

# Understanding the Dimensions of Customer Relationships in the Heritage Hotels in Amman, Jordan

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## Abstract

Customer relations is an important dimension of managing heritage hotels because the visitors expect not only a good ambiance at such a hotel but also gracious hospitality and good human relationships. This paper examines the dimensions of customer relationships in the heritage hotel industry in Amman.

The research employs a hypothetical deductive research model, which involves the operational definitions of the study's independent and dependent variables, and the research hypotheses. Its hypotheses were examined through the utilization of multiple regression analysis.

It investigates the effect of customer connections on customer acquisition, retention, growth, and trust, using a 5-point Likert scale, with numbers ranging from strongly disagree =1 to strongly agree =5. It also measured reliability and validity, with descriptive analysis used to characterize the characteristics of the sample and the responses to the questionnaire. The hypothesis was tested using multiple regression analysis.

The paper concludes that the existing body of knowledge provides valuable insights for managers in this sector to effectively execute customer relationship management strategies that align with the specific needs of the Jordanian market. This, in turn, can lead to the development of stronger customer loyalty .

**Keywords:** Customer relationship management (CRM), Customer acquisition, Customer retention, Heritage Hotel, Customer relationship expansion, Amman

## Introduction

There are several great historical hotels in Jordan, a country with a long history and many different cultures. These alluring places provide not only opulent lodging but also a special chance to immerse oneself in the colorful history of the nation. Heritage hotels in Jordan act as living monuments that connect the past and the present with their exquisitely maintained

architecture, alluring atmosphere, and gracious hospitality. This article investigates the appeal and relevance of these magical locations, which open doors to Jordan's intriguing past.

Jordan's historic hotels are more than just places to stay; they represent an essential component of the nation's rich cultural history. Many of these hotels are located inside historic structures that were formerly opulent mansions, palaces, or caravanserais. These architectural treasures have seen the rise and fall of civilizations, the movement of caravans along historic trade routes, and the tales of famous people who have helped mold Jordan's history. By converting historic buildings into hotels, Jordan preserves its history and offers travelers a chance to take in the allure of a bygone era.

Customer relationship management (CRM) encompasses a range of practises, strategies, and technologies employed by organizations like Heritage Hotels to effectively oversee and evaluate customer interactions and data throughout the entire customer lifecycle. The primary objective of CRM is to enhance business relationships with customers, facilitate customer retention, and stimulate sales growth. In the contemporary market landscape, consumers exhibit a heightened inclination towards enhanced service quality and hold historic hotels to the standard of delivering flawless services. In order to enhance customer loyalty, satisfaction, retention, and trust, companies must possess a comprehensive understanding of their customers' needs, preferences, and buying behavior. This knowledge enables companies to strategize and implement effective interactions that optimize the customer experience (Alanazeh et al., 2019; Jaawabreh et al., 2023; Jahmani et al., 2023). The historic hotel business is a prominent sector within the global market, characterized by its significant size, thriving nature, and intense competition (Jawabreh, 2017). In order to effectively compete in the market, historic hotels should prioritize the establishment and maintenance of positive customer relationships, as well as ensure client satisfaction. In contemporary business practices, there is a growing trend among organizations to use customer relationship management (CRM) strategies as a means to enhance sales and generate higher profits. This approach primarily centers on cultivating customer loyalty, satisfaction, and trust in order to foster long-term relationships and promote customer retention. (Abuhashesh et al., 2019; Goyal, 2011).

Customer Relationship Management (CRM) involves the strategic management of customer information and the development of an understanding of how to effectively service them. Placing the client at the core of an organization is of utmost significance, achieved via the coordination of customer interactions (Demirbaş, 2023). It is a metric that measures how successfully customers' expectations are satisfied throughout the length of a service agreement. Repeat purchases and customer loyalty may be jeopardised if customer expectations are not completely realized (Goldsmith, 1997; Qandah et al., 2021). Customer relationship management systems are likely to have a measurable effect on customer satisfaction because of at least three possible causes. In the first place, CRM systems enable heritage hotels to tailor their offerings to individual clients. CRM helps heritage hotels provide customizable services for each client. Customized offers enhance the customer's perception of product and service quality. CRM systems influence customer satisfaction indirectly by affecting perceived quality. Third, CRM systems help heritage hotels manage their customer relationships in a more efficient and effective manner, particularly throughout the stages of connection start and termination (Goel et al., 2015; Jawabreh et al., 2023).

