

THE INTERPLAY BETWEEN MAIN CRITICAL SUCCESS FACTORS AND CUSTOMER LOYALTY: A CONCEPT NOT FULLY EXPLORED

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Abstract

The rapid growth of e-commerce over the last decade has had a significant impact on the hospitality and tourism industries. Because of the digital era's rapid growth, Internet density has become critical. The current paper includes surveys and analyses of empirical studies and models related to subjective norms, website quality, service quality, information quality, intention to use online booking, and customer loyalty in Jordanian five-star hotels. Based on Cronbach's alpha coefficient testing, the overall measures achieved a high-reliability coefficient ranging from 0.732 to 0.949 (they all exceeded the 0.70 benchmark), with really no significant deviation of skewness values from zero. Furthermore, the study's findings revealed that Subjective Norms, Website Quality, Service Quality, and Information Quality all have a significant impact on Intention to Use and Customer Loyalty. Nonetheless, this study provides a thorough examination of the critical factors for online booking in order to provide practical advice to Jordanian customer decision-makers on how to persuade them to grasp website booking.

Keywords: Customer Loyalty, Intention to Use, Online Booking, Hotels, Jordan.

I. INTRODUCTION

Over the last decade, the general public's access to and use of online booking systems has increased globally. Despite the effects of the recession and terrorism, the tourism and hotel industries have expanded (Ghaith, 2020; I. Mensah, 2022). Additionally, the hotel sector has grown highly competitive as a varied selection of hotels and flats have opened around the world. As a result, it has been suggested that hotels must leverage their resource platform to achieve organisational

efficiency across a variety of parameters in order to stay competitive (Espino-Rodríguez & Taha, 2022).

Furthermore, in the hotel industry, the Internet has become an important marketing platform (Haldorai, Kim, & Garcia, 2022). Online hotel booking, as opposed to traditional hotel booking through travel agents, provides consumers with advantages such as access to more images and videos, a full description of the hotel and destination, competitive pricing, but no additional booking fees (Ghaith, Mutia,

Ayassrah, Abdul Malek, & Enas, 2018). Jordanians are increasingly using the Internet to book hotels and research brands, prices, and services due to the ease and cost/time savings. Many hotels have taken notice of this trend and have established safe online services.

In addition, understanding consumer behavior in online settings is critical, as is developing promotions are aimed at consumers' loyalty to the website. Nevertheless; the important to create a model that explains the origins of relationship management in e-commerce (Mutia & Ghaith, 2018). Despite the fact that booking hotels are the second most frequently purchased travel item online (Talwar, Dhir, Kaur, & Mäntymäki, 2020). It is also critical to understand how online customer loyalty differs from traditional customer loyalty. Wang, Shieh, and Li (2019), defined it as "the degree to which a consumer is willing to purchase from a preferred online supplier again."

Online loyalty is defined as a willingness to keep in touch with an established online service provider and recommend it to other customers. As a result, in order to gain customer loyalty, one must first gain their trust or establish a trustworthy relationship that can aid in loyalty enhancement (Iglesias, Markovic, Bagherzadeh, & Singh, 2020). Hotel service quality, on the other hand, is improved productivity after consumers have actually experienced the accommodations, and thus is not appropriate for use in the case of online booking. Interaction with the website is required when booking a hotel online. Website quality is a predictor of trust (Amin, Ryu, Cobanoglu, & Nizam, 2021) and purchase intent (Qalati et al., 2021), and it is studied as a multidimensional concept (Stern, Georgsson, & Carlsson, 2021). Including website quality in this integrative model complicates the model because more facets must be debugged. This model examines the relationship between subjective norms, website quality, service quality, information quality, and customer loyalty, with Intention to Use Online Booking as a mediator variable.

2. CUSTOMER LOYALTY

Customer loyalty has been defined and conceptualized in a variety of ways. One approach has been to think of loyalty in terms of behavior. Adopting this perspective, Dixit (2020) defines customer loyalty as a "deeply held psychological commitment to repurchase a product or patronize a service in the future despite obstacles or disincentives to achieving the consumption goal." Customer loyalty is defined by Hohenberg and Taylor (2022), as the proclivity of any assigned intention to buy your good and services over comparable ones available on the market.

