

EVALUATING HOTEL SERVICE QUALITY: AN EXPLORATORY STUDY ON THE 4 AND 5 STAR HOTELS IN ERBIL AND DUHOK IN KURDISTAN-IRAQ

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ABSTRACT

This study aims to evaluate the service quality provided by the four- and five-stars' hotels in both Erbil and Duhok governorates in Kurdistan Region, Iraq. The sample frame of 35 hotels is used which represent 61% of the total hotels in the two governorates, a structured questionnaire was adapted and distributed to 150 administrators in all departments (manager of the hotel, his assistant and the heads of the departments), 134 were obtained, and 129 questionnaires was valid for the analysis. The results indicate that the dimensions of the hotels service quality are reliable with constancy coefficient (Alpha-Cronbach) of 91.5%, while the correlation coefficient in Pearson matrix was within the accepted range. The analysis reveal that the tangibility is regarded as the most important dimension out of the hotels service quality dimensions, while this study recommend hotels managers in general and the management of the examined hotels particularly to improve the quality of performed services to its customer in order to attract more tourists and retain the current one.

Keywords: vice Quality, Hospitality & Tourism Sector, Kurdistan Region, Iraq.

1. Introduction

The service quality dimensions in hotels industry has been investigated by many researchers (Kotler, Armstrong, Saunders and Wong.,1999), (Al-Ammar, 2013), (Buell, 2014), (Naba, Mohamed, Norudin, and Siti Noraishah., 2012), (Campos & Marodin, 2012), (Maroco & Maroco, 2013). But the results of these research articles were inconsistent even though they did used similar methodology, data collection tools and statistical analysis. After the Iraq war in 2003, the Kurdistan region become an international hotspot for investment and trade especially after the investment

law for Kurdistan region has issued in 2006, and with publishing the oil and gas law in 2007, hundreds of foreign companies invested their money in many sectors, they setups branches and offices thus needed places for hospitality. Thus, the hotel industry in Kurdistan region improved and seen growth in the number of the hotels opened up every year with variety of service with different of service quality.

Therefore, this study tries to investigate the service quality provided by the hotels located in both Duhok and Erbil Governorates. The results showed that the level of quality of hotel service evaluation in hotels surveyed from the point of view of the surveyed sample is high. In order to capture a robust result, the future studies need to use quantitative and qualitative methods for research methodology.

2. LITERATURE REVIEW

2.1 Hotel Service Quality

In most of the service industries service quality plays a fundamental role for companies to achieve success, it is crucial for management of hotels to have a proper consideration of what customer's requirements are (Forozia, *et. al.*, 2013, 4330). In the past, managers were sensitive to superficial perspectives such as location and facilities of hotels, while nowadays the service quality is considered as the key factor in the success of hotels, In today's competitive world, the recognition of customer's expectation of service quality is an essential factor for the success of service businesses (Najafi, 2013: 3021).

The demands of hotel guests and their expectations tend to change dynamically in the modern hotel industry, when asked to define service, most hotel answer using commonplaces such as "getting what I want, when I want it, with a smile and respect", Despite being too generalized, thus worded expectations still send a clear message—services imply, and customers demand, both tangible and intangible components (Maric, *et. al.*, 2016: 9). Service can be defined in many ways depending on which area the term is being used, an author defines service as "any intangible act or performance that one party offers to another that does not result in the ownership of anything" (Kotler & Keller, 2009, p.789).

General definition of quality reads: "Quality is a measurement or indicator of scope, i.e. the term for usability of a product or service for meeting specific needs at a certain place and time, when the product or service is confirmed as goods through the process of exchange" (Injac, 1998, p.64). Juran (1982; 1988) defined quality as 'fitness for purpose whereas Crosby (1984) defined it as 'conformance to requirements', whilst Garvin (1988), identified internal and external failures

and measured quality by counting malfunctions (Murasiranwa, *et. al.*, 2010: 5). Quality can also be defined as the totality of features and characteristics of a product or services that bear on its ability to satisfy stated or implied needs (Kotler *et al.*, 2002: 264).

In the other hand Gronross (1984), Parasuraman, Zeithaml and Berry (1985) and Johnston (1995) defined the hotel service quality in terms of customer satisfaction, that is, the degree of fit between customers' expectations and perceptions of service (BLEŠIŠ, *et. al.*, 2012: 5).

