

The Impact of Service Quality on Customers Loyalty A Study on five stars hotel's customers in Riyadh, KSA

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Abstract

This study aims to determine the impact of service quality (quick responsiveness, empathy and tangibility) on customers loyalty in five stars hotels . To achieve the objectives of the study , a questionnaire was developed and distributed. The study population consists of all hotels customers in Riyadh, and convenience sample was selected after pilot study. 500 questionnaire were distributed , 333 were recalled which representing (70%) of the sample. The study finds that there is a strong impact of service quality (quick responsiveness, empathy and tangibility) on customers loyalty in five stars hotels in Riyadh. Based on the above mentioned results, a set of necessary recommendations was formulated, which enable the hotels to strengthen the relationship between perceived service quality and customers loyalty. Providing services close to their expectations, employees training, and strengthen the culture of service quality are key factors.

Key words: quality, customer loyalty, hotels, KSA.

1.Introduction :

Achieving high levels of provided hotel's service quality, is considered a vital source that supplies hotels with loyal customers. Service organizations such as hotels realized that providing high service quality is considered one of the most effective ways to ensure service organization superiority over its competitors, where service organization can guarantee a distinct competition position among competition organizations through providing service quality that consistent with customers expectations (Azzawi,et al, 2010) In the light of intensive competition between hospitality institutions, especially after Saudi Arabia joining World Trade Organization and borders opening to foreign investment, including hotel and Saudi market attractiveness , profitability and its ability to grow, and big tourism boom witnessed in Riyadh city the political capital of the Kingdom of Saudi Arabia recently due to the availability of many sights and Urban sophisticated and modern, and become a popular destination for thousands of visitors coming from different Arab and foreign countries and inland areas in the Kingdom. And therefore no longer required by these hotels in general and in Riyadh in particular to offer different hospitality services, but to achieve quality levels for customers, and to develop these services and upgrade the services to customers expectations, and even to a level exceeding such expectations., which in fact would contribute in support hospitality sector in the Kingdom and raise its efficiency and performance level .

Providing service of high quality benefits hotel organization by increasing current customers satisfaction with the service, as well as increasing the likelihood of recurrence dealing with service provider, and increase hotel organization ability in attracting new customers as indicated by several previous studies (AL-Bassam, 2013), (Khalifa et al, 2011) .

Many previous studies indicated that there is a positive correlation between customer perceptions of service quality and his loyalty level, represented by encouraging others to deal with service provider and transfer positive news about him to others, and non willing to switch to another competitor, which is reflected in consideration service provider as the first choice for shopping and increasing the deal intention with him in the coming period (Khalifa et al, 2011), (Al-Mutairi, 2010) .

Studies have proved that the cost of attracting new customers is five times the cost of current customer retention, and also low loss of customers by 5% leads to increased profits from 25% to 85%, (Kotler, 2003) and also loyal customers recommendations lead to new customers attraction without bearing any marketing cost by the organization in attracting them, in addition to that loyal customer is willing to pay a higher price against the desired value .

So the importance of this study is due to show the impact of hotel service quality on hotels customers loyalty in Riyadh, Saudi Arabia. The Tourism sector in this city witnessed development and the city becomes one of the most Saudi cities that attracting tourists, since it ranked the second after Mecca in 2012,as the most important tourist destination between Kingdom cities by 13%, the information shows that this sector employs about 457.7 thousand, with 7.4%, annual average growth and the national employment share was about 11.1%, while the hotels and hotel apartments average occupancy rate raised to 64.4% and 60.4%, respectively, where 755.8 thousand tourists and 1931.3 thousand tourists, respectively, benefited in 2012.

2.Importance of The Study:

The study importance stems from the following :

- Its scientific contribution in confirming or rejecting the impact of the provided hotel service quality nature on hotels customer loyalty level.
- The hotel sector in Riyadh city deems as one of the most fast-growing sectors and the most contribution in national economy.
- Large boom tourism sector is witnessing in the Kingdom in general and Riyadh in particular due to availability of many developed tourist and urban facilities (universal health complexes, family large parks, public parks, restaurants, roads net), which has become a popular destination for thousands of visitors from all parts of the world and from Kingdom cities .
- Riyadh location – in the middle of the kingdom - increases its tourist importance since it lies on pilgrims road from the east to the Holy Land which increases in number of visiting tourists visiting who are passing by.
- The study results, which serves as a feedback for tourism decision makers in the Kingdom of Saudi Arabia .

3.Study Statement:

The constant increase in hotels number in Riyadh led to increase competition, which led to an increase in the level of customer expectations for provided hospitality services quality. Consequently the need for an appropriate competitive environment that enhances new customers attraction and retention. According to quality literature the researcher believes that there is a need to provide high services quality that benefit providers because of its benefits for all parties. In spite of the foregoing the researcher finds - based on the survey (pilot study) carried out by him –some hotels do not aware the importance of perceived service quality dimensions of and their impact on customer loyalty and the benefits of achieving this loyalty, and thus this will negatively affect the competitiveness of such hotels .

