Supporting Activities to Achieve Total Quality in the Jordanian Tourist Restaurants and Their Impact on Customer Satisfaction

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Abstract

The aim of the present study was to identify customer satisfaction regarding quality management supporting activities (personnel adequacy, conformity to specifications, location attractiveness, image and reputation, service communicated to customer, product variety, and price) at Jordanian tourism restaurants operating in vicinity of the Yarmouk University area in Irbid City. Further, the study sought to identify the impact of application of quality management supporting activities on customer satisfaction, and to identify whether there were statistically significant differences regarding satisfaction levels by demographics of gender, and family income level. Population (n=8) consisted of all Jordanian restaurants located in vicinity of the Yarmouk University in Irbid City classified and registered by Jordanian Ministry of Tourism. A random sample of (50) customers were surveyed at each restaurant separately. A total of (400) customers were administered the questionnaires at the restaurants surveyed. Out of 400 questionnaires administered, 328 were retrieved and (8) questionnaires were found unusable for statistical analysis, remaining 320 questionnaires representing 80% of population useable for the statistical analysis. Major conclusions were that:

1. *There was satisfaction among customers of Jordanian restaurants located in vicinity of the Yarmouk University, Irbid City regarding the quality supporting activities as represented by personnel adequacy, conformity to specifications, service communicated to customer, and price.*
2. *There was no satisfaction among customers regarding conformity to specifications, location attractiveness, and image and reputation.*
3. *There was an effect for quality supporting activities (personnel adequacy, conformity to specifications, location attractiveness, image and reputation, service communicated to customer, product variety, and price on customer satisfaction.*

There was no statistically significant difference among customer satisfaction levels regarding quality supporting activities at the Jordanian tourism restaurants adjacent the Yarmouk University in Irbid City attributed to gender and family income level.

Keywords: Supporting Activities, Customer Satisfaction, Jordanian Tourism Restaurants.

1. Introduction

The driving force of IT & Communications technologies accompanied by globalization brought about radical changes in many social, political, and economic aspects of the life. Business organizations are facing an intense competition, fast changes, and increasingly radical developments in different fields. What business organizations can do under such circumstances to survive is to adopt innovative approaches that require continuous improvement of processes and emphasize on quality of products and services. Total quality management has been proved as promising strategy for organizations to continue competitive globally (Tari, 2005).

The openness to world cultures and dealing with franchise chain restaurants that promote for global brands contributed to awareness of local consumers to food quality issues. In addition, quality has become a major concern at local, regional, and international levels, and the Jordanian government is interested to develop its regulations, legislations, and regulations to keep in line with international quality standards. To meet customer expectations, quality service has become the strategic option for various organizations operating in different sectors including tourism restaurants. Adopting quality strategy by business organizations requires management practices and activities that support quality. Quality has become a major concern of consumers locally and globally. The increased education and awareness to quality issues alerted consumers how critical to ensure quality of products in general and food products in particular. The present study investigates the activities that support quality in tourism restaurants and association with customer satisfaction.

2. Statement of the Problem

The problem addressed by the present study reflects the escalating competitiveness and increased number of restaurants in a limited area in vicinity of the Yarmouk University in Irbid City. These tourism restaurants have become a preferable place for local and international students for spending free time and have their meals there. The increased number of competing restaurants and intense competitiveness within a limited area calls restaurant managers to develop quality-oriented strategic marketing plans, adopt customer-centered approaches, and invest more in service quality in order to improve their competitive position, maintain their market share, and ensure customer satisfaction by communicating the service customers expect from the tourism restaurants.

3. Study Questions

The present study attempts to answer the following questions:

1. What is the satisfaction level among customers regarding application of the quality supporting activities (personnel adequacy, conformity to specifications, location attractiveness, image and reputation, service communicated to customer, product variety, and price) the Jordanian tourism restaurants?

2. What is the impact of application of quality supporting activities personnel adequacy, conformity to specifications, location attractiveness, image and reputation, service communicated to customer, product variety, and price) on customer satisfaction at the Jordanian tourism restaurants?

3. Are there statistically significant differences among customer satisfaction levels regarding application of quality supporting activities (personnel adequacy, conformity to specifications, location attractiveness, image and reputation, service communicated to customer, product variety, and price) at the Jordanian tourism restaurants that vary by demographic characteristics of participants (gender and family income level)?

4. Study Objectives

Principally, this study aims at achieving the following objectives:

1. To identify the satisfaction level among customers regarding quality supporting activities (personnel adequacy, conformity to specifications, location attractiveness, image and reputation, service communicated to customer, product variety, and price) at Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City.

2. To explore the impact of applying the quality supporting activities (personnel adequacy, conformity to specifications, location attractiveness, image and reputation, service communicated to customer, product variety, and price) of customer satisfaction at Jordanian tourism restaurants.

3. To identify whether there were statistically significant differences in the satisfaction levels regarding application of quality supporting activities (personnel adequacy, conformity to specifications, location attractiveness, image and reputation, service communicated to customer, product variety, and price) that are attributed to demographic characteristics of participants (gender and family income level).

5. Study Significance

The importance of this study stems from the critical topic of service quality at the Jordanian tourism restaurants that serves wide spectrum of customers including university students. On other hand, results from this study will be insightful for tourism restaurant that operate in a highly competitive environment.

Investigating the customer satisfaction level will be insightful for the surveyed restaurants to bring about the needed change, and to align their marketing plans with customer desires and preferences and achieve a competitive edge in the tourism restaurants industry.

5. *Study Variables*

The study consists of the following variables:

First: Independent Variable is the quality supporting activities (personnel adequacy, conformity to specifications, location attractiveness, image and reputation, service communicated to customer, product variety, and price)

Second: Dependent Variable is customer satisfaction and will be measured by identifying satisfaction levels among participants.

6. *Hypothesis of the Study*

First main hypothesis "There is satisfaction among customers regarding quality supporting activities (personnel adequacy, conformity to specifications, location attractiveness, image and reputation, service communicated to customer, product variety, and price) applied by the Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City.

First Sub-hypothesis:
"There is satisfaction among customers of Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City regarding personnel adequacy.

Second Sub-hypothesis:
"There is satisfaction among customers of Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City regarding conformity to specifications.

Third Sub-hypothesis:
"There is satisfaction among customers of Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City regarding location attractiveness.

Fourth Sub-hypothesis:
"There is satisfaction among customers of Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City regarding image and reputation.

Fifth Sub-hypothesis:
"There is satisfaction among customers of Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City regarding service communicated to customer.