Due to growing competition, businesses place a greater emphasis on maintaining long-term connections with existing consumers and increasing their loyalty than on obtaining new clients. Obtaining new consumers is far more costly and time-consuming than keeping existing customers (Lamrhari, El Ghazi, Oubrich, & El Faker, 2022), so customer loyalty is becoming more widely recognized as a means of achieving long-term success (Ghaith et al., 2018; Ng, Sweeney, & Plewa, 2020). As a result, organisations must improve their service quality in order to outperform their competitors and retain their customers (Akil & Ungan, 2022). Organizations with long-term customers can outperform competitors with lower costs and a larger market share in addition to investing.

3. INTENTION TO USE ONLINE BOOKING

Travelers' methods of searching for information about their trips and booking methods have changed as a result of the rapid development of ICT over the last two decades (Xiang, Fesenmaier, & Werthner, 2021). Customers used access travel agents to get information about their trip and make reservations. In today's environment, however, visitors rely largely on the internet because it is a quick and easy way to obtain information and book accommodations with no effort. In addition, the rise of online travel agencies (OTAs) and Airbnb's sharing economy platform has added a

substantial competitor to the travel sector (Mhlanga, 2019). Online travel agencies (OTAs) like Booking.com and Expedia provide a lot of information about housing, including the type of accommodation, customer reviews, and pricing. Although hotels, online travel agencies, and Airbnb all compete aggressively, they all have the same basic goal: to enable their consumers to book rooms online through their respective websites (Talwar et al., 2020). According to previous research, how electronic platforms, such as hotel websites, are given and what they present, influences the decision to book an online hotel (Papagiannidis & Davlembayeva, 2021).

As a result, service providers, such as hoteliers, have begun to use ICT as a new distribution and marketing channel, recognizing that future clients will rely on it. Websites give website visitors with more exact and up-to-date knowledge, booking services, and direct engagement with clients, according to (Alzghoul, Elrehail, Saydam, Alnajdawi, & Al-Ararh, 2016; Amin et al., 2021). As a result, information and communication technologies (ICT) have made online hotel reservations simple and accessible to people all over the world.

Hotels are considered intangible products in the lodging industry, which means that online consumers cannot inspect the products until they have been consumed (Alzghoul et al., 2016; M. Sharma, Antony, Sehrawat, Cruz, & Daim, 2022). As a result, in this study, hotel rooms are categorized as intangible products. Visual presentations (Li, Li, Lin, & Qiu, 2021; Ryu, Park, & Park, 2021) and online reviews are two factors that help online customers overcome the challenges of intangible products (Ding, Gao, & Liu, 2022; M. Sharma et al., 2022).

4. SUBJECTIVE NORMS

Subjective Norms (SN) are really the social aspects that relate to behaviour and attitude in such a way that it is perceived by people who matter to the individual (e.g., friends, university instructors, and peers) (Rodrigo, Khan, &

Ekinci, 2019; Valtonen et al., 2015). It is the individual's important others' view that influences his actions (Utami, 2017) and the perceived social pressure to possess greater intention towards performing a specific behavior (Smith, 2015). Moreover, proposed by Hartwick and Barki (1994) that the encouragement of subjective norms would be tougher due to the presence of referents because the potential user has no prior experience. According to Fan, Saliba, Kendall, and Newmarch (2005) a user additionally would most possible to prescribe and advice a service to his companion and family in the event that he or she is fulfilled by the service.

SN has been found to be an important predictor of behavioral intention or self-reported use of information technology in organisational context (Wu & Wang, 2005). Furthermore, it has been discovered that SN plays an important role in the promotes a sense of technology and service acceptance research (AL-Nawafleh, ALSheikh, Abdullah, & Tambi, 2019; Enas, Abdul Malek, Abdul Aziz, Ghaith, & Puspa, 2018; Schepers & Wetzels, 2007; Yang & Jolly, 2009). As a result, these constructs were provided to this study in order to get a more comprehensive test of the critical influences of hotel usage. And to ascertain the extent to which they influence customers' intentions to use Jordanian hotel services.

