
Unveiling the Power of Customer Satisfaction: Driving Loyalty and Success in the Myanmar Hotel Industry

Yan Naing Myo ¹, Gamal S. A. Khalifa ², Thin Thin Aye ³, Safaa A.M. El-Aidie ⁴

¹ Faculty of Business, Lincoln University, (ynmyo.2007@gmail.com)

² Faculty of Business, Higher Colleges of Technology, Al Ain, Abu Dhabi (ghalifa@hct.ac.ae)

³ Department of Commerce, Monywa University of Economics, (thinthinaye3969@gmail.com)

⁴ Animal Production Research Institute, Agricultural Research Centre, Egypt,

(safaaelaidie@arc.sci.eg)

Abstract

Introduction: Bolstering customer loyalty is paramount for hotel operators to propel revenue and uphold a competitive advantage. This investigation centers on the Novotel Yangon Max hotel and endeavors to comprehend the correlation between service quality, customer satisfaction, and customer loyalty. The significance of customer loyalty in the hotel industry becomes apparent, with service quality and customer satisfaction assuming pivotal roles.

Methodology: The research methodology adheres to a positivist philosophy and embraces a deductive approach. Employing a survey research strategy, data is procured from 150 patrons via online and printed questionnaires. Convenience sampling is employed, and the amassed data are scrutinized using SPSS software.

Results and Discussion: The analysis of the data unveils a favorable association between service quality, customer satisfaction, and customer loyalty at the Novotel Yangon Max hotel. The findings propose that elevated levels of service quality and customer satisfaction engender heightened customer loyalty. These results fortify the significance of concentrating on service quality and customer satisfaction to stimulate customer loyalty.

Implications: The theoretical implications of this study reside in its contribution to the prevailing literature on service quality, customer satisfaction, and customer loyalty in the hotel industry. It bolsters the significance of these constructs and their interconnectedness, supplying empirical evidence that is specific to the Novotel Yangon Max hotel. From a practical standpoint, the findings bear significant implications for hotel operators, underscoring the necessity to prioritize service quality and customer satisfaction to amplify customer loyalty.

Conclusion: In conclusion, this study underscores the significance of service quality and customer satisfaction in propelling customer loyalty at the Novotel Yangon Max hotel. The affirmative relationship between these variables accentuates the imperative for hotel operators to focus on delivering exceptional service and meeting customer expectations. The findings furnish valuable insights for strategic planning and decision-making in the hotel industry.

Originality: The originality of this study lies in its particular focus on the Novotel Yangon Max hotel and its contribution to the extant literature on service quality, customer satisfaction, and customer loyalty. By probing these factors within a distinct context, the study imparts distinctive insights and empirical evidence that can augment our comprehension of customer loyalty in the hotel industry.

1. INTRODUCTION

As per the Myanmar Tourism Statistics 2016 disclosed by the Ministry of Hotels and Tourism, Yangon, the grandest city in Myanmar, brags about an awe-inspiring multitude of accommodation havens. With a whopping total of 354 hotels, motels, and guesthouses solely in Yangon, and over 1,400 establishments scattered throughout the nation, the hospitality sector in Myanmar is flourishing (MOHT, 2016). This growth can be credited to the steady surge in international tourist arrivals, which has triggered a commensurate surge in the demand for hotel chambers. Furthermore, foreign investment in the development of hotel and commercial complexes is further propelling the industry's expansion (Badran & Khalifa, 2016; Khalifa & Hewedi, 2016; Khalifa & Mewad, 2017; Myo et al., 2019; Qoura & Khalifa, 2016).

In such a competitive market, international hotels are actively investing in Yangon for market development. Understanding the rationale behind their investments and their strategies for establishing a strong presence is a subject of interest (Abd-Elaziz et al., 2015; Morsy et al., 2016; Trung & Khalifa, 2019). Differentiating one hotel's services from another can be a daunting task, but it represents a crucial competitive advantage when compared to rivals (Khalifa, 2015; Khalifa & Abou-Shouk, 2014; Kundan et al., 2022). Simply relying on a low-cost leadership approach through aggressive discounting may not guarantee long-term profitability in such a cutthroat market. As a result, service quality emerges as a critical factor in the hospitality industry, serving as the primary means of comparison with competitors and playing a vital role in fostering guest loyalty (Alareefi et al., 2019; Aldhaheri et al., 2022; Alseiari, Khalifa, Al-Shibami, et al., 2019; Hong et al., 2023; Khalifa, 2018; Khalifa et al., 2022; Lei et al., 2021; Mohamed et al., 2018, 2019).

The hotel industry faces intense competition, making the process of attracting and retaining loyal customers more challenging (Alkhateri et al., 2018; Khalifa & Fawzy, 2017; Mohamud et al., 2017). In today's dynamic hotel industry, prioritizing service quality and customer satisfaction is crucial, as these factors directly contribute to customer loyalty (Alderei et al., 2022; Elshaer et al., 2023). Deciphering the constituents that give rise to customer allegiance is of utmost significance for hotel operators. The principal aim of this study is to illuminate why the chosen hotel has attained triumph compared to its rivals and to pinpoint the pivotal factors that considerably sway guest loyalty (Abou-Shouk & Khalifa, 2017; Alnuaimi et al., 2022; Dagnoush & Khalifa, 2021b, 2021a; Khalifa, Alkheyi, et al., 2023). By scrutinizing the correlation between service quality, customer contentment, and customer loyalty at the Novotel Yangon Max hotel, this inquiry aspires to provide invaluable discernments into the critical factors that propel guest loyalty (Khalifa, 2015; Khalifa & Abou-Shouk, 2014; Kundan et al., 2022).. By employing a positivist philosophy

and a deductive approach with survey research strategy, the study utilizes a mono-quantitative method to amass primary data from 150 guests through online and printed survey questionnaires dispersed at the hotel's reception. The data will then be scrutinized using SPSS software version 23 to examine causal relationships through hypothesis testing. In conclusion, the hotel industry in Yangon, Myanmar, is encountering noteworthy expansion, stimulated by international investments and a steady influx of tourists. To flourish in this cutthroat market, hotels need to differentiate their services and prioritize service quality and customer contentment to foster guest loyalty. This investigation seeks to probe the constituents that contribute to the triumph of the selected hotel and identify the key elements that wield influence over guest loyalty. By doing so, the findings of this exploration will yield valuable discernments to the hotel industry and aid in propelling strategic enhancements in customer loyalty and overall business triumph.

2. LITERATURE REVIEW

2.1 Relationship Marketing Theory

Relationship Marketing Theory can vigorously bolster this study by furnishing a theoretical framework that accentuates the importance of constructing and nurturing relationships with customers to amplify their loyalty. According to Relationship Marketing Theory, organizations should concentrate on forging enduring relationships with customers grounded on trust, mutual understanding, and ceaseless value creation. This theory harmonizes well with the discoveries of the study, which underscore the affirmative correlation between service quality, customer satisfaction, and customer loyalty. Relationship Marketing Theory implies that contented and loyal customers are more likely to indulge in repeated business and become advocates for the brand. The study's discoveries prove that customer satisfaction acts as an intervening factor in the relationship between service quality and customer loyalty. This corroborates the fundamental premise of Relationship Marketing Theory, as it underscores the significance of customer satisfaction as a pivotal catalyst of customer loyalty.

By embracing a relationship-focused approach, hotel managers can cultivate robust connections with their guests, leading to heightened customer loyalty. This can be accomplished through personalized interactions, tailored offerings, and a profound understanding of individual guest preferences. The study's findings underscore the importance of comprehending guest needs and providing exceptional customer support, which are foundational principles of Relationship Marketing Theory. Furthermore, Relationship Marketing Theory accentuates the value of ongoing communication and engagement with customers. The study's results highlight the affirmative impact of service quality on customer satisfaction, which, in turn, influences customer loyalty. By upholding open lines of communication, soliciting feedback, and actively addressing customer concerns, hotel managers can fortify the customer relationship and augment customer satisfaction levels.

Relationship Marketing Theory also emphasizes the importance of instilling a customer-centric organizational culture. This entails aligning the entire organization, from frontline staff to top management, around the objective of delivering exceptional customer experiences. The study's findings illuminate the role of service quality as a pivotal determinant of customer satisfaction and loyalty. By prioritizing service excellence and embedding customer-centric values throughout the organization, hotels can heighten customer loyalty and distinguish themselves from competitors. Additionally, Relationship Marketing Theory underscores the value of long-term customer relationships over short-term transactional interactions. The study's findings substantiate this perspective by demonstrating the affirmative correlation between service quality, customer satisfaction, and customer loyalty. By prioritizing the establishment of enduring relationships with customers, hotels can reap the benefits of repeat business, positive word-of-mouth, and increased customer lifetime value. In conclusion, Relationship Marketing Theory furnishes a solid theoretical foundation for comprehending and enhancing customer loyalty in the hotel industry. The theory emphasizes the importance of constructing strong relationships with customers based on trust, satisfaction, and mutual value creation. The study's findings align with Relationship Marketing Theory by highlighting the positive impact of service quality and customer satisfaction on customer loyalty. By implementing the principles of Relationship Marketing Theory, hotel managers can devise effective strategies to build lasting customer relationships, drive customer loyalty, and ultimately achieve sustainable business success.