Sixth Sub-hypothesis:
 "There is satisfaction among customers of Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City regarding product variety.

Seventh Sub-hypothesis:
"There is satisfaction among customers of Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City regarding price

Second main hypothesis "There is an effect for the application of quality supporting activities (personnel adequacy, conformity to specifications, location attractiveness, image and reputation, service communicated to customer, product variety, and price) on customer satisfaction at the Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City.

First sub-hypothesis: "There is an effect of personnel adequacy on customer satisfaction at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City.

Second sub-hypothesis: "There is an effect of conformity to specifications on customer satisfaction at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City.

Third sub-hypothesis: "There is an effect of location attractiveness on customer satisfaction at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City.

Fourth sub-hypothesis: "There is an effect of reputation and image on customer satisfaction at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City.

Fifth sub-hypothesis: "There is an effect of service communicated to customer on customer satisfaction at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City.

Sixth sub-hypothesis: "There is an effect of product variety on customer satisfaction at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City.

Seventh sub-hypothesis: "There is an effect of service price on customer satisfaction at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City.

Third main hypothesis: "there are statistically significant differences in customer satisfaction levels regarding quality supporting activities at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City that are attributed to gender"

Fourth main hypothesis: "there are statistically significant differences in customer satisfaction levels regarding quality supporting activities at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City that are attributed to family income level".

7. *Procedural Definitions*

1- Supporting activities: refer to a set of organizational practices and methods applied by the tourism restaurants to provide quality services that gratify and maintain customers and will be measured through the following dimensions:

- **Personnel adequacy**: describes the qualities characterizing employees staffed by the tourism restaurants in terms of background experience and knowledge developed in customer service field like responsiveness, courtesy, costumes, and etiquette.
- **Conformity to specifications**: refers to adherence by the tourism restaurants with the practice of providing service that complies with best practices in the industry and quality assurance standards, in addition to adherence to law and regulations.
- **Location attractiveness**: Indicates the physical attractiveness of the tourism restaurant externally in terms of accessibility, geographic location, building size and design and internally in terms of cleanness, decoration, interior design, etc.
- **Image & reputation**: Indicates the mental image of the tourism restaurants held by customers as a result of positive experience they had with the services provided.
- **Service communicated to customer**: means that tourism restaurants clearly communicate to customers the information regarding any price or promotion offers and any new product provided.
- **Product variety**: the tourism restaurants offer varied product mix like beverages and meals or snacks at affordable price and provide the delivery service to reach out different customer groups.
- **Price**: means the monetary value paid by a customer for the meal served at the surveyed tourism restaurants.

2- Customer satisfaction: a state of gratification, agreeability, and acquiescence felt by the student customers regarding application of quality supporting activities by the Jordanian tourism restaurants. Customer satisfaction will be measured on 5-point Likert Scale: Strongly Agree, Agree, Uncertain, Disagree, and Strongly Disagree.

3- Jordanian tourism restaurants: refer to national restaurants that comply with Ministry of Tourism regulations and respond to the classification requirements as specified by the Tourism Act provisions that specify classification grades and requirements.

8. *Methodology of the Study*

Population (n=8) consisted of all Jordanian restaurants classified as tourism restaurants located at the Yarmouk University Street in Irbid City and registered by Ministry of Tourism: Kortina (1 star), Al-Mankal (2 stars), Demiat Nights (2 stars), Hana Irbid (1 star), Saharat (1 star), Al-Hakora (2 stars), Al-Hofra Restaurant and Café (1 star), and Che Che restaurants (2 stars). Other franchise restaurants representing global brands were excluded from the study. Similarly, unclassified people's restaurants that are not registered at the Ministry of Tourism were also excluded. The rationale behind selecting the classified tourism restaurants located the Yarmouk University Street as population in the current study is that in general these restaurants are facing intense competition by franchise restaurants representing global brands and operating in the same local environment.

On the other hand, Irbid City is one of largest cities in Jordan in terms of area and population and has many restaurants that are mostly centered at the Yarmouk University Street and serve a large number of varied customers including students, university employees, public and private employees and the general public.

A sample of (50) customers met at each of the eight restaurants surveyed totaling (400) was randomly selected. To ensure accuracy of data collection with the demographic characteristics of participants, the researcher administered the questionnaires to participants at three times: morning in which customers usually takes breakfast meal, afternoon in which customers have their lunch meal, and night when customer have their dinner meals. Questionnaires were distributed by hand with the assistance of restaurant administration. A total of 400 questionnaires were distributed to customer participants, (328) were retrieved, and (8) were found unusable for statistical analysis. The remaining 320 questionnaires were used for statistical analysis representing 80% of population which is statistically high enough and allows generalizing the results (Sekaran, 2006).

In this study, student was selected as the analysis unit i.e. the student class of customers frequenting the tourism restaurants under study to have their meals or have a drink and spend a rest time there.

To measure responses to study questions, 5-point Likert Scale was used, where {5=Very High, 4=High, 3=Not Sure, 2=Low, 1=Very Low}

The Social Program for Social Sciences SPSS was used for statistical treatments including means, standard deviations, percentages, frequencies, mean T-test, and T and F tests for differences, and Cronbach's alpha test for reliability of the instrument used.

To collect data, the author relied on:

-   Secondary Sources: typical libraries and online sources were searched for data collection and develop the literature review and prior studies section.
-   Primary Sources: represented by the questionnaire specifically designed for this study to measure its variables and collect data from the customers surveyed at the Jordanian tourism restaurants. Primarily, the questionnaire included three parts:

Part one includes the demographic characteristics of participants: gender, and family income level. Part two included the scale items that measure customer satisfaction level regarding quality supporting activities as the independent variable. First subscale measured customer satisfaction level regarding quality supporting activities pertaining personnel adequacy (items 1-4);second subscale measuring customer satisfaction level as to quality supporting activities pertaining conformity to specifications (items 5-8); third subscale customer satisfaction level regarding quality supporting activities pertaining location attractiveness (items 9-12); fourth scale measures image & reputation (13-14); fifth scale measures service communicated to customer (items 17-20); sixth subscale measures customer satisfaction level as to quality supporting activities concerning product variety (21-24); and seventh subscale measures customer satisfaction level as to quality supporting activities regarding price (items 25-28). Third Scale includes items (29-50) measuring the dependent variable "customer satisfaction".

