis, R. (2017). Factors Affecting Students' Anxiety in Language Learning: A Study of Private Universities in Erbil, Kurdistan. *International Journal of Social Sciences & Educational Studies*, 4(3), 160.
- [41] Ali, B. J., & Anwar, G. (2021). The Effect of Marketing Culture Aspects of Healthcare Care on Marketing Creativity. Ali, BJ, & Anwar, G.(2021). The Effect of Marketing Culture Aspects of Healthcare Care on Marketing Creativity. *International Journal of English Literature and Social Sciences*, 6(2), 171-182.
- [42] Ali, B. J., & Anwar, G. (2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21-30.
- [43] Khan, S. I., & Abdullah, N. N. (2019). The impact of staff training and development on teachers' productivity. *Economics, Management and Sustainability*, 4(1), 37-45.
- [44] Ali, B. J., & Anwar, G. (2021). The balanced scorecard's evolution as a strategic mechanism at banking sectors. Ali, BJ, & Anwar, G.(2021). The Balanced Scorecard'S Evolution as a Strategic Mechanism at Banking Sectors. *International Journal of English Literature and Social Sciences*, 6(1), 471-478.
- [45] Anwar, G., & Abdullah, N. N. (2021). The impact of Human resource management practice on Organizational performance. *International journal of Engineering, Business and Management (IJEEM)*, 5.
- [46] Abdullah, N. N., & Anwar, G. (2021). An Empirical Analysis of Natural Gas as an Alternative Fuel for Internal Transportation. *International Journal of English Literature and Social Sciences*, 6(1).
- [47] Ali, B. J., & Anwar, G. (2021). Factors Influencing the Citizens' Acceptance of Electronic Government. *International journal of Engineering, Business and Management (IJEEM)*, 5.
- [48] Anwar, G., & Abdullah, N. N. (2021). Inspiring future entrepreneurs: The effect of experiential learning on the entrepreneurial intention at higher education. *International Journal of English Literature and Social Sciences*, 6.
- [49] Prabhu, M., Abdullah, N.N., Ahmed, R.R. (2020). Segmenting the manufacturing industries and measuring the performance: using interval-valued triangular fuzzy TOPSIS

- method. Complex Intell. Syst..  
<https://doi.org/10.1007/s40747-020-00157-0>
- [50] Ali, B. J., & Anwar, G. (2021). A study of knowledge management alignment with production management: A study of carpet manufacture in Kurdistan region of Iraq. Ali, BJ, & Anwar, G.(2021). A Study of Knowledge Management Alignment with Production Management: a Study of Carpet Manufacture in Kurdistan Region of Iraq. *International Journal of English Literature and Social Sciences*, 6(2), 346-360.
- [51] Ganeshkumar, C., Prabhu, M., & Abdullah, N. N. (2019). Business Analytics and Supply Chain Performance: Partial Least Squares-Structural Equation Modeling (PLS-SEM) Approach. *International Journal of Management and Business Research*
- [52] Ali, B. J., & Anwar, G. (2021). Business strategy: The influence of Strategic Competitiveness on competitive advantage. *International Journal of Electrical, Electronics and Computers*, 6(2)
- [53] Abdullah, N. N. & Afshar, P. A. (2019). Investigating research and development costs on the profitability of Iranian industries. *Journal of Organizational Behavior Research*. Volume 4 (S2). 1-14
- [54] Ali, B. J., & Anwar, G. (2021). Marketing Strategy: Pricing strategies and its influence on consumer purchasing decision. Ali, BJ, & Anwar, G.(2021). Marketing Strategy: Pricing strategies and its influence on consumer purchasing decision. *International journal of Rural Development, Environment and Health Research*, 5(2), 26-39.