According to Bae et al. (2020), the attainment of customer satisfaction plays a crucial role in the effective execution of customer relationship management (CRM) strategies and in fostering consumer loyalty within the context of historic hotels. Customer Relationship Management (CRM) is a strategic approach aimed at harmonizing corporate operations and customer initiatives with the ultimate goal of fostering enduring customer loyalty and trust (Alam et al., 2021). The primary aim of this research is to examine the influence of customer relationship management (CRM) strategies, including customer acquisition, customer retention, customer relationship expansion, and trust, on customer satisfaction.

### 1.1. Background of the Study

The expansion of the offerings of the heritage hotel industry has increased competition and has pushed businesses to find new methods to attract and keep consumers. Customer acquisition is an essential indication of quality for businesses in this industry since their primary offering is the marketing of comfort and relaxation, which are intangible feelings that will only be evaluated after the customer's experience with the company. In the heritage hotel business, having a good relationship with clients allows one to provide services that are of high quality and dependable. Customers' favorable proclivity to give positive personal information is critical to a successful relationship program, and the business must investigate it thoroughly. Customer satisfaction refers to when a customer's requirements, desires, and expectations are fulfilled or exceeded throughout the service term, resulting in repeat purchases and customer loyalty (Goldsmith, 1997; Jawabreh et al., 2023; Mahmoud et al., 2021).

The architectural magnificence of a historic hotel in Jordan offers visitors a captivating journey through time. The remarkable structure is characterized by skillful intricacies, arches, courtyards, and traditional embellishments, all of which serve to accentuate the extraordinary craftsmanship indigenous to the area. The architectural style of each hotel presents a captivating narrative, ranging from the lavishness of Ottoman-style residences to the serene elegance of Byzantine-era buildings. The integration of modern amenities with classic aesthetics results in an engaging ambiance that provides guests with a distinct and unparalleled experience, as depicted in Figure 1.



**Fig.1:** Jordan Heritage Madhafa Hotel - Al Salt

Source: <https://jordan-heritage-madhafa-al-salt.booked.net/#lg=16437182&slide=1133631342>

### Cultural Immersion

Visiting a historic hotel in Jordan offers a unique opportunity for cultural immersion. Visitors come upon relics, works of art, and old pictures as they go through the halls of the hotels, telling stories from the past. This cultural experience is further enhanced with local delicacies, storytelling, and performances of traditional music. Additionally, visitors may take part in workshops and demonstrations that give them a greater knowledge of Jordan's cultural history, such as crafting traditional handicrafts or practicing Arabic calligraphy.

### Preservation of Authenticity

The historic hotels in Jordan are notable for their dedication to maintaining authenticity. While these places provide upscale luxuries and contemporary conveniences, every effort is made to preserve the ancient buildings' unique charm and individuality. The meticulous attention to detail that goes into restoration and conservation efforts maintains architectural integrity and historical relevance. Jordan maintains its cultural legacy for future generations by methodically conserving these historic locations.

Heritage hotels are becoming more popular in Jordan, which has helped promote sustainable tourism strategies. They reduce the environmental impact of new development projects by renovating existing structures rather than creating new ones. They often use local craftspeople, artisans, and tour guides to boost the local economy and strengthen the communities. Moreover, these places actively participate in community outreach and cultural preservation projects, promoting a sense of pride and ownership among the local people.

The nation's heritage hotels serve as a testament to Jordan's historic and cultural landmarks. They are a vital component of Jordan's tourist industry because of their alluring architecture, immersive experiences, and dedication to authenticity. Visitors who stay in these extraordinary places not only get to experience exquisite lodging but also start an amazing adventure through time. Heritage hotels act as beacons, presenting Jordan's ongoing history to the globe as the country celebrates its past while looking to the future.