Based on pilot study results which reinforce researcher doubts regarding many customers complaint that indicate hotels low perceived services quality, and their dissatisfaction which will affect loyalty level towards these services. So the following questions were formulated to achieve the study objectives to answer study problem statement:

1. What is the impact of reliability level in five stars hotels on customers loyalty?
2. What is the impact of responsiveness level in five stars hotels on customers loyalty?
3. What is the impact of tangibility level in five stars hotels on customers loyalty?
4. What is the impact of safety level in five stars hotels on customers loyalty?
5. What is the impact of empathy level in five stars hotels on customers loyalty?

4.Study Objectives :

The study aims to achieve the following :

1. Determine the impact of reliability level in five stars hotels on customers loyalty?
2. Determine the impact of responsiveness level in five stars hotels on customers loyalty?
3. Determine the impact of tangibility level in five stars hotels on customers loyalty?
4. Determine the impact of safety level in five stars hotels on customers loyalty?
5. Determine the impact of empathy level in five stars hotels on customers loyalty?

5. Service Quality and Customer loyalty :

5.1 Service Quality:

Many definitions addressed the service concept , American Society for Marketing has defined service as "The activities or benefits offered for sale or offered due to its association with specific commodity "(Azzam,2008).Kotler & Armstrong,(2004) defined service as "any activity or benefit provided by one party to another party which is basically intangible and does not lead to any ownership,". Lovelock,(2004) defined service as" perceived benefit by senses, either alone, or associated with something physical tangible and is interchangeable nor entail ownership, and mostly intangible. Zeithmanl((2000) argues that services are acts, operations, and achievements or actions, therefore, services include all economic activities that their outputs are not physical products.

In general services are consumed at time of production and provide added value and are intangible by their first purchaser. Service has some characteristics such as, intangibility, heterogeneity inseparability and perishability.

With regard to service quality concept from personal concept perspective it is determined by customer perception on how product to satisfies the needs because most studies focused on this perspective, the so-called perceived quality, and in this context service quality has been defined as" standard level of service actual performance that match with customers expectations. Gronroos (1984) defined service quality as "a result o evaluation process made by the customer between his expectations and actual perceived service.

5.2 Service Quality Standards Measurements :

Various studies analyzed deferent dimensions to decide service quality, Sasser et al had identified three dimensions for service performance: Materials, Personnel and Facilities (Al-Bustanj 2011),but Parasuraman, Berry and Ziehm (1988) efforts are one of the most important contributions in marketing literature regarding determination of service quality dimensions, since they conclude the main appearances of service quality in which customers' expectations and perception are based on represented in five dimensions: reliability, responsiveness, and tangible, security and empathy.

Reliability refers to service provider ability to perform the promised service in a manner that it can be dependable and of a high degree of correctness and accuracy , since customer expects to have an accurate service in terms of time commitment and performance exactly as he had been promised and that he can depend on this particular service provider.

While responsiveness refers to the ability and willingness of service providers to be always in customers service and their ability to perform service for them when they need it .The security dimension expresses sense degree of security and confidence in the provided service and the provider and also related with risks of service receiving results from this organization or the provider or both. Tangibility indicates the available physical facilities appearance in the service organization and personnel appearance, tools and means of communication and all related to required physical equipment to perform the service. Finally empathy means that service provider shall be respectful and polite and friendly with customers, so this aspect refers to customer care degree and respecting his privacy and paying attention to his problems.

5.3 Customer loyalty :

Hotel services organizations aware of creating customer loyalty importance and dealing with him as continuous and permanent profit source, and their success depends on their capacities and capabilities to ensure sound base of loyal customers, taking in consideration that many loyal customers often act as a source of attracting new customers through their positive recommendations ,suggestions and opinions that affect new or potential customers (Thorsten, et.al, 2002). Modern organizations have realized the customer loyalty economic consequences importance. Since organizations who are enjoying a greater share of loyal customers achieve greater profits as a result of increasing repurchase rates and willingness to pay higher prices and positive nomination behavior (AL-Aali, 2011) .

Literature agrees that loyalty is associated with customer's desire to continue in dealing with the organization. Kotler(2003) defined customer loyalty as customer's measure and his desire in exchange participation in organization interactive activities. In this context,(Padige,2002) defined loyalty as" a desire to deal with a specific organization other than competitive organizations." Thorsten, et. al, 2002) has defined customer loyalty as" customer frequent purchase behavior." While Benntt & Leonard, (2000) define customer loyalty as replicate procurement process resulting from preference.