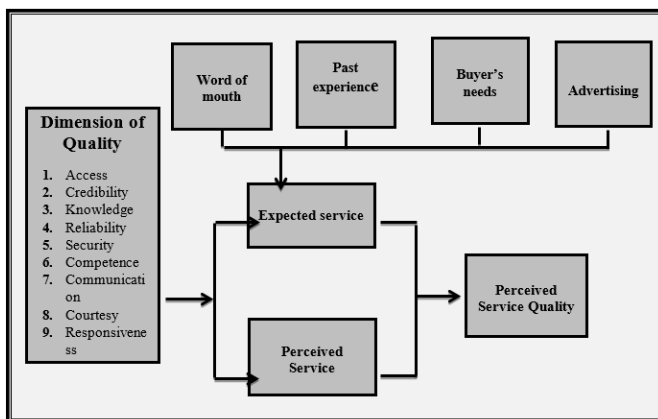
According to (Min & Min, 1996) hotel Service quality is considered the life of hotel (Nassem, 2011: 52). Asubonteng, McCleary, and Swan (1996) defined Service Quality as a difference between customers' expectations about a service performance, before utilization or consumption, and their perceptions of performance of the companies providing that same service (Maroco and Maroco, 2013: 124). Parasuraman *et al.* (1985) defined Hotel service quality as a gap between customer's expectations and the performance they actually receive whilst Asher (1996) suggest that quality is the degree to which a customer's perceived expectations are met based on a subjective judgment of the service transaction (Murasiranwa, *et. al.*, 2010: 6). According to Bruhn and Manfred (2006) the concept of Hotel service quality emerged as a major challenge for service companies. This is because of the characteristics of services; especially the encounter of provider and customer in the service process, service quality is a more complex construct than product quality (Mbuthia, *et. al.*, 2013, 22-23).

It is a well-known fact that hotel service quality level is not deducible from how many stars the hotel has (in Italy from 1 to 52), since such attribution is based primarily on structural quantitative factors, for example

rooms size, without evaluating the conditions of the hotel itself, nor a great part of the intangible factors involved in service provision (Baccarani, 2010: 5).

2.2 Dimensions of Hotel Service quality

To measure service quality, in practice, the provider has to determine how customers of the service perceive quality. Studies suggest that customer assessments of service quality are the result of a comparison of what they expect with what they experience (Kotler, *et. al.*, 199: 658). What are the criteria that typically reflect service quality? An important study highlights ten key determinants of perceived service quality, Figure 1 summarizes these dimensions:



Source: Kotler, Philip, Armstrong, Gary, Saunders, John and Wong, Veronica, (1999), *Principles of Marketing*, Second European Edition published by Prentice Hall, Europe Authorized for sale only in Europe, the Middle East and Africa, p: 659.

The first five dimensions are concerned with the quality of the outcome of service provided, while the last five are related to the quality of the delivery process. By focusing on the dimensions that are important to customers, the service firm can ensure that customers' expectations are fully met.

Therefore, the dimensions of service quality, which can be identified within the primary activities of the process of providing hotel services, are viewed through the following (Kabir & Carlsson, 2010: 15), (Maric, *et. al.*, 2016: 14), (Kotler, *et. al.*, 1999: 658):

- i. **Access:** This factor is connected to the approachability which means for example if the operating hours are convenient, the location of the facilities are convenient, the waiting times are short and also easy access by telephone.
- ii. **Credibility:** Factors such as trustworthiness, believability and honesty are included. It means to the level the company has the customer's best interest at heart. Factors that affect the credibility are the company name, reputation, personal characteristics and the degree to which the hard sell is connected to interactions with customers.
- iii. **Knowledge:** does the service provider really understand customers' needs?
- iv. **Reliability:** ability to perform the promised service dependably and accurately
- v. **Security:** Security means freedom from danger, risk or doubt. Factors included are: physical safety, financial security and confidentiality.
- vi. **Tangibly:** The terms 'tangibility' or 'physical quality' usually refers to elements of services, such as the appearance, equipment, staff, advertising material and other physical characteristics used for rendering services. They include physical aspects of the service such as physical facilities, appearance of personnel, tools or equipment that is used to provide the service, physical representations or other customers in the service facility.

**Tangibility it was added Due to researchers' agreement.*

The service quality dimensions in hotels industry has been investigated by many researchers such (Kotler, *et al.*, 1999), (Al-Ammar, 2013), (Buell, 2014), (Naba, *et al.*, 2012), (Campos & Marodin, 2012), (Maroco & Maroco, 2013). But the results of these research articles were inconsistent even though they did used similar methodology, data collection tools and statistical analysis. After the Iraq war in 2003, Kurdistan region

become an international hotspot for investment and trade especially after the investment law for Kurdistan region has issued in 2006, and with publishing the oil and gas law in 2007, hundreds of foreign companies invested their money in many sectors, they setups branches and offices thus needed places for hospitality. Thus, the hotel industry in Kurdistan region improved and seen growth in the number of the hotels opened up every year with variety of service with different of service quality.

3. Research Methodology

3.1 Research Problem

The problem of the study is that the hotels in the governorates of Duhok and Erbil offer low quality services when compared with hotels that have the same degree. Other places Marane, et al., (2013) shows that Erbil International Hotel, which is one of the sample hotels, provides low quality services compared to its counterparts. This comparison affects the perceived quality of the hotel service for its clients. (Oso: 2006) that there is a low level of marketing activities and the quality of services provided by hotels. The high competition between hotels, the emergence of new services, the shortening of their life cycle and the increase in offers to customers made control of the markets difficult. The survival of the organizations continues to fade Is becoming dependent on adopting new administrative, regulatory and marketing concepts to overcome challenges, achieve sustainable competitive advantage, win new customers, increase customer satisfaction, retain existing customers, develop their loyalty in a variety of ways, and build a base of permanent customers (Oso, 2007).