The heritage hotel buildings are spread mainly in the cities of Amman, Madaba, Jerash, and Petra, where the number of these buildings constitutes more than 35% of the total number of hotels in Jordan. (Ministry of Tourism and Antiquities, 2021)

These buildings are located around historical and heritage monuments, most of which date back thousands of years, such as the Roman amphitheater, the Citadel of Hercules in Amman, Petra, churches in Madaba, such as the Houriat Hotel, which is adjacent to the Roman Nymphaeum, as well as the Amman Pasha Hotel, which overlooks the Roman amphitheater, and others, as is clear in the Fig. 2.



**Fig. 2:** The Houriat Hotel

Source: <https://www.booking.com/hotel/jo/al-houriat.ar.html?activeTab=photosGallery>

The aforementioned instances represent a limited selection of the numerous heritage hotels available in Jordan. Every hotel possesses its own distinct allure and provides an opportunity for individuals to fully engage with the abundant historical and cultural aspects of the nation.

One notable heritage hotel in Amman is the " House Boutique Suites". Located in the heart of Amman, this hotel showcases traditional Jordanian architecture and offers a blend of modern amenities with a historic ambiance. There is also the Hotel Amman Pasha, located in the heart of downtown Amman. This boutique hotel is housed in a beautifully restored historic building, preserving traditional Jordanian architecture. It offers comfortable rooms, a rooftop terrace with panoramic city views, and easy access to nearby attractions as shown in the Fig.3.



**Fig. 3:** Amman Pasha Hotel

Source: <https://amman-pasha-hotel.hotelmix.co.uk/>

Where the architectural design of the majority of these buildings simulates the surrounding features on both levels, the external and the internal architectural appearance, which in turn tells a historical story of the place whose experience the guest lives in all its details. The rich diversity of historical monuments directly affects interior design, especially since the majority of designers have tried to reformulate the interior space in line with the spatial and temporal surroundings of the historical monuments. All interior elements, their artistic treatment, and their formative, color, and texture details have been designed so that the guest feels an exceptional, unconventional experience away from the monotony of modernity and classicism.

In Petra, another popular heritage hotel is the Beit Zaman Hotel. This historic hotel was once an old town that has been turned into a beautiful lodging option. It preserves traditional structures and provides breathtaking views of the surrounding surroundings. Staying in Beit Zaman allows you to experience the historic city of Petra while also experiencing the charm of a traditional Jordanian town. Incorporate nomadic aspects into your design to draw inspiration from Bedouin culture. To create cosy and inviting settings, use tribal-patterned textiles, rugs, and pillows in warm and rich colours, such as Fig. 4



**Fig. 4:** Beit Zaman Hotel .

Source: <http://beit-zaman.com/>

Designing the interior of a heritage hotel in Jordan is a fascinating task. It involves capturing the essence of Jordanian culture and incorporating it into the hotel design (Al-Hussein et al., 2023; Alananzeh et al., 2023). The narration is a great implement to share knowledge through memorial experience. Narratives are one way of catching the experiences of people and within the environment (Smith, 2001).

Cities, regions, and hotels choose storytelling and narrative management not only to stimulate the tourism output but also to create empathy and engagement in customers.

### 3. Research Methodology

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

#### 3.1. Research Model

The elements of this research are established based on preceding literature, either theoretically or empirically. Indeed, this study used variables that are common in tourism development literature. Fig. 5 represents a model for the study that shows the independent variables, the dependent variable, and the proposed relationship between them.