9. *Theoretical Framework of the Study*

10.1. Total Quality Concept:

Quality refers to an intricate concept and there is no general agreement on its definition; because defining quality depends more on the consumers rather than the management (Leonard, et al, 1988: 35). Juran & Gryna referred to quality as fitness for use (Juran & Gryna, 1993: 29). On the other hand, Crosby's defined quality as product conformity to certain consumer requirements (Crosby, 1992:37). Feignbaum defined quality control as an effective system for integrating the quality development, quality maintenance, and quality improvement efforts of the various groups in an organization so as to enable production and service at the most economical levels which allow full customer satisfaction (Feignbaum, 1991:32).

Harvey & Brown defined total quality as a philosophy involving rules directed towards continuous improvement depending on work teams for purpose of improving product quality (Harvey & Brown, 2001: 366). Finally, Oakland defined total quality as approach allowing the organization improve its competitive level and affecting all its components (Oakland, 2000:8). To summarize, the varied approaches to quality indicate a potential interrelationship between quality and customer satisfaction as the key objective is to increase the performance level so as to match customer demand.

Similarly, achievement of quality is possible by continuous improvement and top management buy in the quality approach and application of various management practices and activities that target improvement of the organization resources and practices.

This author supports a system relationship between quality and customer satisfaction in terms of interrelationship and goal, as the final goal of quality is to create mutual benefit between the organization and its customers, and on the other hand, to provide a product or service that commensurate with final consumer needs.

10.2. Quality Supporting Activities:

Quality activities supporting are as varied as the scholars addressed them depending on the perspective they adopted. However, there are backbone elements that could not be overlooked because essentially they were emphasized by renowned quality theorists whose contributions to quality studies were successfully crystallized in many organizations, mainly in Japan. For instance, Edward Deming, one of the most salient contributors to success of and excellence of the Japanese organizations in quality advocated that total quality could be created through a set of quality management supportive activities (Deming, 1993: 6-10):

- Adopting good philosophy on quality by various functional levels and not allowing make the old mistakes.
- Cease dependence on inspection to achieve quality. Eliminate the need for massive inspection by building quality into the product in the first place.
- Institute training on the job at different management levels to improve their skills**.**
- Improve constantly the system of production and service.
- Create objectives of the organization and spread them at the internal and external environment of the organizations.
- Adopting quality by to managers and make appropriate changes inside the organization.
- Drive out fear.
- Institute leadership that takes on leadership for change vigorously and adopting innovation supporting activities.
- Eliminate slogans, exhortations.
- Selection suppliers based on efficiency and quality of materials.
- Develop employee skills and knowledge by stressing on education and training.
- Eliminate work standards (quotas) on the factory floor. Substitute with leadership.
- Eliminate management by numbers and numerical goals so as not to affect employee performance by stressing on quantity on the expense of quality.
- Concentrating on building work teams that are trained and specialized.

. Instill confidence in employees to increase their loyalty and job pride.

Deming pioneered the concept of quality circles that stresses on four principles to ensure continuous improvement of product over the life cycle: "Plan, Do, check, Act" (PDCA).

Further, Genichi Taguch argued that quality is developed by focusing on good design of product from the beginning, process design, and customer-based quality measurement and stressed on good product that suits the community without harming it. He viewed that poor quality product affects not only the organization, but the community at large. Taguch employed intricate statistical methods in quality control and stressed on raw material quality (Jodeh, 2006:177). Philip Crosby contributed to quality with his renowned approach of "zero defect" by which he emphasized on doing the right from the first time to avoid material and immaterial losses and called top management to support quality application (Crosby, 1992:29-32).

To improve quality, Kaora Ishikawa suggested other activities that emphasized on quality circles, sharing, educating, training, and use statistical methods (Alwan, 2005: 90).

Joseph Juran's contribution to quality studies in Japan was focused on quality improvement methods based on a set of quality supporting activities like creation appropriate climate for innovation, organization culture, scientific problem solving in light of information provided, planning, continuous improvement and control, partnership between top, middle and low management levels as they are partners in the organization success in that any deficiency in one management level affects others (Juran & Godfrey,2000:37).

Continuous improvement is essential for quality improvement. As there is no best way to achieve quality, there are various approaches of continuous improvement that enhance quality, including:

The first approach: good change or Kaizen as applied by the Japanese theorists. Kaizen is a Japanese term meaning good change and is based on focused continuous improvement uninterruptedly so that to include different areas, resources and activities in the organization by concentrating on a set of elements like focusing on internal and external clients, specialized work teams, technological resources, quality circles, and timely service (Geoffrey, 2001:230).

Second approach: The Juran Trilogy: is an improvement cycle that is based on quality planning, quality control and quality improvement (Juran & Gryna, 1993:9).

10.3. Application of Quality at the Tourism Organizations:

Restaurant businesses take an influential role in the community from social, health, and environmental aspects. Tourism restaurants that provide a varied mix of food services for different populations are under increasingly under pressure by the public to adopt quality standards. To do so, tourism restaurants need to adopt the continuous improvement approach to develop quality services and keep improve the services they provide to as to not maintain their market share and increase their competitiveness on the food industry market.

11. Literature Review

Eraqi (2006) conducted in Egypt to explore quality adoption by tourism services sector as perceived by domestic customers and foreign tourists. The study thoroughly reviewed related studies and designed a questionnaire that was administered to a randomly selected sample to collect data from respondents. The study revealed a low satisfaction level among both domestic customers and foreign tourists regarding the tourist services in Egypt due to lack government support. Customers and foreign tourists also were less satisfied regarding quality of tourist services offered, for instance transport means, community awareness, and security.

Barakat (2007) "The Status of Applying Total Quality Management Dimensions under the Prevalent Organizational Culture in the Banks Operating in Gaza" sought to identify the status of applying total quality management dimensions under the prevalent organizational culture at the banks operating in Gaza and to identify effect of the organizational culture on the application of total quality management. The study used the following dimensions (customer-centered, employee needs, process improvement, and competitive management requirements). The study adopted the analytical descriptive approach and comprehensive screening. Population consisted of top managers at the banks surveyed. Using the questionnaire, data were collected from participants (n=166). The study concluded that clearly there was adoption of the total quality management dimensions at the banks studied under their current organization culture, where banks ranked top the management needs for competition, followed in the second rank customer-centered processes, and next process improvement and finally meeting needs of the employees. Results revealed no statistically significant differences regarding the status of applying total quality management dimensions by job title, age, education, specialty, years of experience or gender.