5.4 Customer Loyalty Measurement Standards :

There are a set of attempts that aimed to determine dimensions by which customer loyalty measurement can be carried out, but Ziehm, Berry, Parasuraman, (1996), attempt is the most important of these attempts,they identified the following four dimensions as follows:

1. Word of mouth communication, which means recommending the product or organization to others .
2. The intention of re-dealing which reflect frequent dealing with organization .
3. Non price sensitivity through willingness by customer to pay higher prices .
4. Complaint behavior through bearing the consequences as a result of problems that may be encountered when dealing with the organization .

5.5 Relationship Between Service Quality & Customers Loyalty :

Service organization's customers will remain loyal to service organization if their evaluation to what they obtained is relatively larger than they expect to get it from competitors, and since loyalty expresses customer's repeating to deal with service organization, this affects customers satisfaction with provided services by that organization where customers always prefer the service that is characterized by quality , specifications and characteristics that are matching with their needs and desires, which consequently lead to build loyalty to the organization (Al-Kurdi, 2011).

Many organizations have realized that maintaining excellence depends on acquiring customer loyalty, since service quality represents an necessary ingredient in order to convince customers to choose an organization than others, since achieving high levels of service quality provided is a vital artery that supplies service organization with loyal customers. Providing service of high quality is deemed the most effective way to ensure service organization superiority of the over its competitors by retaining loyal customers .

6. Previous Studies :

-Study (Al Bassam,2013) entitled: "A Model for Measuring Service Quality in Internet-Based Services, The Case Study of Internet Banking Services in the Kingdom of Saudi Arabia". The research study proposes a

revised and modified SERVQUAL model which incorporates several variables that reflects the industry-specific attributes of Internet banking services. A survey based research is used to collect primary data on the basis of Internet banking services in the Kingdom of Saudi Arabia. A multiple regression analysis is employed to examine the influence of the adapted determinants on service quality. Focus-group interviews are also conducted as a follow-up to the questionnaire study. The findings of both fieldworks indicate that reliability, responsiveness, website design, and personalization determine service quality in the Internet banking context. The study presents the main findings derived from the research model which can be used by a wide range of financial institutions, which make use of the Internet in their business dealings, to support each organization's decision-making processes. Also, the model can be used as a blueprint for an organization's strategic planning.

-Study (Nsour , 2013) entitled Impact of Using Relationship Marketing Strategies on Customers Loyalty: Study on STC Customers in Riyadh – KSA. his study aims to determine the relationship between relational bonds(financial, social structural) of Saudi Telecommunication Company & loyalty of Saudi customers , as well as determine the statistical differences in the loyalty of Saudi customers according to education, sex and income. The study sample consists of 500 customers, and convenience sample is used. Study results proved that there is no statistical relationship between social bonds offered by STC, and between Saudi customer loyalties to this company. On contrary, it has been found that strategies which focus on financial and structural factors were a key factor in obtaining Saudi customer loyalty for company and its services, it was also found that there are statistically differences in this loyalty level due to income level, and gender, while no differences were found due to customer educational level.

Based on the above mentioned results, a set of necessary recommendations was formulated to enhance the relationship between STC & its customers .

- Study (**Sadeghloo et al, 2013**)The purpose of this study is to investigate the relationship between internal marketing and service quality. The research method in this study was descriptive and correlation method. Sports and Youth offices staff of Golestan province have established statistical population of research that they all participated in the study (N=180). Reliability of questionnaires after a pilot study using Cronbach's alpha test, respectively ($\alpha=0.84$) and ($\alpha=0.88$) were obtained. Descriptive and inferential statistics methods for data analysis were used. The findings showed that between internal marketing and service quality in sports and youth offices staff, there is significant positive correlation ($r=0/547$, $p<0/001$). The research findings on the importance of internal marketing and its levels as one of the factors affecting service quality within the sports and youth offices of Golestan province underlined. Thus, leaders and HR managers should use the strategic plans for the development of internal marketing in order to provide higher quality services.

-Study (**Abu Elsamem & alsurideh, 2012**) The purpose of this research is to examine the impact of Internal Marketing (IM) on the Perceived Internal Service Quality (ISQ). Data was collected from 225 employees working in a Jordanian Pharmaceutical company. Our results indicated that that there is a positive relationship between Internal Marketing dimensions and perceived Internal Service Quality in varying magnitude. Further, The investigation showed that the dominant dimension of IM was found to be Recruitment with the stronger impact on all perceived internal service. Service providers are recommended to apply IM strategy in order to enhance perceived ISQ foster better external service quality.