The Internet in its promotional campaigns, its adoption of traditional methods, especially when introducing new services, its non-adoption in connection with international, local and regional hotels of neighboring

countries or travel, tourism and air transport organizations on the Internet, and the lack of interest in receiving positive or negative feedback on tourism services provided by hotels (Al-Ukaili, 2011). For his part, the report of the inspection committee in the General Authority for Tourism in Duhok Governorate that the hotel (Jiyan), which is a hotel sample study suffers from shortcomings in the dimensions of the quality of hotel service provided to customers, as the report must pay attention to the cleanliness of the hotel. Various approaches and methods have been introduced to develop and improve the quality of hotel services. Oso (2007) shown that intellectual capital and modern marketing technologies have a role in improving the quality of hotel service. And (Al-Ukaili, 2011) use of Internet in promotional policies is one of the methods that increase the quality of hotel services. Based on the light of the past and since the low quality of services in hotels is one of the organizational problems that face. Based on the above, the study problem can be summed up as follows:

- What is the level of availability of the quality of hotel service provided to the customer in the four and five star hotels of Duhok and Erbil governorates?
- What is the extent to which hotels are concerned about the quality of services provided to customers?

3.2 Research Objectives

In the light of the study, and based on identifying the problem, the following objectives can be drawn up:

- i. Statement and clarification of the main concepts of the study (quality of hotel service).
- ii. Diagnosis of the level of quality of hotel services in hotels sample study.

- iii. Conducting a knowledge review of the relevant literature, which was able to access the available ones?
- iv. Provide a range of proposals regarding the subject of the study that will increase and enhance the quality of service in hotels sample study.

3.3. Research hypotheses

Dimensions of hotel quality of service has been investigated by many researchers such (Kotler, et al., 1999), (Al-Ammar, 2013), (Buell, 2014), (Naba, et al., 2012), (Campos & Marodin, 2012), (Maroco & Maroco, 2013). But the results of this research article were inconsistent even though they did used similar methodology, data collection tools and statistical analysis. Thus, the current study is based on the previous researches after comprehensive review, thus this study uses the survey method and the adoption of the questionnaire to reach specific results and statistical methods that are compatible with the study method in order to test of hypotheses that determine the answer to the dimensions of the problem. The study identifies two main hypotheses for the study.

- H1: there is lack in the quality of the hotel service provided by hotels
- H0: there is no lack in the quality of the hotel service provided by hotels

3.4. Significant of the Research

The importance of this study is that it is one of the first studies that includes the study of the dimensions of quality of hotel services in hotels to reach satisfaction with the services provided by it. This study provides a modest contribution to increase the scientific knowledge of the library because there are no similar studies, the study, which dealt with the variables of the study, will contribute to providing a clear vision for the

management of the hotel. The present study represents a new addition and quality. In the practical aspect, it can add a more in-depth understanding to the sample of the study. Study, the strengths and remove weaknesses with what will bring it to provide the best hotel service quality.

3.5. Research Limitation

The study examined the effect of organizational skill in the quality of hotel service in a sample of managers in the surveyed hotels. Therefore, the study limits are as follows:

3.5.1 Objectivity

The dimensions of hotel service quality, whose dimensions were accessibility, reliability, knowledge, reliability, safety and content.

- a. Temporal: The period of study lasted from November (2016) to September 2017 (both theoretical and applied).
- b. Spatial: The spatial boundaries of the study were a sample of four and five-star hotels of the governorates of Duhok and Erbil, in order to obtain the necessary data for the study.

3.6. Research Population and Sample Size

The four and five-star hotels in Duhok and Erbil are the current (8) hotels in Duhok Governorate, four of which are five stars and the remaining four are four stars and the remaining 49 are in Erbil. (35) Hotels which represented (61%) of the total hotels in the two governorates to be the sample of the current study for the practical test of the study model and hypotheses, where Table (15) shows some data for the description of this sample. The questionnaire was distributed to (150) administrators in all departments, 134 were obtained, and the number of (129) questionnaires was valid for analysis.

The number of forms distributed, returned and valid

for each hotel was determined by the manager of the

| Dimensions of Service Quality | Sources |
|-------------------------------|--|
| Accessibility | (Kotler, et al., 1999), (Al-Ammar, 2013), (Buell, 2014), (Naba, et al., 2012), (Campos & Marodin, 2012), (Maroco & Maroco, 2013) |
| Credibility (reliability) | |
| Knowledge | |
| Reliability | |
| Security | |
| tangibility | |

hotel, his assistant and the heads of the departments.