5. WEBSITE QUALITY

Websites are critical to a company's success because they serve as a channel of communication between the company and its customers (Qalati et al., 2021). Pourabedin (2021), did a meta-analysis on user-perceived web quality, finding that it has a substantial impact on ease of use, utility, and playfulness, as well as encouraging website use in online buying. The term was defined by Ivana, Ambarita, Fahlevi, Prabowo, and Ngatindriatun (2021), as user perception of the design of a website conducting the group buying experience. These researchers studied 169 Korean respondents and discovered a link

among both website quality and trust in e-commerce.

According to previous research, website quality has many dimensions (Bakaev & Pogorelova, 2021; Law, 2019; Suryani, Fauzi, & Nurhadi, 2020). Kouser, Niazi, and Bakari (2018) employed a three-dimensional construct consisted of information quality, service quality, and system quality to measure website quality. Information quality can be defined as the usefulness, correctness, completeness, formal format, and appropriate design of online material. Service quality is the consumer's overall assessment of the quality of given online services, with a focus on communication between the company and its customers to provide follow-up services and resolve complaints quickly and reliably (Oktaviani & Nurmandi, 2022).

6. SERVICE QUALITY

An exploratory study was conducted by Parasuraman, Zeithaml, and Berry (1985), to investigate the concept of service quality. It was discovered that customers' perceptions of high and low service quality were influenced by how they perceived actual performance in the context of what they expected. In a nutshell, customer perception of service quality can be defined as the extent of the gap between customer expectations and perceptions. The next step was to create an instrument for measuring customers' perceptions of service quality based on the conceptual definition of service. As a result, the SERVQUAL instrument (Parasuraman et al., 1985), was created, which measured service quality (gap) scores.

SERVQUAL continues to be the most extensively used tool for assessing service quality. Has still this instrument's research been widely recognized in the business literature, but is also widely used by business (Al-Azzam, 2015; Alhanatleh, Aboalghanam, & Awad, 2022; Dammaj, Alawneh, Hammad, & Sweis, 2016; Enas et al., 2018; I. K. Mensah, 2018; Ojo, 2019; Prentice & Kadan, 2019; Resende & Cardoso, 2019; Sharma & Sharma, 2019) Some

aspects of service quality have been demonstrated to be critical in previous research. Tangibility, reliability, responsiveness, assurance, and empathy, for example, are significant service quality qualities, according to studies. Furthermore, there is no discernible difference in the ranking of the characteristics across industry sectors.

Moreover, service quality has been identified as a critical determinant of an intention of customers to access the service; it is logical to assume that service quality plays a significant role in influencing a customer's intentions; however, there have been few academic studies to evaluate the impact of service quality dimensions on customer intention in the internet services industry (AL-Nawafleh et al., 2019; Alsaggaf, 2017; Alsaggaf & Althonayan, 2018; Enas et al., 2018).

7. INFORMATION QUALITY

In the literature, information quality is commonly used as a term and a factor for assessing user happiness (Ahmed, Eryilmaz, & Alzahrani, 2022; Wilson, Goonetillake, Ginige, & Indika, 2021). Several studies including (Hertzum, 2021) established an information quality generic scale. Others make use of the information quality measures from the original D&M model (Shahzad, Hassan, Aremu, Hussain, & Lodhi, 2021). Others altered D & M (2003)'s model by incorporating features from other relevant perspectives (Alhanatleh et al., 2022; BJ Ali, Omar, & Bakar, 2016).

In addition, the literature on information quality reveals that there are a variety of viewpoints on the constituents of information qualities. Numerous empirical studies are conducted on the development of framework for measuring information quality (Basel Ali & Oudat, 2021). On information quality measures in manufacturing organizations, processing of information systems is considered to have similar approach with production processing. In a given situation where the delivery of products (in this case, information) are prompt and timely (timeliness) added with the condition that the product is not in conformity with the

desires (relevance) of clients (users), then the clients at this juncture will not be satisfied and hence, the sales revenue of the organization will drastically fall (Afful-Dadzie, Afful-Dadzie, & Egala, 2021; Alali & Salim, 2011; Khaddam, Irtaimah, & Bader, 2020).