-Study (Al-Aali et al, 2011) entitled: "Measuring the Service Quality of Mobile Phone Companies in Saudi Arabia". The purpose of the study is to measure the service quality of mobile phone companies operating in a developing country, Saudi Arabia by using the SERVQUAL instrument. Confirmatory factor analysis and MANOV A were applied to test the results. The adapted SERVQUAL instrument is a helpful tool in measuring service quality. Results based upon factor analysis exhibited significant differences in customers' perceptions of the overall service quality of various companies. Two added dimensions of network quality and competitive advantage also showed significant results. There was a difference of perception between male and female subscribers concerning quality dimensions. This research is a valuable contribution to existing literature on service quality in Saudi Arabia with special reference to mobile phone companies. It also reveals clear differentiation in customers' preferences in almost all dimensions.

-Study (Idrees , 2011) entitled: "Inter-Organizational Knowledge Sharing across Five Star Hotels in the Saudi Arabian Religious Tourism and Hospitality Industry - a Grounded Theory Study". The research project is an exploratory, qualitative study focusing on knowledge sharing practices from an inter-organizational perspective in a context where organizations engage simultaneously in competitive and cooperative relationships. The result is a theory of knowledge sharing practices among five star hotels for the religious tourism and hospitality industry of Saudi Arabia .The research analyzed the formation of a clique of five star hotels, which engage in intense cooperation despite the fact that they are competitors. Informal membership of the clique was found to be restricted by similarity, competition and status, and took place within the context of a market structure known as oligopoly. This type of market is characterized by few suppliers, a strategic interdependence between these competing suppliers, and a state of tension between actions that will benefit them individually and what will

benefit the industry as a whole .

-Study (Khalifa, et al, 2011) entitled: "The effect of the quality of service on customer loyalty : An Empirical Study on hotel services in Aden". The study aimed to identify the effect of service quality on customer loyalty for hotels in the city of Aden, Yemen , after reviewing the search literature the model and the hypotheses was building based on the theory of social exchange (Theory of Social Exchange). questionnaire was designed to collect data, it was developed based on previous studies , , several statistical methods used such as Cronbach's alpha and factor analysis to make sure of the reliability and stability, and to identify the impact of the dimensions of service quality on customer loyalty has been the use of regression analysis, which showed the results of a relationship positive between them , and based on the results of the study were presented a number of recommendations related to quality of service and to build a strong loyalty among customers have also been proposals for future studies .

-Study (Kheng et al , 2010) entitled the impact of service quality on customer loyalty: A study of banks in Penang, Malaysia. The emergence of new forms of banking channels such as Internet banking, Automated Teller Machines (ATM), phone banking and also maturing financial market and global competition have forced bankers to explore the importance of customer loyalty. Therefore, studies need to focus on the changing role of the banking system and its dynamic financial market. The underlying model of SERVQUAL (Parasuraman et al., 1988) with five dimensions was used by this research to evaluate the impact of service quality on customer loyalty among bank customers in Penang, Malaysia with customer satisfaction mediating these variables. The findings show that improvement in service quality can enhance customer loyalty. The service quality dimensions that play a significant role in this equation are reliability, empathy, and assurance. The findings indicate that the overall respondents evaluate the bank positively, but still there are rooms for improvements.

-Study (Azzawi, et al, 2010) entitled: "Measuring recognize quality hotel services from the viewpoint of customers, An Empirical Study of the hotels five star in Amman". This research aims to measure client's sense of services quality presented by five _stars hotels in Amman, and the demographic factors effect on realization. The researcher has concluded that most opinions show satisfaction about service quality. a number of suggestions and recommendation were presented, they asked for more follow up of modern development in the technology of hotel service and facilities, and more studies of the subject .All of this will make hotel service quality better and better.

-Study (Almutairi, 2010) entitled: "The impact of service quality and relationship marketing on customer loyalty: An Analytical study on a sample of passengers on AL-Jazeera Airways in Kuwait state". The study aimed at detecting The impact of service quality and relationship marketing on customer loyalty, the study showed the following results: the quality dimensions of a provided service (tangibility, reliability, response, security and sympathy) has a positive and direct impact on the customer loyalty, and the quality Dimensions a provided service has a positive and direct impact on the relationship marketing, and there is a positive and direct impact of the relationship marketing on customer loyalty.

7.Study Methodology:

7.1 Study Method : This study is based on the descriptive analytical method.

7.2 Study Population: Study Population consists of all five stars hotel's clients whom staying in hotels in time of conducting the field study during the period (10/6 to 10/8 / 2013) **in Riyadh, KSA.**

7.3 Study Sample: Eight hotels was selected and 500 questionnaires were distributed on study population. 330 questionnaires was recovered with response rate reached to 70% . Table (1) shows a sample of the study , which represents the number of clients and the names of hotels surveyed .