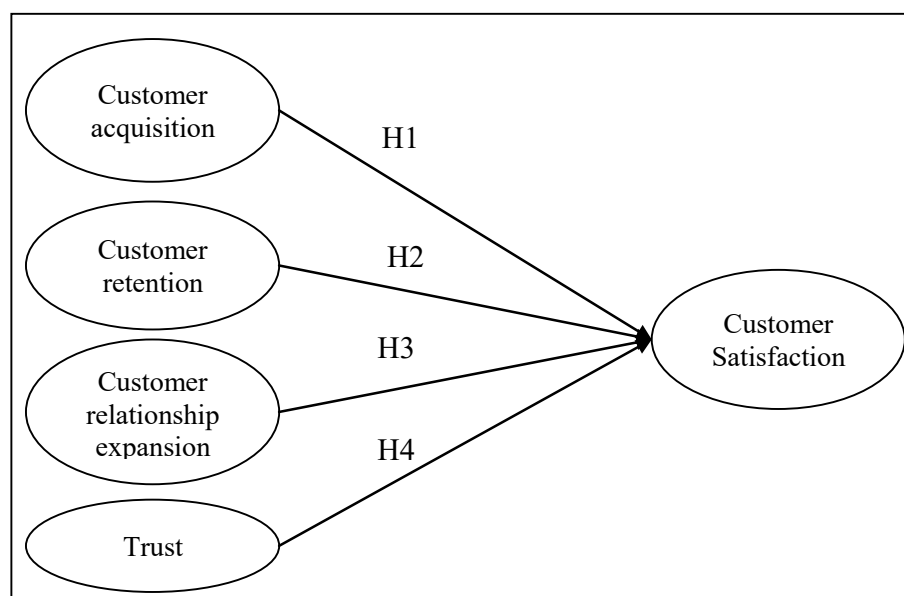


Fig 5: Research Model

### 3.2. Operational Definitions

Adapted from Tauseef et al. (2012) and Sunghyup & Perdue (2017); the current research considers four independent variables within the construct of Customer relationship (i.e., Customer acquisition, Customer retention, Customer relationship expansion, and Trust) which were measured in the research questionnaire through fourteen, ten, fourteen, and seven items respectively; one dependent variable (i.e., Customer satisfaction) is measured through ten items.

### 3.3. Research Hypotheses

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

H1: There is a significant relationship between customer acquisition and customer satisfaction in the heritage hotel in Amman.

H2: There is a significant relationship between customer retention and customer satisfaction in the heritage hotel in Amman.

H3: There is a significant relationship between customer relationship expansion and customer satisfaction in the heritage hotel in Amman.

H4: There is a significant relationship between trust and customer satisfaction in the heritage hotel in Amman.

### 3.4. Population and Sampling

The study population consisted of all spectrums of the community interested in tourism in Amman city including all age levels (from 18 to 40 years and above). 1000 questionnaires were distributed. 600 of them were returned and considered for statistical analysis. Thus, the response rate was 60% which is high for the community of the city of Amman.

## 4. Data Analysis and Results

The research explored the impact of customer relationships in terms of customer acquisition, customer retention, customer relationship expansion, and trust towards customer satisfaction. These variables have been measured using 5-points Likert scale with evaluations at strongly disagree =1 and strongly agree =5. Reliability and validity analyses were also conducted; descriptive analysis was used to describe the characteristic of the sample and the respondents to the questionnaires as well as the independent and dependent variables. Multiple regression analysis was employed to test the research hypotheses.

#### 4.1. Validity and Reliability

Validity and reliability are two important measures to determine the quality and usefulness of the primary data. Validity is about accuracy and whether the instrument measures what it is intended to measure while reliability is about precision; it is used to check the consistency and stability of the questionnaire. Indeed, the researchers depended on scales and items that were previously developed and used by other researchers with similar interest. A draft of the questionnaire was reviewed by five academics, who have sufficient knowledge and experience in this scope, to ensure that each item is measuring what it was intended to measure, and to avoid the ambiguity and complexity in the phrasing of questions. The reliability of the instrument was measured by the Cronbach's alpha coefficient. Further, some scholars such as Bagozzi & Yi (1988) have suggested that the values of all indicators or dimensional scales should be above the recommended value of 0.60. Table 1 represents the results of Cronbach's alpha for the independent and dependent variables. Cronbach's alpha coefficients of all the tested variables are above 0.60 which suggest that the composite measure is reliable.

**Table 1:** The Cronbach's alpha coefficients of study variables

Variables	Number of items	Cronbach alpha
Customer acquisition	14	0.894
Customer retention	10	0.906
Customer relationship expansion	14	0.925
Trust	7	0.874
Customer satisfaction	10	0.877

### Findings

#### Respondents Demographic Profile

As indicated in the Table 2, the demographic profile of the respondents show that they are typically females, most of them between 20-40 years old. The majority hold bachelor degrees, and were earning 300 JD-less than 500 JD monthly income.