2.2 Unveiling the Core of Service, Customer Satisfaction, and Customer Loyalty in the Hotel Industry

The hotel industry, hospitality industry, and service industry magnify the significance of customer satisfaction and loyalty as indispensable instruments compared to other sectors. This is primarily due to the shifting perception of hotel amenities and facilities, which are no longer deemed luxuries but have metamorphosed into integral components of the customary lifestyle (S. Alshamsi et al., 2020; Khalifa, 2019, 2020b; Sudigdo et al., 2019).. Throughout the past few decades, the demand for hospitality services has experienced a rapid surge in contrast to traditional services, leading to cut-throat competition within the market (Binnawas et al., 2020; Khalifa, Abuelhassan, et al., 2023; Sudigdo & Khalifa, 2020). As customer demands, requirements, and choices persistently evolve on a daily basis, hoteliers confront the daunting task of effectively tending to their guests' needs and distinguishing themselves from their adversaries. The dynamic nature of customer expectations renders it increasingly arduous to provide satisfactory service and stand out in the congested marketplace (A. H. S. M. Alghfeli et al., 2019; M. N. A. N. Alharthi et al., 2020; Alseiari, Khalifa, & Bhaumick, 2019; Gharama et al., 2020b, 2020a). Consequently, the creation and acquisition of competitive advantages transmute into elemental components in the fiercely competitive service industry. In order to thrive in this milieu, hotel operators must concentrate on guaranteeing customer satisfaction and fostering customer loyalty. Surpassing and transcending

customer expectations become paramount, as it directly impacts the triumph and profitability of the enterprise. By delivering extraordinary service and cultivating a positive experience for guests, hotels can secure a competitive edge and establish a devoted customer base (Khalifa, 2019, 2020b; Sudigdo et al., 2019). Customer satisfaction and loyalty function as pivotal differentiators in the hotel industry, empowering businesses to retain customers, allure new ones through positive word-of-mouth, and ultimately attain long-term success (S. Alshamsi et al., 2020; Khalifa, 2019, 2020b; Sudigdo et al., 2019).

In the quest for competitive advantage, an increasingly prevalent and extensively utilized strategy is to augment customer loyalty by furnishing distinctive features and experiences to customers (B. A. F. H. Alharthi et al., 2019; M. N. A. N. Alharthi & Khalifa, 2019; Alkathiri, Abuelhassan, et al., 2019). However, the adoption of low-cost strategies and heavy reliance on discounts to amplify market share can yield adverse effects on a hotel's financial performance (Abdulla et al., 2020; Alkhateri et al., 2019; Khalifa, 2020a). Consequently, service quality has arisen as a pivotal factor that sets hotels apart from their rivals and nurtures customer loyalty (Alkathiri, Gamal S.A. Khalifa, et al., 2019; El-Aidie et al., 2021; Khalifa et al., 2021; Trung et al., 2021). In the current dynamic hospitality industry, advancements in technology, amenities, facilities, economic circumstances, and globalization have given rise to an increasingly cutthroat environment. Consequently, evaluating and comparing hotels against one another has become more intricate, with greater reliance placed on service quality and delivery (Almatrooshi et al., 2020; Widjaja et al., 2019, 2020). Service quality has thus emerged as an indispensable element for enhancing customer satisfaction, loyalty, and the financial performance of hotels. Given the magnitude of customer loyalty, hotels are striving to enrich it through various means, including retention programs, loyalty cards, rewards, and benefits (Al-Shibami et al., 2019; A. H. Alghfeli et al., 2021; Alsaadi, Abuelhassan, et al., 2019; M. S. Hossain et al., 2023; S. Hossain et al., 2018). These initiatives aim to incentivize repeat business and foster a sense of loyalty among customers. By implementing effective loyalty programs, hotels can not only amplify customer retention but also enhance overall financial performance.

Recognizing the factors that influence and determine customer loyalty is not only essential but also critical for hotels, as it can yield numerous benefits and advantages such as reducing operational and promotional costs, increasing profitability, and generating positive referrals (M. N. A. N. Alharthi, Khalifa, Al-Shibami, et al., 2019; Alsaadi, Khalifa, et al., 2019). In light of these considerations, customer loyalty emerges as a fundamental theme for the survival and success of hotel businesses (Abdulla et al., 2019; M. N. A. N. Alharthi, Khalifa, Abuelhassan, et al., 2019; Binnawas et al., 2019). Understanding and effectively managing customer loyalty is crucial in order to thrive in the competitive hospitality industry and reap the rewards associated with a loyal customer base.

2.3 THEORETICAL AND ANALYTICAL FRAMEWORK

The theoretical framework of this study orbits around three pivotal entities: service quality, customer satisfaction, and customer loyalty (Figure 1). Expanding upon the earlier literature review, the ensuing conceptual framework is crafted to illustrate the intricate connections among these variables. Service quality and customer satisfaction are regarded as autonomous variables, with customer satisfaction assuming the role of a mediating force. Conversely, customer loyalty is seen as the dependent variable or outcome, and the study endeavors to scrutinize the key catalysts that impact it. This framework is primarily derived from a prior empirical study conducted by Tefera (2017). By delving into the interplay between service quality, customer satisfaction, and customer loyalty, this research seeks to augment the existing corpus of knowledge in the field.

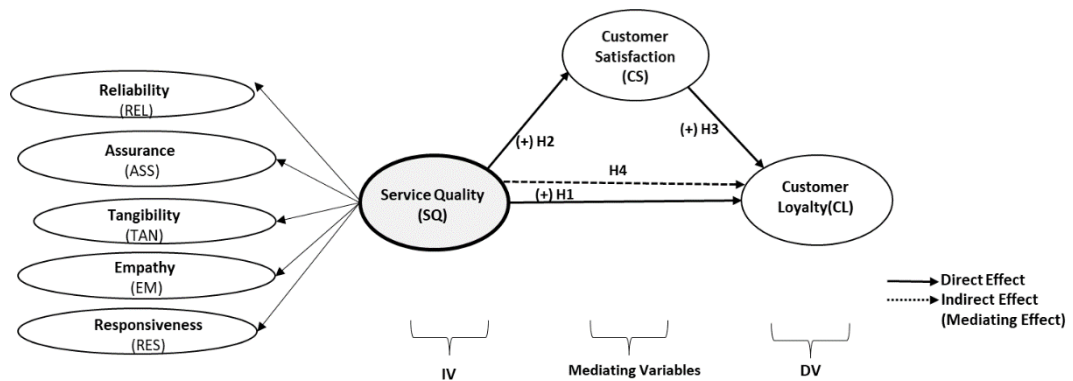


Figure 1: Theoretical Framework

2.3.1 HYPOTHESES DEVELOPMENT

2.3.1.1 The Relationship Between Service Quality and Customer Loyalty

The nexus between service quality and customer loyalty has been extensively chronicled in the literature, with myriad studies underscoring the robust correlation between these two variables (Khalifa, 2020b). Countless articles have lent credence to this relationship, accentuating that when service quality meets or surpasses customer expectations, it engenders heightened customer loyalty ((M. S. Hossain et al., 2023; Khalifa et al., 2021). Previous research has also indicated that service quality exerts both direct and indirect effects on customer loyalty (Abdulla et al., 2020). When customers find solace in the service quality they receive, they are more inclined to advocate for the brand and engage in repeat purchases. Academicians have consistently unearthed evidence suggesting that enhancing service quality is likely to engender customer loyalty (Khalifa, 2020a). Consistency in service quality is paramount to attaining customer loyalty. If a hotel's service quality wavers or falls short of the expected standards, customers are liable to become disillusioned and may sever ties, resulting in substantial revenue losses for the hotel. Upholding a pinnacle of service quality consistently is therefore vital for ensuring customer loyalty and long-standing business success.

Hypothesis 1: *Hotel service quality is positively related to customer loyalty of Novotel Yangon Max Hotel*

2.3.1.2 The Relationship Between Service Quality and Customer Satisfaction

Designing service quality that can satisfy hotel guests is a complex task, as guest perceptions and preferences evolve over time, with each guest having their own desires and preferences (Hong et al., 2023). Numerous studies have explored the variables that influence satisfaction in the context of hospitality and service quality (Kundan et al., 2022). Service quality plays a critical role in meeting the needs of hotel guests, ensuring their satisfaction, and fostering loyalty, ultimately contributing to the financial performance of the hotel. In other words, customer satisfaction is intricately linked to the level of service quality provided (Abdulla et al., 2020). Measuring service quality is an effective way for hotels to gauge guest satisfaction (Khalifa, 2020a; Khalifa, Abuelhassan, et al., 2023; Rahmah et al., 2020). Increasing customer satisfaction hinges on enhancing the level of service quality offered (Shimekit, 2016). Previous research has emphasized the importance of considering service quality from the customers' perspective in order to achieve higher levels of satisfaction (Almarri et al., 2020; El-Aidie et al., 2021). Zeithaml's RATER framework, which includes reliability, assurance, tangibility, empathy, and responsiveness, highlights the connection between a customer's satisfaction and their evaluation of service quality (Mohamud et al., 2017). By focusing on these dimensions of service quality, hotels can better understand and meet their guests' expectations, leading to higher levels of satisfaction and loyalty.