Table (1) shows a sample of the study (customers numbers & hotels surveyed)

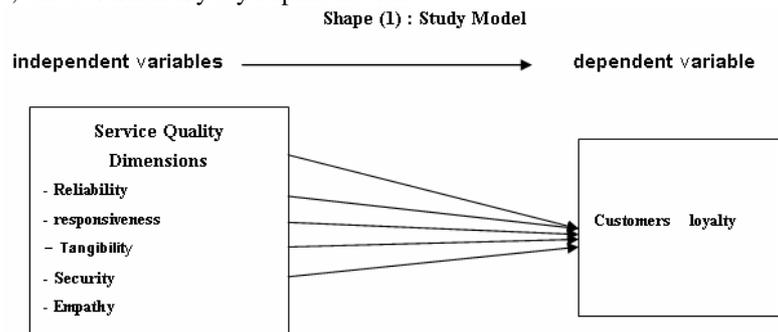
The Hotel	No. of Rooms	No. of Questionnaires distributed	No. of Questionnaires Recovered
Holiday Inn Riyadh Manholes	223	60	43
AL- Fhed Hotel	100	50	28
Intercontinental Hotel Riyadh	275	70	41
Novotel Al- Annod	166	60	38
The Ritz Carlton Riyadh	493	100	63
Courty and Riyadh Diplomat Quarter	286	65	53
Hotel Uotiv Mashreq	69	30	19
Four Seasons Hotel	229	65	45
Total		500	330

7.4 Data Collection : It was relying on two types of sources of data collection:

A. Secondary Data: it has been obtained through Arabic and English books and periodicals, formal reports, journals, thesis, and articles issued by official authorities. **B. Primary Data:** to determine the impact of hotels service quality dimensions on customers loyalty, we have been conducting a pilot study with some employees of customer service and marketing departments, as well as with the directors of hotels. the purpose of this pilot study is reviewing the dimensions of hotels service quality provided. The second step is developing a questionnaire to collect the needed data from study population.

7.5 Study Model :

The study model was built on the basis of previous studies and literatures which relate to subject of the study. The shape (1) shows the model used in the study, which describe the service quality dimensions as independent variable, and customer loyalty dependent one.



7.5 Hypotheses of The Study:

Depending on the model of the study and its questions and objectives, null hypothesis have been formulated, and the main hypothesis is:

Main Hypothesis : There is no statistically significant impact of service quality dimensions (reliability, responsiveness, tangibility , empathy, safety) on customers loyalty in five stars hotels in Riyadh

Sub –Hypothesis:

- Ho1:**There is no statistically significant impact for reliability level on customers loyalty in five stars hotels .
- Ho2:**There is no statistically significant impact for response level on customers loyalty in five stars hotels .
- Ho3:**There is no statistically significant impact for tangibility level on customers loyalty in five stars hotels .
- Ho4:**There is no statistically significant impact for safety level on customers loyalty in five stars hotels.
- Ho5:**There is no statistically significant impact for empathy level on customers loyalty in five stars hotels .

8. Data Collection Method For Study Population :

After reviewing a set of study literature, the researcher developed a questionnaire to measure the impact of hotel service quality on customer loyalty. The study depends on scales that have been used in previous researches and studies, with some appropriate adjustments to fit study nature. With respect to service quality measurement a questionnaire that includes 22 statement was used which was developed by (Parasuraman, Berry, Ziethmail ,1988) who identified five dimensions for service quality (Reliability, responsiveness, tangibles, security, and empathy).

As for customer loyalty it has been measured through using the scale that was developed by (Ziethmail, Berry, Parasuraman, 1996), consisting of 17 statement that measure customer loyalty through the following four dimensions :Word - of - Mouth communication (2) re- dealing intention,(3) non price sensitivity,(4) complaining behavior. Questionnaire was used as an instrument for primary data collection, which has been distributed to a sample of customers five-star hotels operating in Riyadh .The questionnaire was translated to English to obtain more accurate data from customers of different nationalities. The study includes a set of statements related to service quality dimensions, in addition to a set of statements related to customer loyalty dimensions. All statements had been measured according to five points Likert scale, that ranges from strongly agree = 5 scores , agree = 4 scores , neutral = 3 scores , but disagree = 2 scores, and strongly disagree = one score.

8.1 Scale Validity & Reliability :

Scale validity means that questionnaire has to measure aspects that have been developed to measure, but scale reliability means the extent of obtaining the same results in case of research repeating in similar circumstances and using the same scale. Therefore the questionnaire has been revised before final wording to ensure its suitability for measuring research variables. Instrument validity has been verified by a panel of specialized academic professors for examination . Some modifications and corrections were made on the

instrument according to their suggestions.

