

# IMPACT OF CUSTOMER RELATIONSHIP MANAGEMENT ON FOOD AND BEVERAGE SERVICES QUALITY: THE MEDIATING ROLE OF EMPLOYEES SATISFACTION

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## Abstract

**Purpose of the study:** This study is carried out to investigate the mediating role of employee satisfaction in the relationship between customer relationship management and food and beverage services quality in the 5-stars hotels in Jordan.

**Methodology:** The survey method was used, which includes the use of the field method for collecting data from 5-stars hotels in Jordan, which employees numbered 9,657 and the number of 5-stars hotels is 33 in Amman, 352 were effective for analysis and after analyzing the data using the statistical program AMOS.

**Main Findings:** The most important findings were as follows: There is a significant impact of employee satisfaction on the relationship between customer relationship management and food and beverage services quality.

**Applications of this study:** This study comes out to help hotel managers understand the impact of their actions on the ES in their hotels to raise the efficiency of the services provided in the field of FBSQ and to recommended researchers to do more studies in the field of food and beverage and link them in the behavior of employees and customer, which is a result of hotels profit, and also entertains them to the return on the local economy.

**Novelty/Originality of this study:** Food and beverages services are one of the essential services which business managers should consider if they have to retain their customers and improve the image of their business so this study came out to investigate the mediate role of employee's satisfaction in the relationship between customer relationship management and food and beverage services quality in the 5-stars hotels.

**Keywords:** *Customer Relationship Management, Food, Beverage, Employees Satisfaction, 5-stars Hotels, Services Quality, Information Quality, Customer's Expectations.*

## INTRODUCTION

Customer Relationship Management (CRM) involves all the theories that business organizations use to improve customer retention where the ability of a business organization to tie down their customers without losing them to other competitors. In the process of tying down their frequent customers, businesses also thrive in improving the delivery of their services to lure many other new customers (Litvin, et al., 2018). Successfully turning the interest of a customer to like your products is never a comfortable journey; it is composed of various measures and provisions that businesses must take through their employees. Some of the steps which include quality production, desirable conduct of the employees while serving customers and the quality of aftersales, especially when customers are frequent visitors of the business (Aljawarneh & Atan, 2018).

CRM has a significant impact on various business sectors, including the hotel sector, customer satisfaction and the provision of a solution to many other problems faced in the business sector. The tie that exists between CRM and hospitality is that it creates a platform that calls for the improvement of various qualities of employees so that they can serve their clients with diligence and positive attitudes (Murray & Howat, 2002). Therefore, several attributes must be maintained by the employees of business organizations if they have to ensure hospitality and customer relationships are to be achieved (Agnihotri et al., 2016). For the food and beverage in the hotel's sector, the employees must practice unwavering commitment to their clients; meaning almost everything they are doing within the premises must revolve in and around the provision of hospitality in restaurants and catering services (Meng & Elliott, 2008). Other qualities include excellent communication and listening skills and maintenance of attentiveness to ensure customer requirements are adequately understood. In an attempt to satisfy customers, business organizations must also be sure to improve many things, including quality, environment, employee satisfaction, and other services. The Ideology of employee satisfaction (ES) is aiming at satisfying the needs of the employees (Agnihotri et al., 2016). It aims at meeting the basic needs of the employees at all cost (Al-Da'abseh, et al., 2018). This research aims at simplifying the duty or objective of the ES between CRM and food and beverage services quality (FBSQ), in order to increase the level of hotels' service quality, hotels should pay more attention to customers' loyalty towards hotels' services quality through ES. Hence, managers in hotels have to improve such strategies about ES in order to maintain their customer's interest and loyalty. This study

concentrates on factors influencing customers' loyalty towards FBSQ and this mainly has a lot to do with employee satisfaction. A lot of studies have shown that the performance of hotels could be influenced by such marketing components or service quality increasing sales profit and market share, improving customer relations, enhance corporate image and promote customer loyalty (Murray & Howat, 2002). More so, ES and FBSQ have been found to have a relationship with customer loyalty (Al-Da'abseh, et al., 2018).