Hypothesis 2: *Hotel service quality is positively related to customer satisfaction of Novotel Yangon Max Hotel*

2.3.1.3 The Relationship Between Customer Satisfaction and Customer Loyalty

Numerous researchers and scholars have attested to the affirmative impact of customer satisfaction on customer loyalty. Myo et al., (2019) discovered that contented customers are more disposed to recommend a service or brand and are more inclined to engage in repeat purchases, thus diminishing the likelihood of switching to rivals. However, , Trung & Khalifa, (2019) observed that although contented customers tend to exhibit loyalty, not all loyal customers are necessarily contented. Alghfeli et al., (2019) emphasized that cost remains the primary impetus behind loyalty, mediated by customer satisfaction. It is imperative to note that evaluating customer satisfaction in isolation fails to furnish a comprehensive measure of loyalty. To discern loyal customers, it is essential to assess both their satisfaction and loyalty levels. Despite some conflation between customer satisfaction and loyalty, satisfaction remains a pivotal determinant of loyalty. Satisfaction wields considerable influence in shaping loyalty, as customers who find no solace are less disposed to reengage with a brand's services and are unlikely to cultivate loyalty (Alseiari, Khalifa, & Bhaumick, 2019; O. Alshamsi et al., 2019).

Customer loyalty is an outgrowth of satisfaction, and contented customers are more prone to manifest loyalty through repeat purchases, thereby fostering profitability and positive word-of-mouth (Taylor, 1998; M. S. Hossain et al., 2019). Moreover, contented customers are more inclined to advocate for the brand or service, further burnishing its reputation (M. S. Hossain et al., 2019). Widjaja et al. (2019) accentuated the ramifications of customer satisfaction, such as positive word-of-mouth, repurchase behavior, loyalty, and heightened long-term profitability. Conversely, disgruntled guests are less likely to voice their discontent to hotel management, but they may share their negative experiences with at least nine other individuals, potentially besmirching the hotel's reputation (Abdulla et al., 2019).. Conversely, contented guests tend to share their positive experiences with only three people, contributing to a favorable reputation for the hotel. In summary, customer satisfaction assumes a pivotal role in propelling customer loyalty. Contented customers are more prone to exhibit loyalty by engaging in repeat purchases, recommending the brand to others, and fostering positive word-of-mouth. Grasping and effectively managing customer satisfaction is therefore imperative for nurturing customer loyalty and ultimately enhancing the financial performance and reputation of a hotel.

Thus, Hypothesis 3: *Customer satisfaction is positively related to customer loyalty of Novotel Yangon Max Hotel*

Hypothesis 4: *Customer satisfaction significantly mediate the relationship between service quality and customer loyalty of Novotel Yangon Max Hotel*

3. RESEARCH METHODOLOGY

Embarking on a voyage of research purpose is vital to inaugurate a study, as illuminated by Gronhaug (2001). The principal aim of this research is to probe into the magnitude to which service quality and customer satisfaction exert influence on customer loyalty at Novotel Yangon Max hotel. To accomplish this, a quantitative approach is employed, which enables the examination of the formulated theories on the reasons and mechanisms behind the phenomenon. The quantitative approach proffers numerous advantages, including the capacity to amass precise and numerical data, facilitating efficient data collection, and economizing time during data analysis through the utilization of statistical software. Many companies and organizations depend on quantitative methods to gauge and comprehend the behaviors and perceptions of target respondents concerning specific topics. Quantitative methods encompass an array of approaches, such as correlation, descriptive, and experimental studies. In the present research, the focus lies in scrutinizing the relationship between service quality, customer satisfaction, and customer loyalty, as enumerated in the hypotheses. Consequently, the most fitting approach to employ is correlation research, as it empowers the assessment of the connections and interactions among variables. Correlation analysis aspires to determine the degree of association between variables, illuminating the interrelationships within the research context (Boley et al., 2017). By harnessing this approach, the study strives to unearth the underlying connections between service quality, customer satisfaction, and customer loyalty, bestowing invaluable insights into the dynamics of these variables in the hotel industry.

3.1 RESEARCH STRATEGY

There exist a plethora of research strategies, encompassing survey research, case studies, action research, modeling, experiments, and ethnography (observe Figure 2). For this study, the favored research strategy is survey research with a cross-sectional design. This strategy was handpicked due to its simplicity and ubiquitous employment in data collection (Phrommathed, 2005). By deploying a survey, data shall be amassed from targeted respondents concerning their perceptions of customer loyalty at Novotel and the extent to which service quality and customer satisfaction exert influence over it. The survey method bestows the advantage of simplicity in elucidating and scrutinizing responses, owing to its methodical nature (Franses, 2001). Furthermore, surveys are oftentimes utilized in descriptive research to address queries pertaining to how, how many, and why certain factors sway outcomes (Nusari et al., 2018). By employing a survey research approach, this study endeavors to amass invaluable insights into the perceptions and behaviors of the target respondents vis-à-vis customer loyalty. The cross-sectional design permits data collection at a specific point in time, furnishing a snapshot of the participants' viewpoints and experiences. This strategy enables the exploration of relationships between variables, such as service quality, customer satisfaction, and customer loyalty, within the chosen research context.

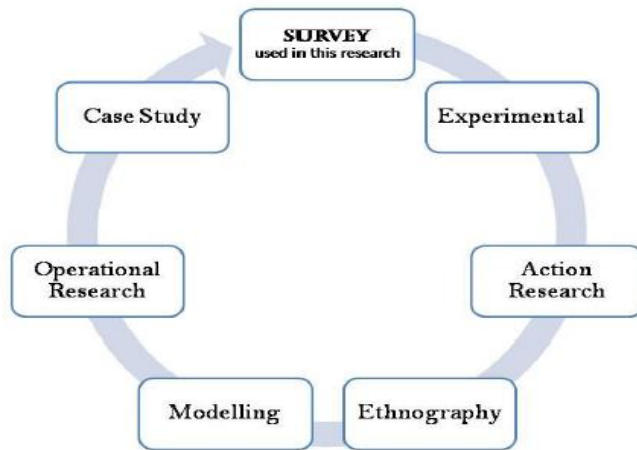


Figure 2: Research Strategy Alternatives (Cohen, 2007)

3.2 DATA COLLECTION TOOL

Choosing an appropriate data collection tool is paramount, and it must harmonize with the essence of the research. A plethora of data collection tools are at our disposal, encompassing questionnaire surveys, focus groups, and in-depth interviews, each boasting its own merits (Saunders, 2012). Within the confines of this research, a cross-sectional questionnaire survey emerges as the quintessential instrument for data collection. This technique entails disseminating a series of standardized inquiries to a handpicked cohort of individuals, aiming to amass their responses (Saunders, 2012). Questionnaire surveys hold sway in research circles owing to their ability to gather data from a copious number of participants, all the while keeping costs, time, and effort at bay. By embracing a cross-sectional questionnaire survey, this study endeavors to procure primary data from a specific sample of participants (Brekhaw et al., 2018). The standardized nature of the questionnaire guarantees uniformity in data collection, enabling a systematic analysis and juxtaposition of responses. This data collection tool empowers researchers to efficiently amass a substantial volume of data, affording an all-encompassing comprehension of participants' perspectives and encounters pertaining to service quality, customer satisfaction, and customer loyalty. The questionnaire survey method stands as a pragmatic and cost-effective approach, enabling the collection of invaluable insights for the research objectives.

3.3 DATA ANALYSIS

In this section, the survey questionnaires (refer to Appendix) will reveal their main findings and results, interpreted based on the collected data using statistical analysis software such as SPSS and Smart PLS. The analysis will encompass an array of techniques, including frequency distribution analysis, reliability analysis (Cronbach's alpha), correlation analysis, and regression analysis (t-values and p-values) to highlight the key discoveries. To tackle the research questions, the data will be meticulously scrutinized and interpreted according to the three main objectives: (i) unraveling the bond between service quality and customer satisfaction, (ii) delving into the connection between service quality and customer loyalty, and (iii) probing the correlation between customer satisfaction and customer loyalty. Through hypothesis testing and statistical analysis, the study strives to unearth significant relationships and draw profound conclusions. The research findings will also spark a discussion, illuminating the practical implications and recommendations for hotel operators and managers. By scrutinizing the data and dissecting the results, this section will offer invaluable insights into the intricate interplay among service quality, customer satisfaction, and customer loyalty within the context of the study.

4. Results

4.1 Respondent's Profile

The respondents' profile unravels some intriguing discoveries. In terms of gender, out of the 150 respondents, 105 (70%) were male, while 45 (30%) were female. This signifies a greater prevalence of male guests in the survey. Gazing upon the age distribution, the preeminent age group among the participants was the 41-50 age group, with 60 respondents, encompassing 40% of the total. This was then followed by the 31-40 age group, which boasted 52 respondents, comprising 34.7% of the participants. The other age groups exhibited relatively diminutive representations, with the 21-30 age group boasting 14 respondents (9.3%), the 51-60 age group harboring 16 respondents (10.7%), and both the 11-20 and 61 and above age groups each touting 4 respondents (2.7% each). When it comes to employment status, the majority of the respondents (71.3%) conveyed being employed, with 107 participants falling into this category. The self-employed respondents accounted for 15.3% (23 participants), while 10% (15 participants) disclosed being retired. There was only one respondent who identified as unemployed (1%), and 4 participants (4%) characterized themselves as students. These results yield insights into the demographics of the survey participants, encompassing their gender, age distribution, and employment status. These factors can be pondered upon when interpreting the findings of the study and comprehending the perspectives and preferences of the respondents.