The instrument also was applied on a pilot sample amounting (40) individuals from hotels customers in Riyadh., Upon that some statements has been modified or rewrite to fit Saudi market nature. To determine instrument reliability Cronbach Alpha coefficient was used to check the internal consistency of the statements used in questionnaire preparation. Therefore Cronbach's Alpha coefficient has been calculated for all used scales. The values were (0.96) for service quality dimensions ,(0.75) for loyalty dimensions , all values exceed the minimum acceptable (0.65) which means the reliability of scales used in the search .

8.2 Scales Quality :

Exploratory factor analysis (main component analysis) was applied on each service quality and customer loyalty dimensions in addition , the use of reliability test (Cronbach) to measure the internal consistency between the used statements in the questionnaire, due to the importance of these two methods in evaluating scales quality, Factor Analysis which is used to verify that the used statements to measure particular concept measures only this concept and does not measure other dimensions or the so-called one-dimensional, or is the manner that can reduce a large set of variables to less set than the fundamental factors, which is attributed to variation of those variables. (Metetab, 2008,) .The next section deals with factor analysis variables reliability .

8.3. 1 Factor Analysis & Reliability of Service Quality Dimensions:

The original questionnaire included four statements to measure tangibility, five statements for reliability, five statements for responsiveness and four for security and finally four for empathy. This means that the original questionnaire included(22) statements which has been approved by (Parasuraman. et.al.1988)to measure service quality through (SERVPERF) scale. Factor analysis results indicated that (KMO) regarding sample adequacy was (0.920), which is within the acceptable range and Bartlett significant value was (sig = 0.000).

These results indicate the sample adequacy for the use of factor analysis to clarify the factor structure, since factors were analyzed by Varimax analysis respectively. Factor analysis results indicated to download three factors (quick responsiveness , empathy, and tangibility) .The reason behind that is that the environment in which this research was conducted is the Saudi Arabia environment which is radically different from western environment for which the scale was designed to measure service quality.

Moreover the scale was designed in a different time period with different conditions than the current period conditions. The three factors have accounted 58.7% of the total variance in the data, and all statements had included high downloads that exceed (0.5) (except one)with self average values of (3,131). Reliability coefficient associated with these factors were (0.7914 ,0.8431, 0.7858), respectively, table No. (2) explains the factor analysis and reliability for service quality dimensions.

Table No.(2) The Factor Analysis & Reliability For Service Quality Dimensions.

Service Quality Dimensions	Factor Load		
	F1	F2	F3
Speed of response			
Determines precisely when workers offer their services	0.806		
Hotel employees are keen on the accuracy at the time of service	0.684		
I do not wait long time to get the service	0.676		
The advantage of this hotel is accuracy	0.623		
Empathy			
Staff understand the needs of customers accurately		0.781	
The employees satisfy my needs and wants with honesty and enthusiasm		0.752	
The employees care about the special needs of customer		0.709	
The employees provide individual attention		0.702	
The employees are always ready to cooperate with customers		0.607	
I am always feel safe and comfortable due to staying in this hotel		0.457	
Tangible aspects			
The employees are well dressed and neat in appearance			0.675
The physical facilities are visually appealing			0.666
The staff at the hotel are qualified to do their jobs			0.659
Workers are keen to no errors in services provided			0.575
Administration supports hotel workers to do their jobs efficiently			0.553
Internal design & arrangements inside hotel are comfortable			0.546
percentage of explained variance	44.39	7.611	7.54
Eigen values	7.047	1.218	1.129
Reliability (alpha)	0.7914	0.8431	0.7858

8.3.2. Factor analysis and reliability of customer loyalty dimensions :

The original questionnaire included four statement to measure the word of mouth, five for re-dealing intention of re-handling , four for price non-sensitivity and four for complaint behavior. Factor analysis results indicated that (KMO) was (0.892) and Bartlett test significant value was (sig = 0.000) as indicated in Table (3) .

Table No.(3) The Factor Analysis & Reliability for Customer Loyalty Dimensions.

The Loyalty Dimensions	Factor Load		
	F1	F2	F3
The word of mouth			
I always recommend this hotel to anyone who asks my advice	0.820		
I advise my relatives to deal with this hotel	0.814		
I encourage my friends to deal with this hotel	0.807		
I often say positive things about this hotel to other people	0.717		
I Intend to deal with this hotel during the coming period	0.619		
Non price sensitivity			
I will pay any price requested this hotel even if the prices of other hotels less		0.819	
I will not deal with any competitor hotel offers lower prices		0.800	
Low prices in competitors hotels will not lead me to switch to it.		0.781	
The price not represents any importance to me when dealing with this hotel		0.728	
I will not switch to any competitor hotel if I face a problem in dealing with this hotel		0.578	
Complaint behavior			
If I have a problem in dealing with this hotel, I will not move my complaint to the Ministry of Tourism.			0.752
If I have a problem in dealing with this hotel, I will not move my complaint to customers close to me.			0.710
If I have a problem in the service provided by this hotel, I will transfer them directly to the workers.			0.675
Percentage of explained variance	44.85	12.70	7.20
Eigen values	6.280	1.779	1.009
Reliability (alpha)	0.8542	0.8782	0.7236