The questionnaire was used to identify the valid forms and exclude the invalid forms. Of the surveyed hotels, with a total return of the forms (89%), while the percentage of valid forms (96%).

3.7. Data Collection Tools

To document the study and its hypotheses and to complete its chapters and reach the final results and achieve its objectives, the researchers relied on methods specific to both the theoretical and practical aspects as follows:

- i. Theoretical side: The researchers relied on references, researches, Arabic books, foreign journals, magazines, notes, and related messages as listed in the list of sources and also the use of the internet to see the latest books on the subject.
- ii. Application: In order to obtain data for this aspect of the study, the researchers relied mainly on the questionnaire form a main tool in collecting data and information related to this aspect by distributing them to the sample of the study and collecting them and emptying their data and analyzing the answers of the respondents, Which were used in the previous theoretical and applied efforts after making adjustments to them to suit the variables of the study environment, and the other part was developed in the areas that did not

have ready measurements, and was finalized in the tests of honesty and stability .

The study used a five-point Likert scale, in which the respondents' responses ranged from (fully agree, agree, neutral, disagree, disagree), with measurement weights of (1-5) respectively, As shown in Appendix 4. Table (10) shows the main and sub-variables of the study, and the sources that were adopted when designing the questionnaire.

Table (1) Dimensions of Hotel Quality Service

3.8. Multivariate Tests

In order to measure the validity of the questionnaire and its stability, the researchers subjected the questionnaire to a number of tests before it was distributed to the subjects. The purpose of these tests is to verify the ability of the study instrument to measure its variables according to the criteria set for it. Based on the importance of obtaining accurate and objective data, Comes:

Tests before distribution of the questionnaire: The following tests were included

Due to fact that the majority of the hotels employees in Kurdistan region they did studies by either Kurdish or Arabic language and they understand very will the Arabic language, the questioner has been translating to Arabic language. Therefore, the dual-reverse translation test been utilized in order to make sure that the results are robust, this test results indicates that both version of the questionnaire are comparable and the items of each dimensions means the exact same meaning between the Arabic and the English version. Some professional in Arabic and English languages did worked as proofreaders for the manuscript so that the items of the questionnaire can be understood the same meanings for both Arabic and English users.

- Measurement of virtual honesty: For the purpose of ascertaining the ability of the questionnaire to measure the variables of the study prepared, and then were presented to a group of arbitrators from. Specialized in administrative sciences) were introduced. And to ensure the validity of the paragraphs and their relevance to the hypotheses and objectives of the study took their views.
- Measurement of comprehensiveness: A number of questions were asked to the arbitrators about the comprehensiveness of the questionnaire. In the light of the questions raised, a number of paragraphs were added, a number of elements were deleted, and a number of statements were corrected or replaced with more appropriate ones.
- Stability measurement: To ascertain the stability of the scale used in the study, the coefficient of reliability (Coefficient) and Alpha - Cronbach method was used as the appropriate method for descriptive and objective expressions, and to determine the accuracy of the responses of the sample of the study. The Alpha - Cronbach coefficient values are statistically acceptable when These values are equal to or greater than (0.60):
- Measuring stability at the level of the expressions of each variable: Table () shows the value of the stability coefficient for the terms of each variable separately, and the data from the table indicated that these values are high for each variable, which confirms the stability required for the terms of the variables of the study.

Table (2) Overall Alpha-Cronbach of the Hotel Service Quality Dimensions

| The value of the constancy coefficient (Alpha-Cronbach) | Number of statements | Variable |
|---|----------------------|----------|
|---|----------------------|----------|

| | | |
|-------|----|--|
| 0.915 | 30 | Dimensions of hotel quality of service |
|-------|----|--|

Source: Authors from SPSS outputs

The value of the stability coefficient for the dimensions of that variable was determined between the highest value and its value (0.886) for the reliability variable. Credibility), and the least value (0.739) for the safety variable.

Table (3) Alpha-Cronbach of the Hotel Service Quality Dimensions

| Dimensions of hotel service quality | Number of statements | The value of the constancy coefficient (Alpha-Cronbach) |
|-------------------------------------|----------------------|---|
| Accessibility | 6 | 0.784 |
| Credibility | 4 | 0.886 |
| Knowledge | 6 | 0.757 |
| Reliability | 5 | 0.856 |
| Security | 5 | 0.739 |
| Tangibility | 4 | 0.742 |

Source: Authors from SPSS outputs

a. Statistical analysis tools used in the analysis of the questionnaire:

The data of the study are described as non-parametric, so it requires the adoption of appropriate statistical tools to analyze and process these data, test hypotheses for study, and find relationships between their variables. On this basis, the researchers used the Statistical Package for Social Sciences, SPSS V. 20), which were as follows:

- The descriptive measurements of recurrences, percentages, arithmetic mean and standard deviation were used to describe and diagnose the views of the study sample against the variables and dimensions of the study in the sample being studied.