**Table 2:** Description of the respondents' demographic profiles

Source: Survey

Category	Category	Frequency	Percentage%
Gender	Males	34	34.0
	Females	64	64.0
	Total	100	100.0
Age	Less than 20	5	5.0
	20 years - less than 30	37	37.0
	30 years - less than 40	20	20.0
	40 years - less than 50	21	21.0
	50 years - less than 60	12	12.0
	More than 60 years old	5	5.0
	Total	100	100.0
Monthly income	Less than 300 JD	18	18.0
	300 JD - less than 400 JD	26	26.0
	400 JD - less than 500 JD	25	25.0
	More than 500 JD	31	31.0
	Total	100	100.0
Education	High School	26	26.0
	Bachelor's degree	49	49.0
	Master's degree	21	21.0
	PhD	4	4.0
	Total	100	100.0

#### Descriptive Analysis

In order to describe the responses and thus the attitude of the respondents toward each question in the survey, the mean and the standard deviation were estimated. While the mean

shows the central tendency of the data, the standard deviation measures the dispersion which offers an index of the spread or variability in the data (Sekaran & Bougie, 2013). In other words, a low standard deviation for a set of values reveals that these values are clustered closely about the mean or located close to it; a high standard deviation indicates the opposite. Tables (3) and (4) show the results.

**Table 3:** Overall mean and standard deviation of the variables

Source: Survey

Type of Variable	Variables	Mean	Standard Deviation	Level	Order
<b>Independent Variables</b>	Customer acquisition	3.9693	0.47416	High	2
	Customer retention	4.0170	0.58258	High	1
	Customer relationship expansion	3.9629	0.57784	High	3
	Trust	3.8800	0.60600	High	4
<b>Dependent Variable</b>	Customer satisfaction	4.0550	0.52501	High	

As presented in the Table 3, data analysis results have shown that customer satisfaction in Amman heritage hotels reaches a high level in which the mean score is 4.05. Customer retention, customer acquisition, customer relationship expansion, and trust also reach high levels with means of 4.01, 3.969, 3.962, and 3.88 respectively. Table (4) demonstrates the mean, standard deviations, level, and order scores for customer relationship towards customer satisfaction for each variable.

**Table 4:** Mean and the standard deviation of the variables

Source: Survey

<b>Customer acquisition</b>	Mean	SD	Level	Order
My first impression was that the heritage hotel was friendly	4.22	.704	Very high	1
The heritage hotel's promotional email encouraged my first visit/purchase	3.97	.577	High	4
The heritage hotel's price discount encouraged my first visit/purchase	4.02	.681	High	3
I got a good deal on my first purchase from the heritage hotel	3.95	.770	High	6
My first impression was that the heritage hotel was appealing	3.89	.852	High	9
I had already seen the heritage hotel's advertisement before my first visit	3.90	.759	High	8
It was easy to find the contact information about the heritage hotel when I first visited	3.93	.714	High	7
It was easy to make the first-time reservation/purchase with the heritage hotel	4.03	.784	High	2
My first interaction with an employee of the heritage hotel was nice	3.97	.674	High	4
The heritage hotel's promotional mail encouraged my first visit/purchase	3.96	.710	High	5
The heritage hotel's celebrity endorsers (e.g. actors, singers in the advertisements) encouraged my first visit/purchase	3.97	.674	High	4
I was satisfied with my first visit to/purchase from the heritage hotel	3.86	.752	High	11
I was pleased with my first visit to/purchase from the heritage hotel	3.88	.729	High	10
I heard about the heritage hotel from other people before my first visit	4.02	.804	High	3