- [55] Abdullah, NN, & Rahman, MFA (2015). Access to Government Information in Public Policy Making Process: A Case Study of Kurdistan. *International Information Institute (Tokyo)*. Information, 18(8), 3447
- [56] Ali, B. J., Saleh, P. F., Akoi, S., Abdulrahman, A. A., Muhamed, A. S., Noori, H. N., & Anwar, G. (2021, May). Impact of Service Quality on the Customer Satisfaction: Case study at Online Meeting Platforms. In Ali, BJ, Saleh, Akoi, S., Abdulrahman, AA, Muhamed, AS, Noori, HN, Anwar, G.(2021). Impact of Service Quality on the Customer Satisfaction: Case study at Online Meeting Platforms. *International journal of Engineering, Business and Management (Vol. 5, No. 2, pp. 65-77)*.
- [57] Abdullah, N. N. (2018). Probing the Level of Satisfaction towards the Motivation Factors of Tourism in Kurdistan Region. 5(6), 439-443. DOI: 10.21276/sjebm.2018.5.6.3
- [58] Ali, B. J., & Anwar, G. (2021). Strategic leadership effectiveness and its influence on organizational effectiveness. *International Journal of Electrical, Electronics and Computers*, 6(2)
- [59] Saleh, P. F., Ali, B. J., Akoi, S., Najmalddin, B., Ali, R. S., & Anwar, G. (2021). Factors affecting the Success of Female Entrepreneurs in Kurdistan. *International journal of Engineering, Business and Management (IJEEM)*, 5.
- [60] Othman, M., & Abdullah, N. N. (2016). The Conceptual Assessment of Malaysian Entrepreneurship Environment and EO Economic Contribution. *Journal of Resources Development and Management*, 20, 15-20.
- [61] Ali, B. J., & Anwar, G. (2021). Intellectual capital: A modern model to measure the value creation in a business. Ali, BJ, & Anwar, G.(2021). Intellectual capital: A modern model to measure the value creation in a business. *International journal of Engineering, Business and Management*, 5(2), 31-43.
- [62] Abdullah, N. N., & Othman, M. (2016). The Contribution of Human Capital Investment in the Growth of East Asian Economy—A Literature Review. *Journal of Economic and Business Research*, 22(1), 190-203.
- [63] Ali, B. J., & Anwar, G. (2021). Organization citizenship behaviour as a determining Factor in Business outcome. Ali, BJ, & Anwar, G.(2021). Organization citizenship behaviour as a determining Factor in Business outcome. *International journal of Rural Development, Environment and Health Research*, 5(2), 17-25.
- [64] Abdullah, N. N., & Othman, M. B. (2021). Investigating the Limitations of Integrated Tasks on Youth Entrepreneurship in Kurdistan Region. *Путеводитель предпринимателя*, 14(2), 179-190.
- [65] Abdullah, N. N., & Abdul Rahman, M. (2015). Chinese Economic Activities and Interests in Developing Countries. *Australian Journal of Basic and Applied Sciences*, 9(25), 79-86.
- [66] Ali, B. J., & Anwar, G. (2021). The mediation role of change management in employee development. Ali, BJ, & Anwar, G.(2021). The Mediation Role of Change Management in Employee Development. *International Journal of English Literature and Social Sciences*, 6(2), 361-374.