Namkung & Jang (2007) aimed at identifying whether food quality has impact on customer satisfaction and their behavioral intent of frequenting to the restaurant. The study used the questionnaire survey to collect data from a randomly selected sample of 372 customers frequenting to mid and large-sized restaurants in the American environment. The study revealed that food quality greatly affected customer satisfaction and increase their relaxed dealing with the restaurant and motivate them to patronize the restaurant or dealing with it more frequently. Al Dies (2008) conducted for purpose of identifying the status of quality management and impact on performance level of tourism organizations.

Using the inductive analytical method, the study investigated total quality management and impact on performance of tourism organizations. The study found that in general adopting quality approach is paramount for tourism enterprises due to the critical position of tourism sector in the economy, and the intense competitiveness locally and regionally. The study concluded with a number of recommendations that called Ministry of Tourism pay greater attention to the tourism sector to ensure that the tourism service is provided in accordance with quality criteria. In addition, the study recommended to revisits the hotel classification system in light of the international standards.

Hawi & Hasan (2008) "Total Quality Management Prerequisites and Relationship with Improvement of Banking Operations at AL Rafidain Bank in Basra" aimed at exploring the status of application total quality management at banks by focusing on the following components (adoption of total quality management as strategic plan, adherence with the total quality management approach, providing an information system, compose work teams, design training courses, and using the statistical methods) in a way matching customer's needs. Population consisted of 150 bank employees assuming positions in top management, department managers, and regular employees. The study employed the questionnaire to collect data from a randomly selected sample. The study found low level of support to total quality management by top managers. Results showed a clear awareness among employees to quality prerequisites for improvement of the banking services. The study recommended top managers adopt the total quality management approach at the surveyed banks, and to develop the communications systems to provide the needed information, and to organize training programs on quality for employees and to employee the statistical means to control quality in banking performance.

Chang, et al (2010) aimed at identifying customer responses after having food at restaurants, their satisfaction or dissatisfaction, behavior, and loyalty to the restaurant. The study used the questionnaire for data collection from customers frequenting a Chinese restaurant in Taiwan composing of ten branches. The study concluded that poor quality service contrary to customer expectations would result in reluctance from the restaurant and reduces perceived service and finally leads to dissatisfaction. However, the increased level of service quality would increase satisfaction, loyalty and creates positive perceived image among restaurant customers.

Chen & Hui Hu (2009) conducted in Australia for purpose of identifying the perceived image and impression created in customers regarding quality of services provided by restaurants like coffee, drinks, food, service level, and extra services. The study employed the questionnaire to collect data from participants (n=834). The study found that attitudes and impression created in customer takes an influential role in attracting customers to restaurants to have meals, drink coffee, and experience the service level of the restaurant. Ryn & Han (2010) sought to identify the relationship between quality level at snack food restaurants in terms of food service, physical environment, and price, from a hand, and customer satisfaction on the other. Using the questionnaire, the study collected data from fast food restaurant's customers (n=360) selected randomly and found a strong relationship between quality service (food service, physical environment and price) and customer satisfaction The study also revealed that buying behavior and acceptance of service provided by restaurants is influenced by quality level (food service, physical environment and price).

Study of Yan and Makinde (2011) on "Impact of continuous improvement on new product development within SMEs in the western cape, South Africa "aimed at identifying the impact of continuous improvement on new product development within small and mid-sized businesses in South Africa. To collect data from 40 small and mid-sized businesses, the study used quantitative and qualitative methods. Findings indicated that continuous improvement of products is the essential means of innovation and excellence of performance. The study also demonstrated that the continuous improvement process needs other supporting elements like education, and knowledge for efficient application of continuous improvement.

Kim (2011) sought to verify the association between service quality, customer satisfaction, and loyalty in restaurant chain in Seoul, Korea. The study used the questionnaire survey to collect data from a random sample of restaurant staff and customers. The study found a direct association between service quality and customer satisfaction and loyalty to product and service provided by the restaurant. Ryu & Han (2011) attempted to identify the impact of physical environment (attractiveness, interior design, and personnel adequacy, chair, and table tidiness) on customer satisfaction level, their loyalty, and frequency of visiting the restaurant again. The study employed the questionnaire for collecting customers (n=310) at Seoul/Korea. The study found that all physical environment elements had a large impact on customer satisfaction and loyalty. The more the quality of physical environment elements, the more often will customers visit the restaurant, and advise others to experience its service.

Shaikh & Khan (2011) sought to identify the impact of service quality on customer satisfaction in Pakistan. The study stressed on two elements of quality elements i.e. tangibility and responsiveness. The study used the questionnaire to answer the study questions which was administered to a randomly selected sample of (400) customers. The study found that the application of quality criteria of tangibility and responsiveness creates added value and increases customer satisfaction.

Study of Abu Ziada (2012) titled "Time Management and Total Quality and Impact on Job Performance: Empirical Study on a Sample of Palestinian Commercial Banks" aimed at identifying the effect of time management and total quality on job performance at Palestinian Commercial Banks. The study used the questionnaire to collect data from participants (n-114 directors). The study concluded that the Palestinian commercial banks apply different total quality dimensions excluding personnel participation and motivation. The study revealed a significant effect between total quality management dimensions and effective time management and job performance. However, the greatest effect on job performance was related with the combined time management and total quality.

Ryu, et al (2012) sought to explore the effect of the quality of physical environment and service provided by restaurants on restaurant reputation, perceived value, customer satisfaction, and behavioral attitudes among customers. The study used the questionnaire to collect data from customers of Chinese restaurants located Southeast the United States. The study found that all quality elements studied i.e. physical environment and quality service had great effect on restaurant reputation, perceived value, customer satisfaction, and behavior on satisfaction or dissatisfaction with restaurant services once they are applied.

Al-Awajin (2013) sought to identify the effect of internal services on job satisfaction of employees at Orphan Fund Development Institution in Jordan. The study used the following quality criteria (tangible aspects, dependability, responsiveness, security, affection, professionalism, and confidentiality). The study adopted the analytical descriptive methods and to collect data used the questionnaire that was administered to 254 employees at Orphan Fund Development Institution. The study found an effect of internal service quality on job satisfaction of employees by all dimensions. Further, the study revealed that employees rated high the internal service quality dimensions where confidentiality was rated top by application level.

Lalch, et al (2013) aimed at identifying the effect of quality and management practices on small businesses performance operating in restaurant services field in USA. The study employed the questionnaire to collect data from (374) customers participated in the study. The study revealed that quality management practices had direct influence on success in the market.

The study also revealed a statistically significant association between quality management practices and financial performance and the application of quality practices at small businesses adds value and positive qualities enhancing their competitiveness.