<b>Customer retention</b>	<b>Mean</b>	<b>SD</b>	<b>Level</b>	<b>Order</b>
When I travel/dine out, this heritage hotel/restaurant is my first choice	3.93	.807	High	8
long as the present service continues, I will keep going to this heritage hotel/restaurant	3.99	.745	High	5
I like visiting the heritage hotel/restaurant	3.98	.853	High	6
During my lifetime, I want to keep my relationship with the heritage hotel	3.95	.914	High	7
I continue to go to the heritage hotel/restaurant because I like being associated with them. I don't usually visit other restaurants/heritage hotels	4.22	.675	High	1
I visit this heritage hotel/restaurant more frequently than other restaurants/heritage hotels	4.16	.631	High	2
I spend a larger amount of money in this heritage hotel/restaurant than in other heritage hotels/restaurants	4.00	.816	High	4
I use the heritage hotel's/restaurant's mileage/point program	3.91	.780	High	9
I believe that this is my favorite heritage hotel/restaurant	3.98	.876	High	6
To me, this heritage hotel/restaurant is the best one to do business with	4.05	.783	High	3
<b>Customer relationship expansion</b>	<b>Mean</b>	<b>SD</b>	<b>Level</b>	<b>Order</b>
I am proud to tell others that I use this heritage hotel/restaurant	4.06	.789	High	1
I am willing to say good things about the heritage hotel/restaurant	3.96	.840	High	5
When I go to the heritage hotel/restaurant, I want to bring my friends/relatives/other people	3.96	.828	High	5
I would suggest the heritage hotel/restaurant to my friends/relatives	3.94	.897	High	6
I want to try the heritage hotel's premium product (e.g. suite room, high price menu)	3.93	.795	High	7
I mention this heritage hotel/restaurant to people more than other heritage hotels/restaurants	3.91	.793	High	8
I want to try other services/products provided by the hotel	3.96	.803	High	5
If the heritage hotel opens a new branch/store, I want to visit it	3.90	.823	High	9
I mention this heritage hotel/restaurant to others quite frequently	3.93	.807	High	7
I have only good things to say about this heritage hotel/restaurant	3.98	.853	High	4
when I tell others about this heritage hotel/restaurant, I tend to talk about the heritage hotel/restaurant in great detail	4.04	.875	High	2
Once I get talking about this heritage hotel/restaurant, it is hard for me to stop	3.94	.814	High	6
I will post good things about the heritage hotel/restaurant on the Internet website (e.g., blog)	4.03	.717	High	3
If somebody says something negative about the heritage hotel, I am willing to defend it	3.94	.708	High	6
<b>Trust</b>	<b>Mean</b>	<b>SD</b>	<b>Level</b>	<b>Order</b>
I want to visit the heritage hotel/restaurant more frequently	3.89	.815	High	2
Amman heritage hotel employees have good skills	3.84	.849	High	5
You feel confident with dealing with Amman heritage hotel	4.02	.778	High	1
Amman heritage hotel employees are trusted	3.86	.766	High	4
The information you get from the heritage hotel is accurate	3.88	.782	High	3
The heritage hotel always exerts good efforts to fulfill its promises	3.79	.756	High	6
The heritage hotel respects its promises as expected	3.88	.868	High	3

<b>Customer satisfaction</b>	<b>Mean</b>	<b>SD</b>	<b>Level</b>	<b>Order</b>
All of yours transactions are highly protected	4.01	.689	High	8
The heritage hotel provides quality service consistently	4.04	.737	High	6
Amman heritage hotel comply with its obligations towards you	3.97	.771	High	10
The heritage hotel always provides you with what you need	4.06	.750	High	5
Amman heritage hotel provides you with needed information in the specified time	3.98	.752	High	9
Amman heritage hotel employees pay you special attention	4.08	.849	High	3
Amman heritage hotel employees are willing to provide you with any need	4.02	.816	High	7
Amman heritage hotel responsibilities towards the customers are respected	4.13	.720	High	2
You will not switch to other heritage hotel	4.07	.769	High	4
You are happy in dealing with Amman heritage hotel	4.19	.761	High	1

### Results of Hypotheses Testing

As mentioned, multiple regression technique was used in order to test the hypotheses. Further, the level of significance ( $\alpha$ -level) was chosen to be 0.05 and the probability value (p-value) obtained from the statistical hypothesis test is considered to be the decision rule for rejecting the null hypotheses (Creswell, 2009). If the p-value is less than or equal to  $\alpha$ -level, the null hypothesis will be rejected and the alternative hypothesis will be supported. However, if the p-value is greater than the  $\alpha$ -level, the null hypothesis cannot be rejected, and the alternative hypothesis will not be supported. In addition, normality of the independent variables and the absence of multi co-linearity problem (a case of multiple regression in which the independent variables are themselves highly correlated) were checked. According to Pallant (2005), most of the values should be inside the adequate ranges for normality (i.e., -1.0 to +1.0). For this purpose, skewness and Variance Inflation Factor (VIF) were investigated; The Table 5 shows the results.