These results indicate the sample adequacy for the use of factor analysis, to clarify the factor structure factors were analyzed by Varimax analysis respectively. Factor analysis results indicated to download three factors (word of mouth , non price sensitivity, and complaint behavior).The three factors have accounted 64.759% of the total variance in the data, and all statements had included high downloads that exceed (0.5) with self average values of (3,022). Reliability coefficients associated with these factors were (0.8542 ,0.8784, 0.7236), respectively.

Based on factor analysis, some dimensions were changed or deleted where reliability dimension and responsiveness dimension were reduced in one dimension that is responsiveness dimensions due to the overlapping in responsiveness and reliability statement ,and re-named as quick responsiveness while tangibility and empathy dimension remained , and security dimension was deleted due to downloading two statements of security statements both empathy and tangibility.

Accordingly the following hypothesis have been approved:

Ho.2 There is no statistically significant impact of response level on customers loyalty in five stars hotels.

Ho.3 There is no statistically significant impact of tangibility level on customers loyalty in five stars hotels.

Ho.5 There is no statistically significant impact of empathy level on customers loyalty in five stars hotels.

8.4 Main Hypothesis Testing:

Multiple regression analysis was used in the test related to investigating impact of the service quality dimensions (quick responsiveness, empathy and tangibility) on customer loyalty., Beta coefficient was also used to investigate the expected change in the dependent variable due to the change in one unit of the independent variable, R² coefficient also was used to investigate model ability to interpret the relationship between independent variables and dependent variable.

In addition, a comparison between interpretation strength of each variable of the independent variables have been measured through the test (T-test) which refers to results significance , as well as to use the F-test to investigate regression model significance, 0.05 significant level has been used to decide the impact significance, where calculated significant level is compared approved significant level, where impacts are deemed statistically significant effects if the calculated significance value level is smaller than the approved significance level (0.05) and vice versa.

Main hypothesis: There is no statistically significant impact of service quality dimensions (reliability, responsiveness, tangibility , empathy, safety) on Customers Loyalty in Five Stars Hotels in Riyadh:

To test this hypothesis multiple regression analysis has been used to investigate the impact and relationship of service quality dimensions on customer loyalty. Where multiple regression results shown in table

(4) indicated the rejection of the null hypothesis and the acceptance of the alternative one, which means that there are positive statistically significant impact of service quality dimensions (quick responsiveness, tangibility, empathy) on customer loyalty, since significance level values are smaller than the approved significance level (0.05) in this study.

The regression model interpretation ability for all service quality dimensions represented in (R^2) coefficient was 0.577, indicating that 5.77% of changes in customer loyalty level is interpreted by service quality dimensions (quick responsiveness, tangibility, empathy).

The F-test indicated that the regression model is statistically significant, since F calculated value is (152.918) and the significance level is ($\text{sig} = 0.000$) which is smaller than the significance level approved by this research (0.05). This means increment of perceived service quality by customers, will lead to increase service organization ability to retain these customers for long possible period of time.

While at detailed relations level between service quality dimensions and customer loyalty, results shown in Table (4) indicated variance of relative importance in terms of the impact of three dimensions of service quality and customer loyalty, such impact is varied from one dimension to another, where empathy ranked first in terms of impact on customer loyalty, quick responsiveness the second, and, finally, tangible ranked the last.

8.4.1 Second Sub -Hypothesis - Test:

HO2: There is no statistically significant impact of quick responsiveness level on customers loyalty in five stars hotels.

With regard to the presence of statistically significant impact of quick responsiveness on customer loyalty, results described in table (4) indicate that there is a positive statistically significant impact and relationship with customer loyalty, where (Beta) coefficient is (0.209) and (t) calculated value was (4.913) with statistically significant ($\text{sig} = 0.000$) which is less than the approved significant level ($P < 0.05$), this indicates that the null hypothesis is rejected and the alternative one is accepted, this means that whenever there was a desire by workers on timing accuracy upon providing services and speed in service delivery and accuracy in hotel processes and appropriate determination by hotel staff when they can offer their services, the greater the customer loyalty level, which is represented in recommending the hotel to other customers, and encourage relatives and friends to deal with this hotel, talking positively about this hotel to other people, intention to deal with the hotel in the coming period, and paying higher prices, even though prices of other hotels are less in addition to non-referring to competent authorities in case if there are problems in providing the service. By this result described in table (4) the second null hypothesis was rejected and the alternative one is accepted which assumes that there is a statistically significant impact of the level of quick responsiveness on loyalty level for hotels in Riyadh, Saudi Arabia.