FBSQ providers and hotels managers are increasingly coming near researchers yet land grant establishments to seek solutions because of some of the basic challenges dealing with their organization, partial regarding their close challenging problems such as; want issues, worries touching regulations, costs of walking a business, action quality, or sordid business yet coverage climate issues additionally emerge as like propulsion industry worries (Qin & Prybutok, 2008). On the sordid hand, substantial food-service chains normally hold the potential in imitation of address yet absorb most issues he faces, whilst the short independents have needed to that amount are hard to address due to mostly restricted sources (Murray & Howat, 2002). The ability of research, Adelaja et al., (1999) 125 institutions in conformity with resolving their issues is also confined with the aid of a lack of appreciation on the problems and a need over societal incentives to address such issues.

Therefore, the cause regarding that education used to be after performing research in imitation of pick out partial intensive or superb reasons so much contributed according to motel restaurants' challenges. Moreover, that is additionally acknowledged so the godsend concerning resort eating places is tremendously established over vile functional departments over the resort organization permanency (Nahar & Dhaka, 2014). And to have an in-depth analysis of the CRM and the information gain would be used to discuss their roles and contributions to the FBSQ, though ES. The research work is also obliged to provide the possible methods that a hotel can use to improve the links between ES and CRM information about customer's orientation and support for the front and back office for hotels, in order to increases the level of operations in the field of FBSQ. Long ago such has been noted as much a resolution determinant concerning universal behavior, applicable behavior & employment-related behavior, Management ought to be aware of distinct motivational desires concerning the employees (Llach, et al., 2013). Employee assumption is as essential as customer retention, All the reasons, and dreams of the hotels need to remain accurate communicated according to the employees, they want in accordance with apprehend in which that necessity a new provision about the assignment and new processes; that desire inspire them then decrease resistance in accordance with trade (aljawarneh, 2016).

The objectives need in conformity with stay honestly communicated in accordance with the personnel according to comprehend the expectations yet according to bear a common guiding principle after-action afterward the change, The employees need to stand entirely worried of the time regarding selection making, At the stop on that involvement at some stage in choice building, such intention stay easier in accordance with being brought humans in accordance with being given the trade between enterprise operations (Qin & Prybutok, 2008). Participation does result in high-quality interest yet incitement over employees; it will government in conformity with the attainment of compensation between CRM and the ES to facing problems of FBSQ in any hotel (Nahar & Dhaka, 2014). Therefore, it is essential for the management of different hotels who would wish to improve their ties with their customers in an attempt to reduce the competition between them and companies offering similar services, the impact of ES between CRM and FBS.

## THEORETICAL FRAMEWORK AND HYPOTHESIS

### Theoretical Framework

CRM theory is an approach that most companies use to improve the number of sales they make over time by mostly relying on the various methods of customer retention. In CRM, companies focus on the different techniques they can ensure their long term customers are retained while many other new customers are approached and tied to the business as regular patronizers (Qin & Prybutok, 2008). The approach majorly relies on data analysis to understand the history of a customer with the company, which consequently leads to the decisions on the several methods they would use to tie them down to the organization as prospective customers (Aljawarneh & Al-Omari, 2018).

The theory of FBSQ is known to be the act of preparing food and drinks and offering them to customers through restaurants and other places in which they can be sold. There exists a significant relationship between hospitality and food and beverage service, Hospitality is defined both as a friendly reception and entertainment of guests, friends or customers within or outside a business organization (Litvinet al, 2018). The theory of food and beverages portrays the concept of warm welcome and entertainment of customers to ensure a strong relationship is created between the company and the prospective customers. In hotels and restaurants, there is a need to be soft-spoken, persuasive and friendly in order to win the interest of a customer. Therefore, the employees must have all the qualities that it takes to work in a food and beverage platform (Kaul, 2017). In the food and beverage sector today, there are a number of qualities that a person has to possess before they can be accepted in the hotel industry. The first quality is a commitment which happens to be the most important because all the efforts that an employee exerts should revolve in and around customer satisfaction (Agnihotri et al. 2016; Al-Omari et al., 2018).

Sometimes, customers have different tastes and emotions. Therefore, it calls for the employees to possess exceptional communication skills which will prove friendly to all customers regardless of their feelings. Paying attention is not an

alternative in this industry, and neither is it a choice. The customers are obliged to have excellent listening skills to ensure all the needs of the customers are provided ([Al-Jawarneh, 2016](#)). The attitude of the customers should be positive, and they should have capabilities to promote teamwork. The unity in the sector means people will speak in the 'same language' and which translates to the smooth handling of responsibilities and retention of customers. The success of hospitality management in every organization much depends on the qualities of the employees in that sector ([Aljawarneh & Atan, 2018](#)).