8. DATA COLLECTION

There are numerous research strategies that can be employed when conducting a study. Research design can be divided into two types: quantitative research design and qualitative research design (Bell, Bryman, & Harley, 2018). Because the goal of our study is to learn more about the elements that influence customer loyalty to online hotel bookings, the data we'll need are subjective. To put it another way, it's about how customers perceive their thoughts about the online hotel product consuming experience. As a result, the quantitative method was adopted for this research. This study's research strategy is a questionnaire, which is the most extensively utilized method in all quantitative investigations (Hair, Black, Babin, & Anderson, 2014). A questionnaire allows everyone to answer the same questions in the same way. The online questionnaire was issued using social media to collect data in this study, and the pilot test was used to ensure the questionnaire's validity and reliability.

8.1 PILOT STUDY

As previously said, the pilot test aids in assessing the instrument's dependability, as having a reliable instrument of measurement is critical while conducting an empirical investigation. According to Heale and Twycross (2015), reliability is the degree to which a test consistently measures everything that is being researched. Furthermore, Bonett and Wright (2015) advocated using Cronbach's alpha to determine the internal consistency by measuring the initial dependability of the data received from the pilot study. Meanwhile, satisfactory reliability coefficients should have a value of at least 0.70 (Connelly, 2011). Taber (2018), proposes that the value be greater than 0.7. Awang (2015), recommended a minimum

of 100 respondents for the pilot test sample size.

This study chose 100 online booking clients at random to participate in the pilot test. Pilot testing yielded a response rate of 100%. Statistical Package for the Social Sciences (SPSS) version 25 was used to test the instrument's reliability using Cronbach's alpha coefficient approach. As seen in Table 1, all variables have Cronbach's alpha coefficients ranging from 0.732 to 0.949, which is well within Connelly's recommended range (2011). It's also worth noting that no components were removed to improve the structures' internal coherence. As a result, all of the variables in the study have demonstrated a high level of internal consistency.

Table 1: *The results of Cronbach's alpha test for pilot study*

Variable	No. of Items	Cronbach's Alpha	Item Deleted
Customer Loyalty	7	0.759	Nil
Intention to Use Online Booking	7	0.732	Nil
Subjective Norms	5	0.940	Nil
Website Quality	5	0.933	Nil
Service Quality	5	0.949	Nil
Information Quality	4	0.810	Nil

8.2 KAISER-MEYER-OLKIN (KMO)

According to Kaiser (1974), the KMO is an index that compares the size of the observed correlation coefficient to that of the partial correlation coefficient. Furthermore, Kaiser (1974) depicted the KMO measure as superb if it was around 0.90, meritorious if it was around 0.80, medium if it was around 0.70, mediocre if it was around 0.60, terrible if it was around 0.50, and unsatisfactory if it was less than 0.50. Bartlett's test of sphericity, is used to see if samples come from populations with similar variances (Snedecor & Cochran, 1989), and it has to be statistically significant at $p > 0.05$ (Cunningham, Holmes-Smith, & Coote, 2006b). According to the findings of the pilot study, the KMO and Bartlett's Test of Sphericity results match the minimum criteria established by Kaiser (1974) and Cunningham,

Holmes-Smith, and Coote (2006a). To put it another way, the indicators suggested that the data was adequate for construct validity.

Table 2: *Results of KMO and Bartlett's test of sphericity for pilot study*

Variable	No. of Items	KMO	Bartlett's Test of Sphericity	Item Deleted
Customer Loyalty	7	0.685	0.000	Nil
Intention to Use Online Booking	7	0.797	0.000	Nil
Subjective Norms	5	0.801	0.000	Nil
Website Quality	5	0.865	0.000	Nil
Service Quality	5	0.880	0.000	Nil
Information Quality	4	0.747	0.000	Nil

8.3 Exploratory Factor Analysis

On the other hand, investigations must evaluate the factor loading and dimensionality of items assessing the construct. The importance of each item in assessing its construct is indicated by the factor loading for each item. Factor loading must be at least 0.6, and any item with a factor loading of less than 0.6 should be eliminated and not included in the field study (Hoque, Siddiqui, Awang, & Baharu, 2018).