Table 2: Summary of Respondents Profile

Description		Number of respondents (150)	Percentage
Gender	Male	105	70%
	Female	45	30%
Age	11-20	4	2.7%
	21-30	14	9.3%
	31-40	52	34.7%
	41-50	60	40%
	51-60	16	10.7%
	61 and above	4	2.7%
Employment Statement	Employed	107	71.3%
	Self- employed	23	15.3%
	Retired	15	10%
	Unemployed	1	1%
	Students	4	4%

4.2 Measurement Model Assessment

The results in Table 3 unravels profound insights into the mean, standard deviation, loading, Cronbach's alpha (α), composite reliability (CR), and average variance extracted (AVE) for the constructs of service quality (SQ), customer satisfaction (CS), and customer loyalty (CL). Regarding the construct of service quality (SQ), all items boast loadings exceeding 0.5, signaling a robust bond between the items and the construct. The mean score for service quality stands at 4.32, accompanied by a standard deviation of 0.822. The Cronbach's alpha for service quality reaches 0.915, pointing to a high level of internal consistency (Kannana & Tan, 2005; Nunnally & Bernstein, 1994). The composite reliability (CR) for service quality stands at 0.932, effectively demonstrating its reliability (Gefen et al., 2000; Werts et al., 1974). Furthermore, the average variance extracted (AVE) for service quality amounts to 0.620, signifying that 62% of the construct's variance is encapsulated by the items.

As for customer satisfaction (CS), all items also exhibit loadings surpassing 0.5, indicating a strong connection to the construct (Hair et al., 2017). The mean score for customer satisfaction stands at 4.30, accompanied by a standard deviation of 0.388. The Cronbach's alpha for customer satisfaction reaches 0.907, pointing to high internal consistency. The composite reliability (CR) for customer satisfaction amounts to 0.922, effectively demonstrating its reliability. Additionally, the average variance extracted (AVE) for customer satisfaction reaches 0.520, indicating that 52% of the construct's variance is captured by the items.

When it comes to customer loyalty (CL), all items demonstrate loadings exceeding 0.5, which indicates a strong association with the construct. The mean score for customer loyalty stands at 4.33, accompanied by a standard deviation of 0.888. The Cronbach's alpha for customer loyalty reaches 0.844, indicating high internal consistency. The composite reliability (CR) for customer loyalty amounts to 0.889, effectively demonstrating its reliability. Moreover, the average variance extracted (AVE) for customer loyalty reaches 0.618, indicating that 61.8% of the construct's variance is captured by the items. These findings strongly suggest that the measurement items for service quality, customer satisfaction, and customer loyalty are both reliable and valid, as they demonstrate remarkable internal consistency and reliability. The mean scores indicate a positive perception of service quality, customer satisfaction, and customer loyalty among the respondents. These discoveries enrich our comprehension of the relationships and constructs being explored in this study.

Table 3: Mean, standard deviation, loading, cronbach's Alpha, CR and AVE

Constructs	Item	Loading (> 0.5)	M	SD	α (> 0.7)	CR (> 0.7)	AVE (> 0.5)
Service Quality (SQ)	ASS1	0.788	4.32	0.822	0.915	0.932	0.620
	ASS2	0.661					
	ASS3	0.766					
	EMP1	0.735					
	EMP2	0.650					
	EMP3	0.681					
	EMP4	0.849					
	REL1	0.732					
	REL2	0.800					
	REL3	0.811					
	RES1	0.792					
	RES2	0.788					
	RES3	0.784					
	TAN1	0.807					
	TAN2	0.796					
	TAN3	0.685					
TAN4	0.852						
Customer Satisfaction (CS)	CS1	0.653	4.30	0.388	0.907	0.922	0.520
	CS2	0.761					
	CS3	0.718					
	CS4	0.702					
	CS5	0.643					
	CS6	0.644					
	CS7	0.655					
	CS8	0.747					
	CS9	0.781					
	CS10	0.799					
	CS11	0.805					
Customer Loyalty (CL)	CL1	0.709	4.33	0.888	0.844	0.889	0.618
	CL2	0.836					
	CL3	0.771					
	CL4	0.818					
	CL5	0.789					

The findings from Table 4 offer profound insights into the distinguishing validity amidst the constructs of customer loyalty (CL), customer satisfaction (CS), and service quality (SQ). Per the Fornell-Larcker principle, the square root of the mean extracted variance (diagonal entries) ought to surpass the correlations (off-diagonal entries) between constructs (Hair et al., 2017). Upon examination of the diagonal entries, the square root of the mean extracted variance for customer loyalty (CL)

stands at 0.886, for customer satisfaction (CS) it is 0.762, and for service quality (SQ) it is 0.962. By comparing these entries with the correlations between constructs, we can discern the distinguishing validity. In line with the Fornell-Larcker principle, customer loyalty (CL) exhibits distinguishing validity from customer satisfaction (CS) and service quality (SQ), given that the correlations (0.786 and 0.777) are smaller than the diagonal entry for CL (0.886). Similarly, customer satisfaction (CS) demonstrates distinguishing validity from service quality (SQ), as the correlation (0.708) is smaller than the diagonal entry for CS (0.762).

Moreover, the HTMT (Heterotrait-Monotrait) criterion serves as a tool to appraise distinguishing validity. As per this criterion, the correlations between constructs should fall below 0.85 (Awang, 2014). The HTMT ratios for all pairs of constructs (CL-CS, CL-SQ, CS-SQ) substantially lie beneath the threshold, signifying distinguishing validity. These outcomes indicate that the constructs of customer loyalty, customer satisfaction, and service quality possess ample distinguishing validity, implying that they measure distinctive facets and are not redundant with one another (Kline, 2010). This bolsters the reliability and validity of the measurement model in capturing the distinctive characteristics of each construct.

Table 4: Results of discriminant validity

	<i>Fornell-Larker Criterion</i>			<i>HTMT Criterion</i>		
	<i>CL</i>	<i>CS</i>	<i>SQ</i>	<i>CL</i>	<i>CS</i>	<i>SQ</i>
<i>CL</i>	0.786					
<i>CS</i>	0.612	0.851		0.77		
<i>SQ</i>	0.765	0.758	0.925	0.62	0.65	

4.3 HYPOTHESES TESTING

Table 5 bursts forth with the discoveries of the structural path analysis, exposing the standardized beta coefficients, standard errors, t-values, p-values, decisions, R-squared (R^2), f-squared (f^2), Q-squared (Q^2), and variance inflation factors (VIF) for each hypothesis. Hypothesis H1: A potent connection emerges between service quality (SQ) and customer loyalty (CL). The standardized beta coefficient erupts at 0.836, with a standard error of 0.601. The t-value skyrockets to 18.55, and the p-value plummets below the significance level (0.000). Thus, this hypothesis prevails. The R-squared (R^2) value, standing tall at 0.444, unveils that 44.4% of the variance in customer loyalty can be explained by service quality. The f-squared (f^2) value, pulsating at 0.331, signifies a medium effect size. The Q-squared (Q^2) value, dancing at 0.650, declares that the model possesses good predictive relevance. The VIF, whispering at 1.51, allays any concerns of multicollinearity.

Hypothesis H2: A momentous connection emerges between service quality (SQ) and customer satisfaction (CS). The standardized beta coefficient bursts forth at 0.768, with a standard error of 0.641. The t-value soars to 9.901, and the p-value plunges below the significance level (0.000). Therefore, this hypothesis triumphs. The R-squared (R^2) value, standing tall at 0.512, reveals that 51.2% of the variance in customer satisfaction can be explained by service quality. The f-squared (f^2) value, flickering at 0.235, indicates a small-to-medium effect size. The Q-squared (Q^2) value, whispering at 0.234, suggests that the model possesses some predictive relevance. The VIF, murmuring at 1.12, dismisses any significant multicollinearity issues.

Hypothesis H3: A critical connection arises between customer satisfaction (CS) and customer loyalty (CL). The standardized beta coefficient rises to 0.835, with a standard error of 0.283. The t-value soars to 12.516, and the p-value plunges below the significance level (0.000). Therefore, this hypothesis prevails. The R-squared (R^2) value, rising to 0.324, uncovers that 32.4% of the variance in customer loyalty can be explained by customer satisfaction. Hypothesis H2a: The relationship between service quality (SQ), customer satisfaction (CS), and customer loyalty (CL) is scrutinized. The standardized beta coefficient emerges at 0.191, with a standard error of 0.128. The t-value spans 7.011, and the p-value plunges below the significance level (0.000). This hypothesis triumphs, indicating that customer satisfaction mediates the relationship between service quality and customer loyalty. Overall, the results unveil significant relationships between service quality, customer satisfaction, and customer loyalty, confirming the hypothesized paths. The findings accentuate the significance of service quality in influencing both customer satisfaction and customer loyalty. Furthermore, customer satisfaction is showcased as a pivotal force in fostering customer loyalty. These results contribute to a deeper understanding of the factors influencing customer loyalty in the context of the study.