- [67] Top, C., & Ali, B. J. (2021). Customer satisfaction in online meeting platforms: Impact of efficiency, fulfillment, system availability, and privacy. *Amazonia Investiga*, 10(38), 70–81. <https://doi.org/10.34069/AI/2021.38.02.7>
- [68] Demir, A., Maroof, L., Sabbah Khan, N.U. and Ali, B.J. (2020), "The role of E-service quality in shaping online meeting platforms: a case study from higher education sector", *Journal of Applied Research in Higher Education*. <https://doi.org/10.1108/JARHE-08-2020-0253>
- [69] Ali, B, J. (2021). Impact of consumer animosity, boycott participation, boycott motivation, and product judgment on purchase readiness or aversion of Kurdish consumers in Iraq. *Journal of Consumers Affaires*; 1–20. <https://doi.org/10.1111/joca.12350>
- [70] Ali, B, J. (2020). Impact of COVID-19 on consumer buying behavior toward online shopping in Iraq. *Economic studies journal*. 18(42): 267-280. Retrieved from <https://www.asjp.cerist.dz/en/article/134070>
- [71] Ali, B.J. (2021) Assessing (The impact) of advertisement on customer decision making: Evidence from an educational institution. *Afak for sciences journal*, 6(1): 425-439. Retrieved from <https://www.asjp.cerist.dz/en/article/141056>
- [72] Ali, B.J. (2021) Consumer attitudes towards healthy and organic food in the Kurdistan region of Iraq. *Management Science Letters*. 11: 1-8. DOI: 10.5267/j.msl.2021.2.015
- [73] Andavar, V., Ali, B.J., and Ali, S.A. (2020) Rainwater for Water Scarcity Management: An Experience of Woldia University (Ethiopia). *Journal of Business, Economics and*

- Environmental Studies, 10-(4): 29-34. DOI: 10.13106/jbees.2020.vol10.no4.29
- [74] Faraj, K. M., Faeq, D. K., Abdulla, D. F., Ali, B. J., & Sadq, Z. M. (2021). Total Quality Management And Hotel Employee Creative Performance: The Mediation Role Of Job Embeddedment. *Journal of Contemporary Issues in Business and Government* Vol, 27(1).
- [75] Ali, B. J. (2016). Iraq Stock Market and its Role in the Economy. Retrieved from <https://www.amazon.com/Iraq-Stock-Market-Role-Economy/dp/3659634271>
- [76] Ali, B. J. (2014). Brand Building in the Consumer Electronics Industry in Iraq. Retrieved from <https://www.amazon.com/Brand-Building-Consumer-Electronics-Industry/dp/6200248699>
- [77] Ali, B. J., & Anwar, G. (2021). Capital Structure and Firm Profitability in Developing Countries. *GOYA*, 68(374), 163–174. Retrieved from <https://goyajournal.org/index.php/goya/article/view/35>
- [78] Ali, B. J., & Anwar, G. (2021). Factors Influencing the Citizens' Acceptance of Electronic Government. *International Journal of Engineering, Business and Management*, 5(1), 48–60. <https://doi.org/10.22161/ijebm.5.1.5>
- [79] Ali, B. J., & Anwar, G. (2021). The Effect of Marketing Culture Aspects of Healthcare Care on Marketing Creativity. *International Journal of English Literature and Social Sciences*, 6(2), 171–182. <https://doi.org/10.22161/ijels.62.25>
- [80] Ali, B. J., & Anwar, G. (2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21–30. <https://doi.org/10.22161/ijebm.5.2.3>
- [81] Ali, B. J., & Anwar, G. (2021). The balanced scorecard's evolution as a strategic mechanism at banking sectors. *International Journal of English Literature and Social Sciences*, 6(1), 471–478. <https://doi.org/10.22161/ijels.61.63>
- [82] Ali, B. J., & Anwar, G. (2021). Self-Leadership Skills as Intangible Resources for Sustainable Competitive Advantage. *Gongcheng Kexue Yu Jishu/Advanced Engineering Science*, 46(1), 88–104. Retrieved from <https://gongcheng-journal.com/index.php/AES/article/view/10>
- [83] Ali, B. J., & Anwar, G. (2021). Health sector reform: A Change Management Perspective on Health sector Reform. *Gongcheng Kexue Yu Jishu/Advanced Engineering Science*, 46(2), 29–38. Retrieved from <https://gongcheng-journal.com/index.php/AES/article/view/13>
- [84] Ali, B. J., & Anwar, G. (2021). Organizational Learning as A Determining Factor in Firm Performance. *GOYA*, 68(374), 193–202. Retrieved from <https://goyajournal.org/index.php/goya/article/view/40>