- Using the simple correlation coefficient (Spearman) to identify the nature of the correlation relationships.
- Alpha Kronbach coefficient to ensure the stability of the study tool after the distribution of the questionnaire.

Table (4) illustrates that the 75.7% of the respondents were male, while 24.3% were female. In addition, more than half of the respondents was in age range between 30-40, and 86.5% of the respondents was holding either diploma or bachelor. Almost half of the respondents have experience in the hotel's services field between 5-10 years, while 35.1% of the respondents had more than 10 years of experience in the hotel's services field. Additionally, more than half of the respondents are keeping their current job for less than 5 years, but in the same time only 8% of respondents are working in the same job for more than 10 years.

Table (4) Descriptive Analysis for the Respondents

| Characteristics | Group | Frequency | Percentage Ratio 100% |
|--------------------------------|----------------------|-----------|-----------------------|
| Gender | Male | 56 | 75.7 |
| | Female | 18 | 24.3 |
| | Total | 74 | 100% |
| Age | Less than 30 years | 13 | 17.6 |
| | 30-40 years | 40 | 54.1 |
| | More than 40 years | 21 | 28.4 |
| | Total | 74 | 100% |
| Certification of Qualification | High school and less | 5 | 6.8 |
| | Diploma | 21 | 28.4 |

| | | | |
|---|--------------------|----|------|
| | Bachelor | 43 | 58.1 |
| | High degree | 5 | 6.8 |
| | Total | 74 | 100% |
| Number of Years of Service in Hotels | Less than 5 years | 13 | 17.6 |
| | 5-10 years | 35 | 47.3 |
| | More than 10 years | 26 | 35.1 |
| | Total | 74 | 100% |
| Number of Years of Service in The Current Hotel | Less than 5 years | 39 | 52.7 |
| | 5-10 years | 29 | 39.2 |
| | More than 10 years | 6 | 8.1 |
| | Total | 74 | 100% |

Source: Authors from SPSS outputs

Table (5) shows that more than 93% of responses agreed that workers in hotel are keen on precision timing when services are rendered which is a very good outcome. While more than 89% of the respondents agreed that the Workers in hotel have immediate readiness to assist customers which will help to build a trust between the hotel's clients and the workers. In addition, more than 94% of the responses showed that they are working to reduce waiting times for customers and lowest within its borders, thus it will help to increase the quality of the service provided.

Table (5) Responses Results for Accessibility Dimension

| Phrase | Response scale | | | | | | | | | | Mean | Standard deviation |
|---------|-------------------|------|-----------|------|-------------|-----|--------------|-----|----------------------|-----|------|--------------------|
| | Totally Agree (5) | | Agree (4) | | Neutral (3) | | Disagree (2) | | Totally Disagree (1) | | | |
| | F | % | F | % | F | % | F | % | F | % | | |
| X1 | 45 | 60.8 | 24 | 32.4 | 3 | 4.1 | 1 | 1.4 | 1 | 1.4 | 4.50 | 0.8 |
| X2 | 39 | 52.7 | 27 | 36.5 | 3 | 4.1 | 3 | 4.1 | 2 | 2.7 | 4.32 | 0.9 |
| X3 | 37 | 50.0 | 33 | 44.6 | 3 | 4.1 | - | - | 1 | 1.4 | 4.42 | 0.7 |
| X4 | 38 | 51.4 | 29 | 39.2 | 4 | 5.4 | 1 | 1.4 | 2 | 2.7 | 4.35 | 0.9 |
| X5 | 49 | 66.2 | 18 | 24.3 | 5 | 6.8 | 1 | 1.4 | 1 | 1.4 | 4.53 | 0.8 |
| X6 | 26 | 35.1 | 44 | 59.5 | 3 | 4.1 | - | - | 1 | 1.4 | 4.27 | 0.7 |
| Average | | 52.7 | | 39.6 | | 4.7 | | 2.1 | | 1.8 | | |
| Overall | 92.3 | | | | 4.7 | | 3.9 | | | | 4.4 | 0.8 |

Source: Authors from SPSS outputs

Table (5) illustrates also that the majority of the hotels included in the sample of this research they take action in a series of operations effective when there is a complaint by customers, in other words they do not neglect any complaint by any client. Also, more than 90% of the hotels included in the current study they aim to remove all obstacles to the access of customers for our services, which means that they try to satisfy all need and desires by the clients. Additionally, the majority of the hotel's manager agree to that their system application are easy to handle and work on it.