Table 5: *Hypotheses Results*

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision	R^2	f^2	Q^2	VIF
H1	SQ -> CL	.836	0.601	18.55	.000	Supported	0.44	0.331	0.650	1.51
	SQ -> CS	.768	0.641	9.901	.000	Supported	0.512	0.235	0.234	1.12
H3	CS -> CL	.835	0.283	12.516	.000	Supported		0.324		1.1
	SQ -> CS	0.191	0.128	7.011	.000	Supported				
H2a	CS -> CL	0.191	0.128	7.011	.000	Supported				
	SQ -> CL	0.191	0.128	7.011	.000	Supported				

5. Discussion and Implications

The findings of this study yield valuable insights into the intricate connection between service excellence, customer contentment, and customer devotion in the distinctive context of Novotel Yangon Max hotel. The outcomes affirm that service excellence exerts a significant and affirmative influence on both customer contentment and customer devotion. Moreover, customer contentment is shown to mediate the connection between service excellence and customer devotion.

The initial hypothesis scrutinized in this study probed the correlation between service excellence and customer devotion. The results divulged a robust and positive association, with a standardized beta coefficient of 0.836. This discovery implies that when the hotel dispenses top-notch service to its esteemed guests, it amplifies their unwavering loyalty towards the brand. This finding aligns with prior research that has underscored the paramount significance of service excellence in cultivating customer devotion (Khalifa, 2020b; M. S. Hossain et al., 2023). The noteworthy impact of service excellence on customer devotion underscores the imperative for hotel operators to prioritize and continuously enhance the quality of their services.

The second hypothesis delved into the correlation between service excellence and customer contentment. The outcomes unveiled a substantial and positive relationship, with a standardized beta coefficient of 0.768. This revelation implies that when guests perceive an exalted level of service excellence, they are more inclined to experience heightened levels of contentment. These results harmonize with prior studies that have accentuated the role of service excellence in shaping customer contentment (Abdulla et al., 2020; Khalifa, 2020a). It accentuates the momentousness of concentrating on service excellence as a means to augment customer contentment and ultimately bolster loyalty among hotel guests (Khalifa, Alkheyi, et al., 2023).

The third hypothesis scrutinized the relationship between customer contentment and customer devotion. The results demonstrated a significant and affirmative relationship, with a standardized beta coefficient of 0.835. This finding suggests that gratified customers are more inclined to exhibit unwavering loyalty towards the hotel. This result aligns with previous research that accentuates the role of customer contentment in propelling customer devotion (Alseiari, Khalifa, & Bhaumick, 2019; O. Alshamsi et al., 2019). It underscores the significance of consistently delivering satisfactory experiences to guests to foster their loyalty (Khalifa, Abuelhassan, et al., 2023).

The final hypothesis investigated the mediating role of customer contentment in the relationship between service excellence and customer devotion. The results substantiated this hypothesis, indicating that customer contentment partially mediates the impact of service excellence on customer devotion. This finding suggests that service excellence affects customer devotion both directly and indirectly through its influence on customer contentment. This result aligns with prior research that has highlighted the mediating role of customer contentment in the service excellence-loyalty relationship (Abdulla et al., 2020; Alseiari, Khalifa, &

Bhaumick, 2019). It underscores the importance of consistently delivering high-quality service to enhance customer contentment and, in turn, foster loyalty among hotel guests.

6. Implications

The theoretical and practical implications of this study offer profound revelations for both academia and the hotel industry. The findings enrich the existing reservoir of knowledge in the realm of service quality, customer satisfaction, and customer loyalty. Furthermore, they present practical implications that can be implemented by hotel managers to elevate guest encounters and propel customer loyalty. From a theoretical standpoint, this study enriches the comprehension of the interplay between service quality, customer satisfaction, and customer loyalty. It aligns harmoniously with theoretical frameworks such as the Service Quality (SERVQUAL) model, the Customer Satisfaction-Loyalty Model, and Relationship Marketing Theory. By exemplifying the affirmative impact of service quality on customer satisfaction and loyalty, the study bolsters and authenticates these theories. The findings provide empirical evidence to substantiate the perception that service quality is a pivotal catalyst for customer satisfaction, which in turn influences customer loyalty. Moreover, the study adds to the body of literature by scrutinizing these relationships in the specific context of the hotel industry. It provides insights into the distinctive factors and dynamics that influence guest perceptions of service quality, satisfaction, and loyalty within a hotel ambiance (Alkutbi et al., 2019). This contributes to the knowledge base of the hospitality field and lays the groundwork for future research in this domain.

Pragmatically, this study bears momentous implications for hotel managers and practitioners in their endeavors to elevate guest encounters and propel customer loyalty. First and foremost, the findings accentuate the crucial role of service quality in sculpting customer satisfaction and loyalty. Hotel managers should prioritize investments in service quality enhancement initiatives, such as staff training, infrastructure upgrades, and process refinements (Alameri et al., 2019). By delivering unwavering and top-notch service, hotels can meet and surpass guest expectations, leading to amplified satisfaction and loyalty. Additionally, the study underscores the importance of gauging and monitoring customer satisfaction levels (M. N. A. N. Alharthi, Khalifa, Abuelhassan, et al., 2019; M. N. A. N. Alharthi, Khalifa, Al-Shibami, et al., 2019). Hotel managers should implement effective feedback mechanisms, such as guest surveys and online reviews, to amass customer feedback and identify areas for improvement. By consistently assessing guest satisfaction and addressing any discerned issues or gaps, hotels can incessantly enhance their services and ensure elevated levels of customer satisfaction.

Furthermore, the study underscores the significance of embracing a customer-centric approach. Hotel managers should strive to apprehend guests' preferences, needs, and expectations. By personalizing services, envisioning guest needs, and providing unparalleled customer support, hotels can foster unforgettable experiences that drive customer satisfaction and loyalty (M. S. Hossain et al., 2023). This customer-centric

focus should permeate all facets of the hotel operation, from staff training and service delivery to marketing and communication strategies. Moreover, the study accentuates the value of nurturing customer loyalty through loyalty programs and retention strategies. Hotel managers should contemplate implementing loyalty programs that reward and incentivize repeat business (B. A. F. H. Alharthi et al., 2019; M. N. A. N. Alharthi et al., 2020). By bestowing exclusive benefits, personalized offers, and superlative customer service to loyal patrons, hotels can invigorate customer loyalty and encourage recurrent visits. Additionally, the study emphasizes the importance of positive word-of-mouth and customer referrals. Contented and loyal customers are more prone to recommend the hotel to others, which can allure new patrons and generate favorable publicity.

The practical implications of this study also extend to the broader hospitality industry. The findings can steer industry stakeholders, such as industry associations and policymakers, in conceiving strategies and initiatives to heighten service quality and customer satisfaction across the sector (Jassem Al-Ameri et al., 2019). By promoting exemplary practices and fostering a culture of service excellence, the industry as a whole can enhance customer experiences and drive customer loyalty. In conclusion, this study harbors pivotal theoretical and practical implications for the comprehension and administration of service quality, customer satisfaction, and customer loyalty in the hotel industry (Agwa et al., 2018b, 2018a; Husin et al., 2013). The findings enrich theoretical frameworks and furnish practical insights that can be employed by hotel managers to elevate guest encounters and propel customer loyalty. By prioritizing service quality, embracing a customer-centric approach, and implementing efficacious retention strategies, hotels can cultivate robust relationships with guests, augment satisfaction levels, and foster long-term loyalty. Ultimately, these endeavors can culminate in enhanced business performance, competitive advantage, and sustainable triumph in the fiercely contested hotel industry.

7. Limitation and Further Research

While this study uncovers priceless revelations into the interplay between service quality, customer satisfaction, and customer loyalty in the hotel industry, there exist certain constraints that demand attention. These constraints provide opportunities for further exploration to build upon the discoveries of this study and plunge deeper into specific realms of interest. One constraint of this study is the sample size and its representativeness (Al-Ali et al., 2019). The study was executed in a particular hotel, and the sample encompassed 150 guests. Despite efforts to ensure diversity in terms of age, gender, and employment status, the findings may not be extrapolatable to the entire hotel industry. Future research could involve larger and more heterogeneous samples across multiple hotels or hotel chains to augment the generalizability of the findings.

Another constraint lies in the reliance on self-reported data from survey questionnaires. This introduces the potential for response bias, where participants may furnish socially desirable answers or may not accurately recollect their

experiences. Future research could contemplate utilizing mixed methods approaches, blending surveys with observational methods or in-depth interviews, to procure a more comprehensive comprehension of the factors influencing customer loyalty. Additionally, this study fixated on the direct relationship between service quality, customer satisfaction, and customer loyalty. Future research could delve into potential mediators or moderators that may sway this relationship. For instance, the role of trust, perceived value, or customer engagement could be probed to facilitate a better understanding of their impact on customer loyalty in the hotel industry.