Table 3: *The factor loading for survey items*

No.	Items	Factor
Customer Loyalty		
CL1	I am willing to use online booking for hotels in the future	.808
CL2	If I have a chance to an able reservation online on a business trip, I will stay longer to accommodation in this hotel	.778
CL3	I usually recommend my peers to make a booking using the hotel website.	.855
CL4	I consider hotel online booking to be my first choice when choosing a travel.	.638
CL5	I talk to people about the benefits of the hotel official websites	.628
CL6	Commercials about competing for bookings haven't been able to pique my interest in online reservations once more.	.686
CL7	If possible, I will return to use this website in the future.	.763
Intention to Use Online Booking		
IUOB1	I intend to reuse this hotel's online reservation system	.648
IUOB2	I intend to recommend the hotel's online reservation system to others	.842
IUOB3	I intend to use this hotel's online reservation system for future bookings	.830
IUOB4	I intend to bookmark this hotel's online reservation system for future bookings	.814
IUOB5	I predict I will make room reservations from this hotel in the future	.831
IUOB6	I would prefer to make room reservations at this hotel rather than any other hotels	.691
IUOB7	If everything goes as I would like, I will plan to make room reservations at this hotel	.825
Subjective Norms		
SN1	People close to me, who influence my behavior, are positive towards my use of online booking services.	.832
SN2	My friends, colleagues and family members recommend the services of online booking.	.821
SN3	People generally consider the use of online booking as a good idea.	.834
SN4	I am the kind of person who cares about what my peers, friends and classmates think about what I do concerning the online booking service I choose.	.816
SN5	My profession requires the use of online booking.	.814

Website Quality		
WQ1	Overall, this site worked very well technically.	.797
WQ2	Visually, this site resembled other sites I think highly of.	.886
WQ3	This site was simple to navigate.	.834
WQ4	On this site, it was easy to find the information I wanted.	.781
WQ5	This site clearly showed how I can contact or communicate with the hotel.	.840
Service Quality		
SQ1	The output information consistent and dependable (reliability)	.859
SQ2	The online booking system has up to date software and hardware (tangibility)	.879
SQ3	The online booking system gives prompt service to users (responsiveness).	.775
SQ4	The online booking system technical support teams have the knowledge to do their job well (assurance)	.861
SQ5	The online booking system technical support teams have users' best interests at heart (empathy of the personnel staff)	.838
Information Quality		
IQ1	This website presents up-to-date information of accommodation	.779
IQ2	This website provides accurate information of accommodation (e.g., room availability, room pictures)	.758
IQ3	This website provides in-depth descriptions of accommodation and its services (e.g., room amenities, facility information, location, surrounding area information)	.800
IQ4	This website is a very good source of information	.599

Table 3 shows the factor loading for survey items, where all items achieved loading more than 0.6. Thus, all items have been kept.

9. CONCLUSION

This research has advanced our understanding of the factors that influence the success of e-commerce aspects in providing increased online booking intent and client loyalty. Customer loyalty is based on the importance of favorable individual subjective norms, website quality, service quality, and information quality perceptions. This is a crucial addition since during the COVID-19 Crisis in Jordan, there is a gap in customer-related elements that challenge customer loyalty. More notably, the study offers a thorough scale for assessing a wide range of accounting information system and technology acceptance models concepts. Furthermore, the purpose of this study is to conduct a pilot test to determine the face validity and reliability of the finished research study items, as well as to aid in the preparation for the primary study research. The results of the pilot study demonstrate that the Cronbach's alpha for the construct under consideration is more than 0.70. As a result, the limitations of

this study point to potential research directions. Customers are the primary consumers of online booking websites, but commercial organizations, non-profit organizations, and even government agencies are important target groups for e-commerce services. Using the model we develop here, future research can be expanded to include all customers who utilize online services in all industries, as well as their reuse intentions.

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