Table (6) Responses Results for Credibility Dimension

| phrase | Response scale | | | | | | | | | | Mean | Standard deviation |
|---------|-------------------|------|-----------|------|-------------|------|--------------|-----|----------------------|-----|------|--------------------|
| | Totally Agree (5) | | Agree (4) | | Neutral (3) | | Disagree (2) | | Totally Disagree (1) | | | |
| | F | % | F | % | F | % | F | % | F | % | | |
| X7 | 33 | 44.6 | 36 | 48.6 | 4 | 5.4 | - | - | 1 | 1.4 | 4.35 | 0.7 |
| X8 | 39 | 52.7 | 30 | 40.5 | 3 | 4.1 | 1 | 1.4 | 1 | 1.4 | 4.42 | 0.8 |
| X9 | 31 | 41.9 | 37 | 50.0 | 6 | 8.1 | - | - | - | - | 4.34 | 0.6 |
| X10 | 27 | 36.5 | 36 | 48.6 | 8 | 10.8 | 2 | 2.7 | 1 | 1.4 | 4.16 | 0.8 |
| Average | | 44.0 | | 47.0 | | 7.1 | | 3.4 | | 1.4 | - | - |
| Overall | 91 | | 7.1 | | 4.8 | | 4.32 | | 0.7 | | | |

Source: Authors from SPSS outputs

The results for the credibility dimension are showed in the table (6), it illustrates that almost all the responses agreed to that the workers' behavior and their action make the clients feel more confident and credible. More than 93% agreed to that the customer of hotel's services gets equal benefits for their fees. Also, about 91% of the managers of the hotels included in this survey agreed that they trained their staff to provide the accurate and correct answers to the customers. While more than 86% of the results agreed to indicates that they do care about the integrity and transparency in their works and regarded as some basic fundamentals of their job.

Table (7) Responses Results for Knowledge Dimension

| phrase | Response scale | | | | | | | | | | Mean | Standard deviation |
|---------|-------------------|------|-----------|------|-------------|-----|--------------|------|----------------------|-----|------|--------------------|
| | Totally Agree (5) | | Agree (4) | | Neutral (3) | | Disagree (2) | | Totally Disagree (1) | | | |
| | F | % | F | % | F | % | F | % | F | % | | |
| X17 | 37 | 50.0 | 33 | 44.6 | 2 | 2.7 | 1 | 1.4 | 1 | 1.4 | 4.41 | 0.7 |
| X18 | 40 | 54.1 | 31 | 41.9 | 1 | 1.4 | 1 | 1.4 | 1 | 1.4 | 4.46 | 0.7 |
| X19 | 46 | 62.2 | 19 | 25.7 | 5 | 6.8 | 3 | 4.1 | 1 | 1.4 | 4.43 | 0.9 |
| X20 | 46 | 62.2 | 22 | 29.7 | 2 | 2.7 | 3 | 4.1 | 1 | 1.4 | 4.47 | 0.8 |
| X21 | 39 | 52.7 | 27 | 36.5 | 4 | 5.4 | 3 | 4.1 | 1 | 1.4 | 4.35 | 0.9 |
| Average | | 56.2 | | 35.7 | | 3.8 | | 3.02 | | 1.4 | | |

| | Totally Agree (5) | | Agree (4) | | Neutral (3) | | Disagree (2) | | Totally Disagree (1) | | | |
|---------|-------------------|------|-----------|------|-------------|------|--------------|-----|----------------------|-----|------|-----|
| | F | % | F | % | F | % | F | % | F | % | | |
| X11 | 28 | 37.8 | 30 | 40.5 | 8 | 10.8 | 5 | 6.8 | 3 | 4.1 | 4.01 | 1 |
| X12 | 32 | 43.2 | 34 | 45.9 | 6 | 8.1 | 1 | 1.4 | 1 | 1.4 | 4.28 | 0.8 |
| X13 | 32 | 43.2 | 34 | 45.9 | 6 | 8.1 | 2 | 2.7 | - | - | 4.30 | 0.7 |
| X14 | 31 | 41.9 | 38 | 51.4 | 3 | 4.1 | 1 | 1.4 | 1 | 1.4 | 4.31 | 0.7 |
| X15 | 31 | 41.9 | 39 | 52.7 | 2 | 2.7 | 1 | 1.4 | 1 | 1.4 | 4.32 | 0.7 |
| X16 | 37 | 50.0 | 33 | 44.6 | 2 | 2.7 | 1 | 1.4 | 1 | 1.4 | 4.41 | 0.7 |
| Average | | 43.0 | | 46.8 | | 6.1 | | 2.5 | | 1.9 | | |
| Overall | 89.8 | | 6.1 | | 4.4 | | 4.27 | | 0.8 | | | |

Source: Authors from SPSS outputs

Table (5) shows that more than 78% of responses agreed that the hotels staff have acquired the appropriate knowledge to answer customer inquiries. While more than 89% of the results indicates that the mutual transfer knowledge between the employees is one of the key success of their good understanding of the customers' needs and desires. Also, around 93% of the results illustrates that employees seek to keep pace with the change in the needs and wants of customers on a regular basis. In addition, more than 94% of the respondents agreed that the hotels depend very much on their information and knowledge in order to understand the customers' needs and desires. while about 95% of the results agreed that employees have the appropriate knowledge, skill and experience in the field of needed service by customers.