12. Testing Hypotheses, Data Analysis, and Results Discussion

12.1. Reliability Test:

Results shows alpha coefficients >0.60 indicating sufficient reliability of the study instrument.

Table 1: Cronbach's alpha coefficient test for study instrument reliability

Area	α	Area	α
Satisfaction as to personnel adequacy	0.76	Impact of personnel adequacy on customer satisfaction	0.90
Satisfaction as to conformity to specifications	0.78	Impact of conformity to specification on customer satisfaction	0.74
Satisfaction as to location attractiveness	0.93	Impact of location attractiveness on customer satisfaction	0.88
Satisfaction as to image and reputation	0.68	Impact of image & reputation on customer satisfaction	0.69
Satisfaction as to service communicated to customer	0.77	Impact of service communicated on customer satisfaction	0.62
Satisfaction as to product variety	0.75	Impact of product variety on customer satisfaction	0.82
Satisfaction as to price	0.82	Impact of price on customer satisfaction	0.81

12.2. Demographic Characteristics of Participants:

Table 2: shows that: As for gender, the sample was predominated by females (58.7%) compared with males (41.3%). Family Income Level:

Thirty five per cent of participants their family income ranged between (JD 200-399), 31.6 per cent were within family income group (JD 400-599), 15.3 per cent within family income group (JD 600-799), 13.1 per cent received income JD 800 or above and 50 per cent charged less than JD 200.

Table 2: frequencies, and percentages of demographic characteristics

	Variable	Frequency	Percentage%
Gender	M	132	41.3%
	F	188	58.7%
Family Income Level	>200	16	5.0%
	200-399	112	35.0%
	400-599	101	31.6%
	600-799	49	15.3%
	<800	42	13.1%

First main hypothesis "There is satisfaction among customers regarding quality supporting activities (personnel adequacy, conformity to specifications, location attractiveness, image and reputation, service communicated to customer, product variety, and price) applied by the Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City.

Table (3) shows that satisfaction with personnel adequacy was ranked top (73.6%), followed by product variety (68.8%), next satisfaction with price (67.6%), and finally satisfaction with service communicated to customer (64.6%). The remaining areas i.e. conformity to specifications, location attractiveness, and image and reputation received less satisfaction from the customer <3.00.

The composite items had M=3.20>3.00, and perceived significance at α=0.00, i.e. statistically significant. So, the first hypothesis stating that there is satisfaction among customers regarding quality supporting activities applied at the Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City will be accepted.

Table 3: means, standard deviations, t-value, and perceived significance of customer satisfaction level regarding quality supporting activities as applied at the Jordanian tourism restaurants

Theme (Satisfaction Domain)	M	SD	t-Value	α	Satisfaction Degree%	Result	Rank
personnel adequacy	3.68	0.61	20.02	0.00	73.6	Satisfied	1
conformity to specifications	2.98	0.77	-0.18	0.86	59.6	Dissatisfied	5
location attractiveness	2.94	0.86	-1.33	0.18	58.8	Dissatisfied	6
image and reputation	2.75	0.65	-6.89	0.00	55	Dissatisfied	7
Service communicated to customer	3.23	0.72	5.80	0.00	64.6	Satisfied	4
product variety	3.44	0.74	10.76	0.00	68.8	Satisfied	2
Price	3.38	0.73	9.29	0.00	67.6	Satisfied	3
Composite Items	3.20	0.52	6.91	0.00	64	Satisfied	---

First Sub-hypothesis: "There is satisfaction among customers of Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City regarding personnel adequacy.

Table (4) shows that all items had mean score >3.00, and perceived significance<0.05, i.e. statistically significant, with the item (4) measuring commitment of the restaurant management to offer service in compliance with customer demand was ranked first, and item (1) ranked secondly, whereas item (3) measuring cleanness and tidiness of restaurant staff was ranked lastly.

The composite items scored M=3.68, and perceived significance 0.00, i.e. statistically significant; meaning acceptance of the first hypothesis stating that there is satisfaction among customers of Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City regarding personnel adequacy.

Table 4: Means, standard deviations, t-test and perceived significance of personnel adequacy

No.	Item	M	SD	t-Value	Perceived Significance
1	Restaurant personnel always serve delicious meals	3.80	0.80	17.94	0.00
2	Restaurant personnel are courtesy with clients	3.72	0.84	15.25	0.00
3	Restaurant personnel always clean and tidy	3.26	0.99	4.67	0.00
4	Restaurant administration always offer service meeting client demand	3.96	0.94	18.21	0.00
Total		**3.68**	**0.61**	**20.02**	**0.00**

Second Sub-hypothesis: "There is satisfaction among customers of Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City regarding conformity to specifications.

Table (5) shows that except item (8), the other items had M<3.00, i.e. statistically insignificant. This result indicates that restaurant employees usually do not wear the uniform, and use gloves or head cover when they prepare food meals and the restaurant lack clean sanitary facilities. Item (8) had M>3.00 and perceived significance<0.05 meaning that the restaurant administration provides sufficient information about the prices they offer.

The composite items scored M=2.98 which is <3.00; meaning rejection of the second hypothesis stating that there is no satisfaction among customers of Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City regarding conformity to specifications.

Table 5: Means, standard deviations, t-test and perceived significance of conformity to specifications

No.	Item	M	SD	t-Value	Perceived Significance
5	The restaurant requires its employees wear the uniform	2.89	1.25	-1.61	0.11
6	The employees regularly use gloves and head cover when preparing food meals	2.65	1.04	-5.78	0.00
7	The restaurant has clean sanitary facilities	2.81	1.09	-2.97	0.00
8	The restaurant provides sufficient information regarding its prices	3.60	1.05	10.26	0.00
Total		**2.98**	**0.77**	**-0.18**	**0.86**

Third Sub-hypothesis: "There is satisfaction among customers of Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City regarding location attractiveness. Table (6) shows that items (9) and (12) had M<3.00, i.e. statistically insignificant. This result indicates that the general location of restaurants lacks quietness, and the tourism restaurants lack adequate car parking lots for visiting customers. Items (10) and (11) had M>3.00 and perceived significance<0.05, i.e. statistically significance, meaning that restaurants' exterior design was found exciting and attractive. Similarly, the interior design of restaurants was good in terms of colors used and decoration.

The composite items scored M=2.94, which is <3.00; meaning acceptance of the third hypothesis stating that there is no satisfaction among customers of Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City regarding location attractiveness.