Furthermore, this study scrutinized the relationship between these variables at a specific point in time, employing a cross-sectional design. Longitudinal studies could be conducted to trace changes in customer perceptions over time and explore the dynamic nature of these relationships. This would furnish deeper insights into the long-term effects of service quality and customer satisfaction on customer loyalty (Falasi et al., 2019). It is also crucial to note that this study concentrated solely on the perspective of guests. Future research could incorporate the perspectives of hotel employees and management to acquire a more holistic understanding of the factors that contribute to customer loyalty. Scrutinizing the alignment between employee perceptions of service quality and customer perceptions could yield invaluable insights for enhancing service delivery and customer experiences.

Lastly, this study was executed in a specific cultural and geographical context. Cultural factors and societal norms may influence customer expectations, perceptions, and behaviors. Future research could explore the cross-cultural aspects of service quality, customer satisfaction, and customer loyalty to comprehend how these relationships fluctuate in different cultural contexts. In summary, while this study furnishes invaluable insights into the interplay between service quality, customer satisfaction, and customer loyalty in the hotel industry, there exist limitations that necessitate consideration. Future research could address these limitations by expanding the sample size, utilizing mixed methods approaches, exploring mediators or moderators, conducting longitudinal studies, incorporating employee perspectives, and considering cross-cultural aspects. By addressing these realms, future research can contribute to a more comprehensive understanding of the dynamics and determinants of customer loyalty in the hotel industry.

References

- Abd-Elaziz, M. E., Aziz, W. M., Khalifa, G. S., & Abdel-Aleem, M. (2015). Determinants of Electronic word of mouth (EWOM) influence on hotel customers' purchasing decision. *International Journal of Heritage, Tourism, and Hospitality*, 9(2/2), 194–223.
- Abdulla, S. A. M., Khalifa, G. S. A., Abuelhassan, A. E., & Ghosh, A. (2019). Antecedents of Dubai Revisit Intention: The Role of Destination Service Quality and Tourist Satisfaction. *Restaurant Business*, 118(10), 307–316. <https://journals.eduindex.org/index.php/rb/article/view/9326>
- Abdulla, S. A. M., Khalifa, G. S. A., Abuelhassan, A. E., Nordin, B. Bin, Ghosh, A., & Bhaumik, A. (2020). Advancement of Destination Service Quality Management Technology in Tourism industry. *Journal of Critical Reviews*, 7(11), 2317–2324. <https://doi.org/doi:10.31838/jcr.07.19.351>
- Abou-Shouk, M. A., & Khalifa, G. S. (2017). The influence of website quality dimensions on e-purchasing behaviour and e-loyalty: a comparative study of Egyptian travel agents and hotels. *Journal of Travel and Tourism Marketing*, 34(5), 608–623. <https://doi.org/https://doi.org/10.1080/10548408.2016.1209151>
- Agwa, Y., Aziz, W., & Khalifa, G. (2018a). Evaluating Food and Beverage Courses in Higher Private Tourism and Hotels Institutes in Alexandria: Professionals' Perception. *International Journal of Heritage, Tourism, and Hospitality*, 11(2/2).
- Agwa, Y., Aziz, W., & Khalifa, G. (2018b). Evaluating of Food and Beverage Courses in Higher Private Tourism and Hotels Institutes in Alexandria: The Students' Perspective. *International Journal of Heritage, Tourism, and Hospitality*, 11(2/2).
- Al-Ali, W., Ameen, A., Isaac, O., Khalifa, G. S. A., & Hamoud, A. (2019). The Mediating Effect of Job Happiness on the Relationship between Job Satisfaction and Employee Performance and Turnover Intentions : A Case Study on the Oil and Gas Industry in the United Arab Emirates. *Journal of Business and Retail Management Research (JBRMR)*, 13(4), 1–15.
- Al-Shibami, A. H., Alateibi, N., Nusari, M., Ameen, A., Khalifa, G. S. A., & Bhaumik, A. (2019). Impact of Organizational Culture on Transformational Leadership and Organizational Performance. *International Journal of Recent Technology and Engineering*, 8(2S10), 653–664.
- Alameri, M., Ameen, A., Isaac, O., Khalifa, G. S., & Bhaumik, A. (2019). Examining the Moderating influence of Job Complexity on the Relationships between Empowering Leadership and Organizational Innovation. *Test Engineering and Management*, 81(1), 1930–1937.
- Alareefi, N. A. O. M., Abuelhassan, A. E., Khalifa, G. S. A., Nusari, M., & Ameen, A. (2019). Employee's Innovative Behaviour: Evidence from Hospitality Industry. *Pakistan Journal of Social Sciences*, 16(1), 14–29. <https://doi.org/10.3923/pjssci.2019.14.29>
- Alderei, F. S., Alneyadi, S. S., Alhassani, A. M., Alefari, W. S., Abdulrahman, A., & Khalifa, G. S. A. (2022). Operations Management Practices of Apple within

- UAE Market : An Exploratory Study ? *City University EJournal of Academic Research (CUEJAR)*, 4(2), 1–17.
- Alhdaheri, M., Alkuwaiti, M., Alhassani, A., Almansoori, M., Alalawi, W., & Khalifa, G. S. A. (2022). An Exploratory Study of Supply Chain Management Practices' Content Analysis and Future Perspectives: A Case Study. *International Journal on Recent Trends in Business and Tourism (IJRTBT)*, 6(3), 36–50. <https://doi.org/10.31674/ijrtbt.2022.v06i03.004>
- Alghfeli, A. H., Khalifa, G. S. A., Alareefi, N. A., Alkathiri, M. S., Alsaadi, T. A., & Alneadi, K. M. (2021). The influence of Service Quality and Trust in Consultant on PMC performance in Public Sector. *City University EJournal of Academic Research (CUEJAR)*, 2(2), 175–190.
- Alghfeli, A. H. S. M., Khalifa, G. S. A., Ameen, A., & Ghosh, A. (2019). The Effect of B2B SERVQUAL on PMC Performance: The Mediating Role of Top Management Support in UAE Executive Council. *International Journal of Recent Technology and Engineering (IJRTE)*, 8(4), 2796–2802. <https://doi.org/10.35940/ijrte.D8060.118419>
- Alharthi, B. A. F. H., Khalifa, G. S. A., & Bhaumick, A. (2019). Redesign University Operational Performance through Strategic indicators, and Employees' commitment. *International Journal of Innovative Technology and Exploring Engineering (IJITEE)*, 8(9), 372–380.
- Alharthi, M. N. A. N., & Khalifa, G. S. A. (2019). Business Continuity Management and Crisis Leadership: An Approach to Re-Engineer Crisis Performance within Abu Dhabi Governmental Entities. *International Journal on Emerging Technologies*, 10(1a), 32–40.
- Alharthi, M. N. A. N., Khalifa, G. S. A., Abuelhassan, A. E., Nusari, M., & Isaac, O. (2019). Investigating the Impact of Leadership and Business Continuity Management on Organizational Crisis Performance. *International Business Management*, 13(7), 266–278. <https://doi.org/10.36478/ibm.2019.266.278>
- Alharthi, M. N. A. N., Khalifa, G. S. A., Al-Shibami, A. H., Isaac, O., & Alrajawi, I. (2019). The Impact of Strategic Leadership on Corporate Social Responsibility: The Mediating Role of Organizational Learning Culture. *International Business Management*, 13(8), 331–344.
- Alharthi, M. N. A. N., Khalifa, G. S. A., Ameen, A., Al-Shibamid, A. H., & Issac, O. (2020). Driving Strategic Leadership and Organizational Learning Culture towards Organizational Sustainability. *Journal of Engineering and Applied Sciences*, 15(5), 1190–1204. <https://doi.org/10.36478/jeasci.2020.1190.1204>
- Alkathiri, M. S., Abuelhassan, A. E., Khalifa, G. S. A., Nusari, M., & Ameen, A. (2019). Ethical Leadership, Affective Organizational Behaviour and Leader-Member Exchange as Predictors for Employees Performance. *Journal of Engineering and Applied Sciences*, 14(19), 6998–7012. <https://doi.org/10.36478/jeasci.2019.6998.7012>
- Alkathiri, M. S., Gamal S.A. Khalifa, Abuelhassan, A. E., Isaac, O., & Alrajawi, I. (2019). Ethical Leadership as a Predictor for Employee's Performance: The Mediating Role of Affective Organizational Commitment. *Journal of*