8.4.2 Third Sub Hypothesis Test

HO3: There is no statistically significant impact of tangibility level on customers loyalty in five stars hotels.

With regard to the presence of statistically significant impact of tangibility on customer loyalty, the relationship with customers loyalty has positive statistically significant impact where (Beta) coefficient is (0.161) and (t) calculated value was (3.266) with statistically significant ($\text{sig} = 0.001$) which is less than the approved significant level ($P < 0.05$), this confirms that more available tangibility such as staff neat and suitable appearance in the hotel and adequate facilities, attractive, design and internal neat arrangement and comfortable and workers keenness to avoid errors when providing adequate service and workers management sufficient support to perform their jobs efficiently, as customer loyalty level increased which has been previously explained. So with result shown and described in table (4) the third null hypothesis is rejected and the alternative one is accepted which states that there is a statistically significant impact of tangibility level on customers loyalty in five stars hotels.

8.4.3 Fifth Sub Hypothesis Test :

HO5: There is no statistically significant impact of empathy level on customers loyalty in five stars hotels.

With regard to the presence a statistically significant impact of empathy on customer loyalty, the results indicate that there is positive statistically significant impact relationship between empathy and customers loyalty where (Beta) coefficient is (0.434) and (t) calculated value was (9.602) with statistically significant ($\text{sig} = 0.000$) which is less than the approved significant level ($P < 0.05$), this is the most influence dimension among service, quality dimensions, and this means that whenever workers understand customers needs accurately and meet the desires honestly, and enthusiasm, and give each customer personalized attention and workers constant readiness to cooperate with customers and the of safety and comfort sense the customer feel**, the higher level of customer loyalty which has been previously explained.

So with result shown and described in table (4) the fifth null hypothesis is rejected and the alternative one is accepted which states that there is a statistically significant impact of empathy level on customers loyalty in five stars hotels.

Table (6) : The Most Important Results of Multiple Regression Between Service Quality Dimensions & Customers Loyalty

Variables and regression constant	Regression coefficient	calculated (t) Value	The level of significance (t) calculated sig
Regression constant	0.676	4.330	0.000
Speed of response	0.209	4.913	0.000
Empathy	0.434	9.602	0.000
Tangible Aspects	0.161	3.266	0.0001
Statistical Indicators			
The correlation coefficient R	.760		
The coefficient of determination R ²	.577		
The standard error of estimate	.352		
The calculated value of F	152.918		
The calculated level of significance F	0.000		

9. Findings Discussion & Recommendations:

9.1 Findings Discussion:

In the light of research data statistical analysis, multiple regression results indicated that there is a positive statistically significant impact of the following hotel service quality dimensions :quick responsiveness, tangibility, empathy on hotels customer loyalty variable in Riyadh. Results indicated that previous hotel service quality dimensions interpret (57.7 %) of changes in customer loyalty, so the null hypothesis is rejected hypothesis and the alternative hypothesis is accepted such result agrees with the following studies results (Khalifa et al, 2011) (AL-Aali , 2011), (AL-Bassam, 2013), (Al-Mutairi , 2001), (Sivadas et al, 2000), (Idrees, 2002) .

But research results showed also non contribution of some hotel service quality dimension elements (quick responsiveness , tangibility , and empathy) equally in achieving customer loyalty, since empathy ranks the first, quick responsiveness ranks the second , and finally tangibility ranks the third in terms influencing loyalty level.

9.2 Recommendations:

Based on the results the researcher recommends the following:

1. To provide services that meet customers wishes and exceed their expectations and continuous improvement in those services level through service culture consolidation among workers and provide them with marketing information, and to attend the necessary training courses related to customer service.
2. Hotels managements have to grant powers to workers and give them adequate support to do their jobs efficiently and to encourage them to understand customers needs and wishes accurately and pay attention to it. and to give them personal attention and care for each customer and to solve their problems and meeting their desires honestly and enthusiasm
3. To raise service providers level through training, since this will help in workers ability development and permanent willingness to cooperate with customers at any time. Service quality dimensions enhancing and development are necessary to pay attention that facilities and amenities are convenient and attractive with workers nice appearance and decent and the design and comfortable, internal arrangement .The importance of providing additional services or associated services, even free of charge to maximize the concept of total value of the service received by the customer.
4. Since this research has some limitations, it is useful to conduct future studies that deal with the impact of other factors affecting customer loyalty, such as a study of the impact of customers perceived image in their loyalty level, and to study the impact of value obtained by customer upon using the service in his loyalty level , and to study the impact of internal marketing in customers loyalty.

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