Table 6: Means, standard deviations, t-test and perceived significance of location attractiveness

No.	Item	M	SD	t-Value	Perceived Significance
9	The location of restaurant is generally quiet	2.93	1.14	-1.18	0.24
10	The restaurant exterior design is exciting and attractive	3.40	1.12	6.35	0.00
11	The restaurant interior design has aligned colors decorations	3.25	1.14	3.87	0.00
12	The tourism restaurant assigns sufficient car parking lots.	2.18	1.03	-14.38	0.00
Total		**2.94**	**0.86**	**-1.33**	**0.18**

Fourth Sub-hypothesis: "There is satisfaction among customers of Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City regarding image and reputation. Table (7) demonstrates that items (15) and (16) had M<3.00, i.e. statistically insignificant, meaning that the restaurants usually do not provide promotional gifts to customers on holidays and events; and do not survey customer opinion regarding level of service received.

As for items (13) and (14) they had M>3.00 and perceived significance<0.05, meaning that the classification rating of tourism restaurants reflects the level of service they provide, and customers exchange positive accounts regarding the restaurants that have excelled.

The composite items scored M=2.75, which is <3.00, indicating rejection of the fourth hypothesis stating that there is no satisfaction among customers of Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City regarding image and reputation.

Table 7: Means, standard deviations, t-test and perceived significance of image and reputation

No.	Item	M	SD	t-Value	Perceived Significance
13	The classification rating of restaurants reflects the service they provide	3.26	0.87	5.37	0.00
14	Customers exchange positive accounts regarding reputable restaurants	3.70	1.00	12.42	0.00
15	Restaurant administrations offer promotional gifts on different holidays and events	1.88	1.02	-19.61	0.00
16	Restaurants elicit customer opinions the level of services they receive	2.16	1.12	-13.41	0.00
Total		**2.75**	**0.65**	**-6.89**	**0.00**

Fifth Sub-hypothesis: "There is satisfaction among customers of Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City regarding service communicated to customer.

Table (8) shows that except item (20), the other items had M>3.00, and perceived significance<0.05, i.e. statistically significant, meaning that tourism restaurants always announce about their services, and provide the service as they communicated to customers. The restaurant administrations employ promotional materials with attractive word, image, and picture of their products. However, item (20) had M<3.00, i.e. statistically insignificant, meaning that restaurant employees present reliable information about the time needed to serve the meal to customer. The composite items scored M=3.23, which is >3.00, and perceived significance<0.05, indicating acceptance of the fifth hypothesis stating that there is satisfaction among customers of Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City regarding service communicated to customer.

Table 8: Means, standard deviations, t-test and perceived significance of service communicated to customer

No.	Item	M	SD	t-Value	Perceived Significance
17	The restaurants always provide promotional materials about their services	3.24	1.07	3.97	0.00
18	The restaurants adhere to offer services as communicated to customer through commercials	3.23	0.99	4.23	0.00
19	The restaurants use attractive word, image and picture promotion of their product	3.48	1.15	7.52	0.00
20	The restaurant employees reliable information about time needed to prepare meal for the customer	2.98	1.01	-0.33	0.74
Total		**3.23**	**0.72**	**5.80**	**0.00**

Sixth Sub-hypothesis: "There is satisfaction among customers of Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City regarding product variety. Table (9) shows that except item (23) the remaining items had M>3.00, and perceived significance<0.05, i.e. statistically significant, meaning that the restaurants offer varied products that meet needs of majority of customers, varied prices commensuration with various family income levels, and offer varied juice and beverages that meet needs of major customers.

However, item (23) had mean score M<3.00, i.e. statistically insignificant, indicating that restaurant administrations do not provide delivery service to their customers.

The composite items scored M=3.44, which is >3.00, and perceived significance <0.05, indicating acceptance of the sixth hypothesis stating that there is satisfaction among customers of Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City regarding product variety.

Table 9: Means, standard deviations, t-value and perceived significance regarding product variety

No.	Item	M	SD	t-Value	Perceived Significance
21	The restaurants offer meals that meet needs of majority of customers	3.69	1.01	12.24	0.00
22	The restaurants provide varied prices fitting with different income levels	3.44	1.07	7.44	0.00
23	The restaurants provide free delivery service	2.91	1.19	-1.37	0.17
24	The restaurants offer varied juice and beverages to meet different needs of customers	3.73	1.12	11.67	0.00
Total		**3.44**	**0.74**	**10.76**	**0.00**

Seventh Sub-hypothesis: "There is satisfaction among customers of Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City regarding price.

Table (10) shows that except item (26), the remaining items had mean score M>3.00, and perceived significance<0.05, i.e. statistically significant, meaning that the tourism restaurants adhere to prices offered on the pricelist, and provide food meals that worth the money value assigned. However, item (26) despite had mean score M>3.00, and perceived significance >0.05, i.e. statistically insignificant, indicating that tourism restaurants lack real promotions and discounts on their products and services. The composite items scored M=3.38, which is >3.00, and perceived significance<0.05, indicating acceptance of the seventh hypothesis stating that there is satisfaction among customers of Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City regarding price.

Table 10: Means, standard deviations, t-value and perceived significance regarding price

No.	Item	M	SD	t-Value	Perceived Significance
25	The restaurants adheres to pricelist	4.00	1.02	17.53	0.00
26	The restaurants offer real offers and discounts	3.05	1.02	0.82	0.41
27	The restaurants provides food meals that worth its monetary value	3.23	0.99	4.16	0.00
28	The restaurants provide beverages that worth their monetary value	3.24	1.11	3.89	0.00
Total		**3.38**	**0.73**	**9.29**	**0.00**

Second main hypothesis "There is an effect for the application of quality supporting activities (personnel adequacy, conformity to specifications, location attractiveness, image and reputation, service communicated to customer, product variety, and price) on customer satisfaction at the Jordanian tourism restaurants in vicinity of the Yarmouk University in Irbid City.

Table (11) shows that the application of quality supporting activities related to conformity to specifications have the greatest impact on customer satisfaction at 86.6%, followed by quality supporting activities related to product variety 82.2%, then in the third place were quality supporting activities related to personnel adequacy 78.8%, in the in the fourth rank were quality supporting activities related to price 78.4%, in the fifth place were quality supporting activities related to location attractiveness 78.2%, in the sixth place were quality supporting activities related to service communicated to customer 76.6%, and quality supporting activities related to image and reputation were in the last place 68.2%.