- Engineering and Applied Sciences*, 14(21), 7857–7869.
<https://doi.org/10.36478/jeasci.2019.7857.7869>
- Alkhateri, A. S., Abuelhassan, A. E., Khalifa, G. S. A., Nusari, M., & Ameen, A. (2018). The Impact of Perceived Supervisor Support on Employees Turnover Intention: The Mediating Role of Job Satisfaction and Affective Organizational Commitment. *International Business Management*, 12(7), 477–492.
- Alkhateri, A. S., Khalifa, G. S. A., Abuelhassan, A. E., Isaac, O., & Alrajawi, I. (2019). Antecedents for Job Satisfaction in Ras-Al-Khaimah, Schools: Evidence from UAE. *Journal of Engineering and Applied Sciences*, 14(15), 5097–5110.
- Alkutbi, S., Alrajawy, I., Nusari, M., Khalifa, G. S. A., & Abuelhassan, A. E. (2019). Impact of Ease of Use and Usefulness on the Driver Intention to Continue Using Car Navigation Systems in the United Arab Emirates. *International Journal of Management and Human Science*, 3(1), 1–9.
- Almarri, H., Ameen, A., Isaac, O., Khalifa, G. S. A., & Bhaumik, A. (2020). Antecedents And Outcomes of Online Social Networks (OSN) Usage among Public Sector Employees. *International Journal of Psychosocial Rehabilitation*, 24(6), 6373–6388.
- Almatrooshi, M. J. A. A., Khalifa, G. S. A., Ameen, A., Hossain, M. D. S., & Morsy, M. A. (2020). The Role of Knowledge Oriented Leadership and Knowledge Sharing to Manage the Performance of Ministry of Interior in UAE. *International Journal on Recent Trends in Business and Tourism*, 4(2), 9–17.
- Alnuaimi, S. H., Alneyadi, M. M., Fadel, M., Alrashdi, A. A., Alneyadi, B. A., Khalifa, G. S. A., & Farhan, A. (2022). An Exploratory Study of Retailers ' Operational Performance within UAE Market : A Case Study. *BOHR International Journal of Operations Management Research and Practices*, 1(1), 34–44. <https://doi.org/10.54646/bijomrp.005>
- Alsaadi, T. A. R. M., Abuelhassan, A. E., Khalifa, G. S. A., Ameen, A., & Nusari, M. (2019). Empowering Leadership Predictors for Employees Creativity. *International Business Management*, 13(3), 119–129.
<https://doi.org/10.3923/ibm.2019.119.129>
- Alsaadi, T. A. R. M., Khalifa, G. S. A., Abuelhassan, A. E., Isaac, O., & Alrajawi, I. (2019). Empowering Leadership as a Predictor for Employees Creativity: The Mediating Role of Intrinsic Motivation. *International Business Management*, 13(8), 318–330. <https://doi.org/10.36478/ibm.2019.318.330>
- Alseiari, H. A. S. M., Khalifa, G. S. A., Al-Shibami, A. H., & Ghosh, A. (2019). Driving Strategic Leadership towards Tourism Sustainability in Abu Dhabi. *International Journal of Recent Technology and Engineering*, 8(4), 12137–12141.
- Alseiari, H. A. S. M., Khalifa, G. S. A., & Bhaumick, A. (2019). Tourism Destination Competitiveness in UAE: The Role of Strategic Leadership and Strategic Planning Effectiveness. *International Journal of Recent Technology and Engineering*, 8(4), 860–865. <https://doi.org/10.35940/ijrte.d7457.118419>
- Alshamsi, O., Ameen, A., Isaac, O., Khalifa, G. S. A., & Bhumic, A. (2019). Examining the Impact of Dubai Smart Government Characteristics on User

- Satisfaction. *International Journal of Recent Technology and Engineering*, 8(2S10), 319–327. <https://doi.org/10.35940/ijrte.B1053.0982S1019>
- Alshamsi, S., Isaac, O., Ameen, A., Nusari, M., & Khalifa, G. S. A. (2020). Impact of Transformational Leadership on Organizational Innovation among Government Employees. *Test Engineering and Management*, 82, 14783–14794.
- Awang, Z. (2014). *Structural Equation Modeling Using AMOS*. Penerbit Universiti Teknologi MARA.
- Badran, N., & Khalifa, G. (2016). Diversity Management: Is it an Important Issue in Hotel Industry in Egypt? *International Journal of Heritage, Tourism, and Hospitality*, 7(2), 275–286.
- Binnawas, M. S. H., Khalifa, G. S. A., & Bhaumick, A. (2019). The Influence of Higher Education Service Quality on Behavioural Intention: The Mediating Role of Student Happiness. *Restaurant Business*, 118(10), 444–458. <https://journals.eduindex.org/index.php/rb/article/view/9352>
- Binnawas, M. S. H., Khalifa, G. S. A., & Bhaumick, A. (2020). Antecedents of student's behavioral intentions in higher education institutions. *International Journal of Psychosocial Rehabilitation*, 24(3), 1949–1962. <https://doi.org/10.37200/IJPR/V24I3/PR200942>
- Boley, B. B., McGehee, N. G., & Tom Hammett, A. L. (2017). Importance-performance analysis (IPA) of sustainable tourism initiatives: The resident perspective. *Tourism Management*, 58, 66–77. <https://doi.org/10.1016/j.tourman.2016.10.002>
- Brekhaw, A. A. S. M., Al-Shibami, A. H., Alrajawy, I., & Khalifa, G. S. (2018). Confirmatory Factor Analysis (CFA) of Organizational Culture, Functional Empowerment, and Staff Performance. *International Journal Of Management And Human Science*, 2(3), 51–65.
- Dagnoush, S., & Khalifa, G. S. A. (2021a). The Effect of Users' effort Expectancy on Users' behavioral Intention to Use M-Commerce Applications: Case Study in Libya. *International Journal on Recent Trends in Business and Tourism (IJRTBT)*, 5(4), 1–7.
- Dagnoush, S., & Khalifa, G. S. A. (2021b). The Relationship Between Users' Performance Expectancy and Users' Behavioral Intentions to Use Mobile Commerce Transactions in The Libya Context. *Asia-Pacific Journal of Management and Technology (AJMT)*, 2(2).
- El-Aidie, S., Alseiyari, H. A. S. M., & Khalifa, G. S. A. (2021). Tourism Sustainability and Competitiveness: A strategic platform. *City University EJournal of Academic Research (CUeJAR)*, 3(2), 1–19.
- Elshaer, A. M., Marzouk, A. M., & Khalifa, G. S. A. (2023). Antecedents of Employees' Perception and Attitude to Risks: The Experience of Egyptian Tourism and Hospitality Industry. *Journal of Quality Assurance in Hospitality & Tourism*, 24(3), 330–358. <https://doi.org/10.1080/1528008X.2022.2050877>
- Falasi, M. K. Al, Nusari, M. S., Khalifa, G. S. A., Ameen, A., & Issac, O. (2019). Towards a Better Understanding of Project Management Assets and Employee Performance of Quality: An Empirical Study Within State-Owned Enterprises

- (SOEs) in the UAE. *Journal of Engineering and Applied Sciences*, 14(19), 6934–6946.
- Gefen, D., Straub, D., & Boudreau, M.-C. (2000). Structural equation modeling and regression: Guidelines for research practice. *Communications of the Association for Information Systems*, 4(1), 1–79.
- Gharama, A. N. A., Khalifa, G. S. A., & Al-Shibami, A. H. (2020a). Measuring the Mediating Effect of Cultural Diversity : An Investigation of Strategic Leadership’s Role on Innovation. *International Journal of Psychosocial Rehabilitation*, 24(03), 1914–1929.
<https://doi.org/10.37200/IJPR/V24I3/PR200940>
- Gharama, A. N. A., Khalifa, G. S. A., & Al-Shibami, A. H. (2020b). UAE Police Administrative Employee Innovative Behavior: The Integration of Knowledge Sharing and Leadership. *International Journal of Psychosocial Rehabilitation*, 24(3), 1930–1948. <https://doi.org/10.37200/IJPR/V24I3/PR200941>
- Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Thousand Oaks: SAGE.
- Hong, V. T. T., Khalifa, G. S. A., Hossain, M. S., Trung, N. V. H., El-Aidie, S. A. M., Hewedi, M. M., & Ali, E. M. S. (2023). Determinants of customer engagement behaviour in hospitality industry : evidence from Vietnam. *International Journal of Business Environment*, 14(1), 94–118.
<https://doi.org/10.1504/IJBE.2022.10048688>
- Hossain, M. S., Sambasivan, M., Abuelhassan, A. E., & Khalifa, G. S. A. (2023). Factors influencing customer citizenship behaviour in the hospitality industry. *Annals of Leisure Research*, 26(1), 65–88.
<https://doi.org/10.1080/11745398.2020.1850302>
- Hossain, S., Khalifa, G. S. A., & Abu Horaira, M. (2018). Value-Based Fairness in Malaysian Five-Star Resorts: Measuring the Roles of Service-Related Attributes and Guest Behavioral Loyalty. *Asia-Pacific Journal of Innovation in Hospitality and Tourism*, 8, 2019.
https://university2.taylors.edu.my/apjiht/downloads/vol8_no2_2019.pdf
- Husin, I. E., Abou-Shouk, M. A., & Khalifa, G. S. A. (2013). Evaluating tourism and hospitality graduates: perceptions of stakeholders in Egypt. *Proceedings of the 3rd Regional Conference on Tourism Research, 29-31 Oct, 2013, Langkawi, Malaysia*, 764–774.
- Jassem Al-Ameri, O. I., Bhaumik, A., & Khalifa, G. S. A. (2019). Towards a Better Understanding of the Relationship between Training, Access Resource, and Self-sufficient: The Case of Developing Countries. *Test Engineering and Management*, 81, 1953– 1958.
- Kannana, V. R., & Tan, K. C. (2005). Just in time, total quality management, and supply chain management: understanding their linkages and impact on business performance. *Omega: The International Journal of Management Science*, 33(2), 153–162.
- Khalifa, G. S. A. (2015). Ethnic Restaurants’ Meal Experience: Egyptian