Table (8) Responses Results for Reliability Dimension

| phrase | Response scale | | | | | | | | | | Mean | Standard deviation |
|---------|-------------------|------|-----------|------|-------------|-----|--------------|------|----------------------|-----|------|--------------------|
| | Totally Agree (5) | | Agree (4) | | Neutral (3) | | Disagree (2) | | Totally Disagree (1) | | | |
| | F | % | F | % | F | % | F | % | F | % | | |
| X17 | 37 | 50.0 | 33 | 44.6 | 2 | 2.7 | 1 | 1.4 | 1 | 1.4 | 4.41 | 0.7 |
| X18 | 40 | 54.1 | 31 | 41.9 | 1 | 1.4 | 1 | 1.4 | 1 | 1.4 | 4.46 | 0.7 |
| X19 | 46 | 62.2 | 19 | 25.7 | 5 | 6.8 | 3 | 4.1 | 1 | 1.4 | 4.43 | 0.9 |
| X20 | 46 | 62.2 | 22 | 29.7 | 2 | 2.7 | 3 | 4.1 | 1 | 1.4 | 4.47 | 0.8 |
| X21 | 39 | 52.7 | 27 | 36.5 | 4 | 5.4 | 3 | 4.1 | 1 | 1.4 | 4.35 | 0.9 |
| Average | | 56.2 | | 35.7 | | 3.8 | | 3.02 | | 1.4 | | |

| | | | | | |
|---------|------|-----|------|------|-----|
| Overall | 91.9 | 3.8 | 4.42 | 4.42 | 0.8 |
|---------|------|-----|------|------|-----|

Source: Authors from SPSS outputs

The results for the reliability dimension are showed in the table (8), it illustrates that almost all responses agreed that they deny the promises they make to their customers, which considered as a very bad attitude toward the customers. Also, the majority of the respondents agree that they attempt to complete the service correctly at first time. While, around 88% of the managers of the hotels included in this survey agreed that they try to retain the current customers. Also, about 92% of the results agreed that they do care about the concept of error-free service in order to serve their customers the best way. Additionally, almost all the respondents agreed that they are trying to make sure that customers can rely on workers in the hotel in solving the problems they face.

Table (9) Responses Results for Security Dimension

| phrase | Response scale | | | | | | | | | | Mean | Standard deviation |
|---------|-------------------|------|-----------|------|-------------|-----|--------------|-----|----------------------|-----|------|--------------------|
| | Totally Agree (5) | | Agree (4) | | Neutral (3) | | Disagree (2) | | Totally Disagree (1) | | | |
| | F | % | F | % | F | % | F | % | F | % | | |
| X22 | 39 | 52.7 | 31 | 41.9 | 2 | 2.7 | 1 | 1.4 | 1 | 1.4 | 4.43 | 0.7 |
| X23 | 38 | 51.4 | 32 | 43.2 | 2 | 2.7 | 1 | 1.4 | 1 | 1.4 | 4.42 | 0.7 |
| X24 | 40 | 54.1 | 31 | 41.9 | 1 | 1.4 | 1 | 1.4 | 1 | 1.4 | 4.46 | 0.7 |
| X25 | 39 | 52.7 | 31 | 41.9 | 1 | 1.4 | - | - | 1 | 1.4 | 4.45 | 0.7 |
| X26 | 34 | 45.9 | 36 | 48.6 | 2 | 2.7 | 1 | 1.4 | 1 | 1.4 | 4.33 | 0.7 |
| Average | | 51.4 | | 43.5 | | 2.2 | | 1.4 | | 1.4 | | |
| Overall | 94.9 | | 2.2 | | 2.8 | | 4.41 | | 0.7 | | | |

Source: Authors from SPSS outputs

The results for the security dimension are illustrated in the table (9), it indicates that 94% of the responses agreed that Customers trust the expertise, skills and qualifications of workers in the hotel which regarded as a very good sign for the hotels success. While around 95% agrees that the workers keep the confidentiality and privacy of customer information. In addition, the majority of the respondents agreed that the hotels are characterized by a good reputation and prestige by community members. While, approximately 95% of the

results agreed that the workers in hotels make customers feel safe when providing services to them, thus it considered as one of the pillars of building a mutual trust between the customers and the hotel service providers. Also, around 94% of the results indicates that the is effective protection available to provide security in the hotels which make the customers relaxed.