**Table 5:** Skewness and VIF for the independent variables

Source: Author

<b>Variables</b>	<b>Tolerance</b>	<b>VIF</b>	<b>Skewness</b>
Customer acquisition	0.173	5.791	0.515
Customer retention	0.176	5.675	0.485
Customer relationship expansion	0.218	4.583	0.370
Trust	0.534	1.873	0.596

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

**Table 6:** Result for the study model (b)

Source: Author

<b>Variable</b>	<b>r</b>	<b>R<sup>2</sup></b>	<b>f</b>	<b>Sig (f)</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig (t)</b>
Customer acquisition	0.744	0.553	29.433	0.000a	0.310	1.975	0.004
Customer retention					0.168	1.027	0.307
Customer relationship expansion					0.034	0.230	0.819
Trust					0.422	4.495	0.000

a. Predictors: (Constant), Customer acquisition, Customer retention, Customer relationship expansion, Trust

b. Dependent variable: Customer satisfaction

The multiple correlation coefficient  $R = 0.744$  as per the Table 6 indicates that there is a positive correlation between the independent variables (customer acquisition, customer retention, customer relationship expansion, & trust) and customer satisfaction. The  $R^2$  indicates the generalizability of the model. It allows the generalization of the results taken from the respondents to the whole population. In this case it equals 0.553. The results show that the F-ratio for these data is equal to 29.433, which is statistically significant at  $p < 0.05$ . Therefore, it is concluded that there is a statistically significant impact of the independent variables on customer satisfaction. The  $\beta$  indicates the individual contribution of each predictor (independent variable) to the model if other predictors are held constant. Table 6 shows the standardized coefficients for each independent variable. The value of  $\beta$  for trust, customer acquisition, customer retention, and customer relationship expansion are 0.422, 0.310, 0.168, and 0.034 respectively. The level of effect of these variables depends on the  $\beta$  value, the higher  $\beta$  value the higher effect on dependent variable. It can be inferred from the values of beta that the variable that has the highest contribution in the model is trust, and then customer acquisition.

## 5. Discussion and Conclusions

This study has tested four hypotheses. Based on the findings of the study, hypotheses H1, H4, and H2 were validated, while hypotheses H3 and H4 were rejected. It is found that in customer acquisition, the lowest degree is 3.86. This indicates that there is an issue with first impressions of visitors, and it is necessary to explore this issue further.

Research by Lee-Kelley et al., (2003) show that customer retention is closely linked to building long-term relationships with customers. According to the, if it is possible acquire customers, then it will be possible to expand the loyalty between customers and the heritage hotel. Crosby et al. (1990) say that trust is essential in the hospitality industry since it helps maintain client loyalty, retention, and satisfaction. The growth of the heritage hotel industry's product and service offerings has boosted competition and has forced companies to seek out new ways of attracting and retaining customers. The main offering of companies in this sector is comfort and relaxation, which, to the consumer, represent intangible emotions that cannot be evaluated until after the customer has had the experience of using the firm.

Improving consumer satisfaction requires first identifying the causes of low trust ratings and then taking action to improve them via qualitative research and trust-building techniques. Customer satisfaction may be increased by the use of segmentation, the improvement of the customer journey, and the testing of various acquisition and retention techniques. The key to sustainable growth is investing in the employees via training, feedback systems, constant monitoring, and benchmarking against the competition. Trends may be seen with the use of longitudinal research, and innovative technology like AI can be integrated to deliver individualized service to customers. Last but not least, promoting teamwork between departments guarantees a uniform customer experience across all points of contact, which in turn aids in the company's long-term success.

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