- Customers' Perceptions. *Journal of Faculty of Tourism and Hotels*, 9(1), 92–112.
- Khalifa, G. S. A. (2018). The Egyptian Hotels, Where in the Competitive Environment? Competitive Strategies and Market Orientation and its Impact on Customer Loyalty: The Mediating Role of Operational Performance. *International Journal of Management and Human Science (IJMHS)*, 2(4), 60–72. <http://www.ijmhs.org/index.aspx>
- Khalifa, G. S. A. (2019). Intervening role of supervisor trust and leader-member exchange: an investigation into the role of supervisor support on employee innovative behaviour. *Journal of Association of Arab Universities for Tourism and Hospitality*, 17(3), 46–67.
<https://doi.org/10.21608/JAAUTH.2020.40843.1070>
- Khalifa, G. S. A. (2020a). Assessing e-Service Quality Gap within Egyptian Hotels via WEBQUAL Technique. *Artech Journal of Tourism Research and Hospitality*, 1(1), 13–24.
- Khalifa, G. S. A. (2020b). Factors Affecting Tourism Organization Competitiveness : Implications for the Egyptian Tourism Industry. *African Journal of Hospitality, Tourism and Leisure*, 9(3), 116–130.
<https://doi.org/https://doi.org/10.46222/ajhtl.19770720-8>
- Khalifa, G. S. A., & Abou-Shouk, M. A. A. (2014). Investigating the Success Factors of Hotel Websites: The Case of Egyptian Hotels. *Asia-Pacific Journal of Innovation in Hospitality and Tourism (APJIHT)*, 3(2), 1–21.
- Khalifa, G. S. A., Abuelhassan, A. E., Khreis, S. H. A., Soliman, M. &, & Hossain, M. S. (2023). Innovation Mechanism in Hospitality Industry: A mediated-moderated Model. *Journal of Tourism and Services*, 26(14), 173–196.
<https://doi.org/10.29036/jots.v14i26.492>
- Khalifa, G. S. A., Alkheyi, A. A. S. A., Hossain, M. S., El-Aidie, S., Alneadi, K. M., & Alhaj, B. K. (2023). Organizational Performance from Resource-Based View: A study of Public Service Sector in the United Arab Emirates. *International Journal of Public Sector Performance Management*.
<https://doi.org/10.1504/IJPSPM.2021.10047912>
- Khalifa, G. S. A., Binnawas, M. S. H., Alareefi, N. A., Mohammed, S., Alsaadi, T. A., Alneadi, K. M., & Alkhateri, A. (2021). The Role of Holistic Approach Service Quality on Student's Behavioural Intentions: The Mediating Role of Happiness and Satisfaction. *City University EJournal of Academic Research (CUeJAR)*, 3(1), 12–32. <https://www.city.edu.my/CUeJAR>
- Khalifa, G. S. A., & Fawzy, N. M. (2017). Measuring E-Service Quality (Expectation Vs. Perception) From Travel Agencies' Perspective: An Empirical Study on Egyptian Hotel Websites. *International Journal on Recent Trends in Business and Tourism (IJRTBT)*, 1(3), 36–48.
- Khalifa, G. S. A., & Hewedi, M. M. (2016). Factors Affecting Hotel Website Purchasing Intentions: Evidence from Egypt. *Journal of Faculty of Tourism and Hotels*, 8(2), 50–69.
- Khalifa, G. S. A., & Mewad, E.-H. A. (2017). Managing drivers and boundaries of

- information technology risk management (ITRM) to increase Egyptian hotels market share. *International Journal on Recent Trends in Business and Tourism (IJRTBT)*, 1(1), 12–31.
- Khalifa, G. S. A., Trung, N. V., & Hossain, M. S. (2022). Predicting Customer Engagement Behaviour: The mediating role of hotel functional quality in the Vietnamese Hotel industry. *International Journal of Services and Operations Management*, 43(3), 312–337. <https://doi.org/10.1504/IJSOM.2020.10035316>
- Kline, R. B. (2010). *Principles and practice of structural equation modeling* (3rd ed.). The Guilford Press.
- Kundan, Z., Hossain, M. S., & Khalifa, G. S. A. (2022). Factors Determining the COVID-19 Vaccinated Tourists' Intention to Repeat Behaviour: An Empirical Perspective for a New Normal. *Sustainability*, 14(21), 13888. <https://doi.org/10.3390/su142113888>
- Lei, C., Hossain, S., Mostafiz, I., & Khalifa, G. S. A. (2021). Factors determining employee career success in the Chinese hotel industry : A perspective of Job-Demand Resources theory. *Journal of Hospitality and Tourism Management*, 48(September 2020), 301–311. <https://doi.org/10.1016/j.jhtm.2021.07.001>
- Mohamed, M. S., Khalifa, G. S. A., Al-Shibami, A. H., Alrajawi, I., & Isaac, O. (2019). The Mediation Effect of Innovation on the Relationship between Creativity and Organizational Productivity: An Empirical Study within Public Sector Organizations in the UAE. *Journal of Engineering and Applied Sciences*, 14(10), 3234–3242. <https://medwelljournals.com/ref.php?doi=jeasci.2019.3234.3242>
- Mohamed, M. S., Khalifa, G. S. A., Nusari, M., Ameen, A., Al-Shibami, A. H., & Abuelhassan, A. E. (2018). Effect of Organizational Excellence and Employee Performance on Organizational Productivity Within Healthcare Sector in the UAE. *Journal of Engineering and Applied Sciences*, 13(15), 6199–6210. <https://doi.org/10.36478/jeasci.2018.6199.6210>
- Mohamud, S. S., Khalifa, G. S. A., Abuelhassan, A. E., & Kaliyamoorthy, S. (2017). Investigating the Antecedents of Coffee Shop Customers' Behavioral Intentions in Kuala Lumpur. *International Journal on Recent Trends in Business and Tourism (IJRTBT)*, 1(4), 1–14.
- Morsy, M. A., Ahmed, G. S., & Ali, N. A. (2016). Impact of Effective Training on Employee Performance in Hotel Establishments. *International Journal of Heritage, Tourism, and Hospitality*, 10(1/2), 92–109.
- Myo, Y. N., Khalifa, G. S. A., & Aye, T. T. (2019). The Impact of Service Quality on Customer Loyalty of Myanmar Hospitality Industry: The Mediating Role of Customer Satisfaction. *International Journal of Management and Human Science (IJMHS)*, 3(3), 1–11.
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory*. McGraw-Hill.
- Nusari, M., Al Falasi, M., Alrajawy, I., Khalifa, G. S., & Isaac, O. (2018). The Impact of Project Management Assets and Organizational Culture on Employee Performance. *International Journal of Management and Human Science (IJMHS)*, 2(3), 15–26.

- Qoura, O., & Khalifa, G. S. (2016). The Impact of Reputation Management on Hotel Image among Internal Customers: The Case of Egyptian Hotels. *International Journal of Heritage, Tourism, and Hospitality*, 7(2), 261–274.
- Rahmah, M., Ameen, A., Isaac, O., Abu-Elhassan, A.-E. E.-S., & Khalifa, G. S. A. (2020). Effect of Organizational Innovation (Product Innovation, Process Innovation, aMohammed Rahmahnd Administrative Innovation) On Organizational Learning. *Test Engineering and Management*, 82, 12101–12113.
- Sudigdo, A., & Khalifa, G. S. A. (2020). The Impact of Islamic Destination Attributes on Saudi Arabians' Decision to Visit Jakarta: Tourism Destination Image as a Mediating Variable. *International Journal of Religious Tourism and Pilgrimage*, 8(3), 3.
- Sudigdo, A., Khalifa, G. S. A., & Abuelhassan, A. E.-S. (2019). Driving Islamic Attributes, Destination Security Guarantee & Destination Image to Predict Tourists' Decision to Visit Jakarta. *International Journal on Recent Trends in Business and Tourism*, 3(1), 59–65.
- Trung, N. V. H., Ashekin, S., Hong, V. O. T. T., & El-Aidie, S. (2021). Influencing Factors of Customers' Behavioural Intention within Malaysian Restaurants. *City University EJournal of Academic Research (CUeJAR)*, 3(1), 48–67.
- Trung, N. V. H., & Khalifa, G. S. A. (2019). Impact of Destination Image Factors on Revisit Intentions of Hotel's International Tourists in Ba Ria-Vung Tau (BR-VT) The Mediating Role of Positive Word-of-Mouth. *International Journal on Recent Trends in Business and Tourism*, 3(2), 98–107.
- Werts, C. E., Linn, R. L., & Jöreskog, K. G. (1974). Intraclass reliability estimates: Testing structural assumptions. *Educational and Psychological Measurement*, 34(1), 25–33.
- Widjaja, Y. I., Khalifa, G. S. A., & Abuelhassan, A. E. (2019). The Effect of Destination Reputation on the Revisit Intention to Halal Tourism Destination of Jakarta. *International Journal of Business, Economics and Law*, 20(5), 104–111.
- Widjaja, Y. I., Khalifa, G. S. A., & Abuelhassan, A. E. (2020). The Effect of Islamic Attributes and Destination Affective Image on the Reputation of the Halal Tourism Destination of Jakarta. *Journal of Environmental Management and Tourism*, 2(42), 299–313. [https://doi.org/10.14505/jemt.v11.2\(42\).08](https://doi.org/10.14505/jemt.v11.2(42).08)