Table (10) Responses Results for Tangibility Dimension

| phrase | Response scale | | | | | | | | | | Mean | Standard deviation |
|---------|-------------------|------|-----------|------|-------------|-----|--------------|-----|----------------------|-----|------|--------------------|
| | Totally Agree (5) | | Agree (4) | | Neutral (3) | | Disagree (2) | | Totally Disagree (1) | | | |
| | F | % | F | % | F | % | F | % | F | % | | |
| X27 | 41 | 55.4 | 28 | 37.8 | 2 | 2.7 | 2 | 2.7 | 1 | 1.4 | 4.43 | 0.8 |
| X28 | 35 | 47.3 | 32 | 43.2 | 4 | 5.4 | 2 | 2.7 | 1 | 1.4 | 4.32 | 0.8 |
| X29 | 41 | 55.4 | 28 | 37.8 | 2 | 2.7 | 2 | 2.7 | 1 | 1.4 | 4.43 | 0.8 |
| X30 | 39 | 52.7 | 31 | 41.9 | 2 | 2.7 | 1 | 1.4 | 1 | 1.4 | 4.43 | 0.7 |
| Average | | 52.7 | | 40.2 | | 3.4 | | 2.4 | | 1.4 | | |
| Overall | 92.9 | | 3.4 | | 3.8 | | 4.40 | | 0.8 | | | |

Source: Authors from SPSS outputs

Finally, the results of the tangibility dimension are shown in table (5), around 93% of the respondents that the hotel has modern features and techniques. In addition, 90% of the results indicate that physical facilities in the hotel convenient and attractive, therefore it can help to attract more customers and retain the current ones. Also, the majority of the responses agreed that the dress code for the workers is unified and they try to appear decent. Additionally, the results for the thirteenth item illustrates that the overall appearance of physical facilities compatible with the nature of provided services, thus it helps to increase the good image for the hotels by showing their true intentions of providing the ultimate efforts for their customer's relaxation.

Table (11) Regulatory Importance for All Dimensions

| Dimensions | Response scale | | | | | Means | Standard Deviation | |
|-------------|----------------------|--------------|-------------|-----------|-------------------|-------|--------------------|---|
| | Totally Disagree (1) | Disagree (2) | Neutral (3) | Agree (4) | Totally Agree (5) | | | |
| Reliability | 56.2 | 35.7 | 3.8 | 3.02 | 1.4 | 4.42 | 0.8 | 1 |
| Security | 51.4 | 43.5 | 2.2 | 1.4 | 1.4 | 4.41 | 0.7 | 2 |
| Tangible | 52.7 | 40.2 | 3.4 | 2.4 | 1.4 | 4.40 | 0.8 | 3 |
| Access | 52.7 | 39.4 | 4.7 | 2.1 | 1.8 | 4.39 | 0.8 | 4 |
| Credibility | 44.0 | 47.0 | 7.1 | 3.4 | 1.4 | 4.32 | 0.7 | 5 |
| Knowledge | 43.0 | 46.8 | 6.1 | 2.5 | 1.9 | 4.27 | 0.8 | 6 |
| Average | 50 | 42.1 | 4.5 | 2.47 | 1.55 | | | |
| Overall | 92.1 | | 4.5 | 4.02 | | 4.36 | 0.8 | |

Source: Authors from SPSS outputs

3. Conclusions and Suggestions

3.1. Conclusions:

- i. The results clarified that the included sample paid attention to the quality of the service and its sub-variables in its hospitality environment.
- ii. Quality service is a sensitive and crucial concept in the hotels that needs a high attention to its development and dissemination to all parts of the hotel in order to improve performance and achieve excellence.
- iii. Previous studies did not attempt to study the quality of hotel service in the five-star hotels in the governorates of Duhok and Erbil.
- iv. The results showed that the level of quality of hotel service evaluation in hotels surveyed from the point of view of the surveyed sample is high
- v. The results of the analysis showed that the responses of most of the respondents focused on the agreement on most of the paragraphs related to the quality of hotel service in hotels sample study.
- vi. Differentiating the ordinal importance of the criteria used by customers when evaluating their quality of service. Reliability came first, followed

by Security, Tangible followed by Access, Credibility, and finally Knowledge.

- vii. The goal is to remove all obstacles to customer access to our services by providing service in the place and time that correspond to the customer and obtain them easily with available communication
- viii. The customer receives the benefits of our services equal to their money paid through the integrity of the service provider when dealing with the customer who is satisfied with the quality of services provided by the hotel.
- ix. Employees have the appropriate knowledge, skill and experience in the service required by customers as they continuously work to understand and develop their knowledge of the needs of customers so that they can meet them properly
- x. The staff will fix the "Error-Free Service", if any, with the real desire to solve customer problems, provide service on time, monitor service contracts, pricing, and handle complaints.
- xi. Featured hotels have a reputation and a good reputation among the members of the community as they provide safety and safety for their customers, whether from fire, theft, assault or accidents
- xii. The general appearance of the physical facilities in the hotels consistent with the nature of the services provided. This indicates that the equipment, the buildings, the decorations, the designs, the furniture and the appearance of the workers are commensurate with the degree of the hotel.

3.2. Future Research Suggestions

- i. This study recommends the future studies to expand the sample size in order to include both Sulaimaniah and Halabja governorates.
- ii. In order to capture a robust result, the future studies need to use quantitative and qualitative methods for research methodology.
- iii. Conducting an event study to capture the changes in service quality in hotels in Kurdistan region especially after ISIS war, thus the future research has to ask whether the service quality has changed towards the worst or not.

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