The composite items scored M=3.92, which is >3.00, and perceived significance=0.00, which is statistically significant, so the second main hypothesis implying an impact of applying quality supporting activities at the Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City on customer satisfaction.

Table 11: Means, standard deviations, t-value, and perceived significance of the effect of applying quality supporting activities at the Jordanian tourism restaurants on customer satisfaction.

Theme (Satisfaction Domain)	M	SD	t-Value	α	Satisfaction Degree%	Outcome	Rank
Impact of quality supporting activities related to personnel adequacy on customer satisfaction	3.94	0.88	19.02	0.00	78.8	Impact	3
Impact of quality supporting activities related to conformity to specifications on customer satisfaction	4.33	0.70	33.69	0.00	86.6	Impact	1
Impact of quality supporting activities related to location attractiveness on customer satisfaction	3.91	0.88	18.56	0.00	78.2	Impact	5
Impact of quality supporting activities related to image and reputation on customer satisfaction	3.41	0.81	8.95	0.00	68.2	Impact	7
Impact of quality supporting activities related to service communicated to customer on customer satisfaction	3.83	0.70	21.26	0.00	76.6	Impact	6
Impact of quality supporting activities related to product variety on customer satisfaction	4.1	0.82	24.27	0.00	82.2	Impact	2
Impact of quality supporting activities related to Price on customer satisfaction	3.92	0.87	19.06	0.00	78.4	Impact	4
Total	**3.93**	**0.55**	**29.97**	**0.00**	**78.6**	**Impact**	**--**

First sub-hypothesis: "There is an effect of personnel adequacy on customer satisfaction at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City.

Table (12) shows that all items had mean score>3.00, and perceived significance<0.05, i.e. statistically significant, indicating that reliability and courtesy with customers was the most important motive for dealing with the restraints more often, followed by adequacy of employees in good coking and meal preparation skills, and finally cleanness of employees and tidiness.

The composite items scored M=3.94, and perceived significance=0.00, i.e. statistically significant, indicating acceptance of the eighth hypothesis stating that there is impact of personnel adequacy at Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City on customer satisfaction.

Table 12: Means, standard deviations, t-value, and perceived significance of the impact of personnel adequacy on customer satisfaction

No.	Item	M	SD	t-Value	Perceived Significance
29	Employee cooking and food preparation skills at the restaurant motivate me deal with it more often.	3.96	1.05	16.35	0.00
30	Employee cleanness and tidiness at the restaurant encourage me deal with it more often.	3.82	1.12	13.12	0.00
31	Reliability and courtesy of restaurant employees motivates me deal with it	4.04	1.01	18.49	0.00
Total		**3.94**	**0.88**	**19.02**	**0.00**

Second sub-hypothesis: "There is an effect of conformity to specifications on customer satisfaction at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City.

Table (13) shows that all items had mean score>3.00, and perceived significance<0.05, i.e. statistically significant, indicating that applying food safety procedures like wearing hand gloves, and head cover were the most factor influencing customer satisfaction followed by cleanness of the sanitary facilities, and wearing the uniform.

The composite items scored M=4.33, and perceived significance=0.00; i.e. statistically significant, indicating acceptance of the ninth hypothesis stating that there is impact of conformity to specifications at the Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City on customer satisfaction.

Table 13: Means, standard deviations, t-value and perceived significance of the impact of conformity to specifications on customer satisfaction

No.	Item	M	SD	t-Value	Perceived Significance
32	Wearing uniform by employees concerns me the most	3.80	1.14	12.57	0.00
33	Taking food safety procedures like using gloves and head cover is paramount for me	4.59	0.82	34.87	0.00
34	Cleanness of the sanitary facilities at the restaurant important for me	4.58	0.87	32.43	0.00
Total		**4.33**	**0.70**	**33.69**	**0.00**

Third sub-hypothesis: "There is an effect of location attractiveness on customer satisfaction at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City. Table (14) shows that all items had mean score>3.00, and perceived significance<0.05, i.e. statistically significant, where quietness was the major factor in customer satisfaction, followed by restaurant's exterior design, and the restaurant's interior design in the last rank. The composite items scored M=3.91, and perceived significance (0.00), i.e. statistically significant, indicating acceptance of the tenth hypothesis stating that there is impact of location attractiveness of Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City customer satisfaction.

Table 14: Means, standard deviations, t-value, and perceived significance of the impact of location attractiveness on customer satisfaction

No.	Item	M	SD	t-Value	Perceived Significance
35	Always look for quietness at the restaurant I choose	3.96	1.01	16.99	0.00
36	The exterior design of the restaurant affects my selection	3.89	1.12	14.31	0.00
37	Decoration of restaurant from inside attracts me the most	3.88	1.08	14.57	0.00
Total		3.91	0.88	18.56	0.00

Fourth sub-hypothesis: "There is an effect of reputation and image on customer satisfaction at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City.

Table (15) shows that items (39) and (40) had mean scores>3.00, and perceived significance<0.05, i.e. statistically significant, implying that information exchanged by customers was the most impacting on customer satisfaction, followed by the careful handling by restaurant managers of customer suggestions and opinions regarding the service they receive. Item (38) had mean score M<3.00, i.e. awareness to rank of a tourism restaurant had no effect on customer satisfaction. The composite items scored M=3.41, and perceived significance=0.00; i.e. statistically significant, indicating acceptance of the eleventh hypothesis stating that there is impact of image and reputation of the Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City on customer satisfaction.

Table 15: Means, standard deviations, t-value, and perceived significance of the impact of image and reputation on customer satisfaction

No.	Item	M	SD	t-Value	Perceived Significance
38	Classification rating of a restaurant concerns me the most	2.74	1.25	-3.68	0.00
39	Information exchanged by friends about the restaurant motivates me deal with it	3.83	1.04	14.1	0.00
40	I like the restaurant management take my opinion or suggestions into account	3.65	1.18	9.80	0.00
Total		**3.41**	**0.81**	**8.95**	**0.00**

Fifth sub-hypothesis: "There is an effect of service communicated to customer on customer satisfaction at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City.

Table (16) shows that all items had mean score>3.00, and perceived significance<0.05, i.e. statistically significant, indicating that the most influential factor on customer satisfaction was the adherence by restaurants of communicating service as announced on the commercials, and then responsiveness to customer order without delay, and finally restaurant promotional material. The composite items scored M=43.83, and perceived significance=0.00; i.e. statistically significant, indicating acceptance of the twelfth hypothesis stating that there is impact of service communicated to customer at the Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City on customer satisfaction.

Table 16: Means, standard deviations, t-value, and perceived significance of the impact of service communicated to customer on customer satisfaction

No.	Item	M	SD	t-Value	Perceived Significance
41	I feel impressed by the restaurant's promotional materials to deal with it	3.61	1.12	9.76	0.00
42	I am concerned with restaurants that communicate services with the quality announced	4.23	0.97	22.60	0.00
43	I am interested in responsiveness and being served as fast as possible without delay	3.66	1.30	9.13	0.00
Total		3.83	0.70	21.20	0.00

Sixth sub-hypothesis: "There is an effect of product variety on customer satisfaction at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City.

Table (17) shows that all items had mean score>3.00, and perceived significance<0.05, i.e. statistically significant, indicating that tourism restaurants that offer varied prices to meet the different income levels accounts from the most satisfaction in customer's satisfaction. In the second rank was offering varied food menu and finally varied beverage menu The composite items scored M=4.11, and perceived significance=0.00; i.e. statistically significant, indicating acceptance of the thirteenth hypothesis stating that there is impact of conformity to product variety at the Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City on customer satisfaction.

Table 17: Means, standard deviations, t-value, and perceived significance of the impact of product variety on customer satisfaction

No.	Item	M	SD	t-Value	Perceived Significance
44	Always look for product variety at a restaurant	4.10	1.04	18.90	0.00
45	Always look for varied beverage and drinks menu at a restaurant	4.02	1.06	17.25	0.00
46	Always look for a restaurant that offer varied pricelist to fit with various income levels	4.22	1.02	21.48	0.00
Total		4.11	0.82	24.27	0.00

Seventh sub-hypothesis: "There is an effect of service price on customer satisfaction at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City.

Table (18) indicates that all items had mean score >3.00 and perceived significance <0.05 i.e. statistically significant. This result means that availability of a price list at tourism restaurants greatly impacts customer satisfaction, followed by offering promotions and discounts, and finally prices of beverages and meals. The items as a composite had M=3.92 and perceived significance (0.00) i.e. statistically significant, thereby accepting the 14thhypothesis: there is an impact for price on customer satisfaction at tourism restaurants neighboring the Yarmouk University in Irbid City.

Table 18: means, standard deviations, t-value, and perceived significance of the impact of price on customer satisfaction

No.	Item	M	SD	t-Value	Perceived Significance
47	Greatly concerned with availability of a pricelist at the restaurant	4.29	1.00	22.98	0.00
48	Always feel interested in the restaurants that offer promotional offers and discounts	3.88	1.08	14.44	0.00
49	Always ask about the food meals and beverages or review the menu before going to the restaurant or make order	3.60	1.22	8.81	0.00
Total		**3.92**	**0.87**	**19.06**	**0.00**

Third main hypothesis: "there are statistically significant differences in customer satisfaction levels regarding quality supporting activities at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City that are attributed to gender"

Table (19) shows that the perceived significance level for t-test by gender was (0.445) >0.05 i.e. statistically insignificant, thereby rejecting the null hypothesis (15th hypothesis), meaning there were no statistically significant differences of customers satisfaction levels regarding quality supporting activities at the tourism restaurants by gender. This means that irrespective of gender respondents both males and females were satisfied regarding quality supporting activities.

Fourth main hypothesis: "there are statistically significant differences in customer satisfaction levels regarding quality supporting activities at the Jordanian tourism restaurants located in vicinity of the Yarmouk University in Irbid City that are attributed to family income level".

Table (19) shows that the perceived significance level for F-value regarding family income level was (0.165) >0.05 i.e. statistically insignificant, thereby rejecting the null hypothesis (16th hypothesis), meaning there were no statistically significant differences of customers satisfaction levels regarding quality supporting activities at the tourism restaurants by family income level. This means that respondents irrespective of family income level were satisfied regarding quality supporting activities.

Table 19: difference tests by gender and income level

Variable	F-Value	Perceived Significance	t-Value	Perceived Significance
Gender	---	---	.765	.445
Income	1.64	0.165	---	---

13. Results

1. There was satisfaction among customers of the Jordanian tourism restaurant neighboring the Yarmouk University in Irbid City regarding personnel adequacy and service communicated to customer.
2. There was satisfaction among customers of the Jordanian tourism restaurant neighboring the Yarmouk University in Irbid City regarding product variety despite those restaurants do not offer the delivery service.
3. There was satisfaction among customers of the Jordanian tourism restaurant neighboring the Yarmouk University in Irbid City regarding price despite those restaurants do not offer promotions and real discounts
4. There was no satisfaction among customers of the Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City regarding Conformity to Specifications, since the workers weren't wear the uniform, and rarely use gloves and head cover when they prepare meals, and the restaurants lack clean toilet facilities.

5. There was no satisfaction among customers of the Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City regarding location attractiveness. This result can be explained by the nature of the neighborhood around the Yarmouk University that is crowded all the time with too little quiet times, and the tourism restaurants do not provide parking lots to their customers.

6. There was low satisfaction level among customers of the Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City regarding image and reputation. This result can be explained by the fact that such restaurants do not offer souvenirs or gifts at the celebrations and different events, and even they do not ask their customers give opinion regarding the service tourism restaurants provide.

7. There was effect of quality supporting activities on customer satisfaction (namely, personnel adequacy, conformity to specifications, location attractiveness, image and reputation, service communicated to customer, product variety, and price) as applied at the Jordanian tourism restaurants neighboring the Yarmouk University in Irbid City.

8. There were no statistically significant differences in customer levels regarding quality supporting activities at the Jordanian Tourism Restaurants in vicinity of the Yarmouk University in Irbid City attributed to gender and family income level.

14. Recommendations

1. Jordanian tourism restaurants within the neighborhood of the Yarmouk University are encouraged to offer delivery service if they are to increase their sales rates.

2. Jordanian tourism restaurants within the neighborhood of the Yarmouk University need to provide real promotion and discount offers to enlarge their customer base.

3. Jordanian tourism restaurants within the neighborhood of the Yarmouk University should pay due attention to employee uniform, ensure that food preparation staff wear gloves and head cover, as well as providing for clean sanitary facilities.

4. Jordanian tourism restaurants within the neighborhood of the Yarmouk University need to improve the physical environment of the restaurant and increase its attractiveness in terms of decoration, quietness, and car parking lots.

5. Jordanian tourism restaurants within the neighborhood of the Yarmouk University need to create positive image in their customers and increase their reputation by, for instance, providing promotional gifts during various events, or asking customer opinions regarding the service they received.

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