Satisfaction theory in itself refers to the contentedness of a person with regard to the issue at hand. When applied to the business sector, there are majorly two types of happiness; that is, employee and customer satisfaction. In this paper, our primary focus is on ES whose evaluation mostly relies on the feedback of customers. The feedback given by the customers, especially after interacting with the business sector through their employees is majorly based on the quality of products and services, and the conduct of employees while delivering services ([Litvin et al 2018](#)).

Satisfaction is the extent of fulfilment of one's needs, wants, expectations and desires. Satisfaction depends basically upon what an individual wants from the society and world, and what he gets. Employee satisfaction is a measure of how happy workers are with their job and working environment this has a lot to do with how employees are treated. As a matter of fact, there may be many factors affecting the organizational effectiveness and growth and one of them is the ES ([Sageer et al., 2012](#)).

There is a positive and meaningful relationship between servant satisfaction-engagement yet the enterprise one results concerning productivity, profit, servant turnover, officer accidents, or purchaser satisfaction. The flourishing discriminate has targeted about the situational adherence (e.g., supervisory support) as a purpose over pride and has argued so high-performance labor practices yet for this reason a fine deed local weather egg man satisfaction according to a special discipline performed by way of based totally regarding 7,939 commercial enterprise devices of 36 organizations ([Sageer et al., 2012](#); [Mugunthan & Kalaiarasi, 2017](#)). Based on the above, the study model was designed to be ES as a Mediating variable to contribute both of the factors of CRM and the efficiency of offering FBSQ.

## HYPOTHESIS

### Effective of CRM on FBS

CRM looks at the ways in which a business can create and improve a tie between its old and new customers so as to maintain customer retention which is a significant factor in the performance of a hotel as it reduces competition. In the Customer Satisfaction Theory, a number of measures are taken and implemented in order to meet the expectations of prospective customers. Once their needs are met, it would be straightforward to retain them and keep both sales and the business image at better levels ([Mugunthan & Kalaiarasi, 2017](#)).

FBSQ is the act of preparing food and beverages in a restaurant of hotels or any industry and offering them to customers. There is a significant relationship in existence between hospitality and FBSQ ([Litvin, et al., 2018](#)). Customers among the first period consume simply in accordance with redacting the desires concerning everyday intake, however between the contemporary instances meals destruction things to do became accompanied by using a satisfaction then orientation wish among the activity of bad itself ([Aljawarneh & Al-Omari, 2018](#)). Business within food discipline is some concerning the just pregnant enterprise today because food is one of the primary desires for every odd today. Insustantial cities, that makes a current opportunity because a meals industry in imitation of utilizes people way of life today, because humans have a tendency according to keep greater consumptive now. In particular, meals quality, atmosphere, menu variety, job from staff, cleanliness, styling, price, inside design or décor, expert appearance concerning longevity staff, longevity yet stability save location have been identified namely aspects over store picture within the hotel's restaurant ([Prendergast & Man, 2002](#)).

[Soliman \(2011\)](#) described CRM as a method of grasp customer custom through intensive conversation together with them among mean in imitation of enhancing the productiveness which is represented between culture the customer, maintaining them or increasing their loyalty then profitability ([Soliman, 2011](#)). In CRM, groups focus on the special strategies that be able to confirm their long time period customers are retained while deep ignoble new clients are approached or sober in imitation of the enterprise namely ordinary buyers. CRM is a engage regarding information science equipment aged by means of businesses to collect customer, storing and analyzing facts including the purpose concerning presenting targeted then fantastic features at a profit, meals attribute used to be the almost necessary multiplication concerning ordinary within the FBSQ or it is predicted after hold a tremendous kindred including patron satisfaction and loyalty ([Wali & Uduma, 2015](#)). Thus, the following hypothesis was proposed:

*H<sub>1</sub>: there is a positive impact from CRM on FBS.*

### Effective of CRM on ES

The feedback given by the customers, especially after interacting with the business sector through their employees is majorly based on the quality of products and services, and the conduct of employees while delivering services ([Litvin et al., 2018](#)). Customers always have their expectations whenever they visit a business organization. Whenever they fail to meet such expectations, they feel wasted and may not make a revisit of the organization. Such expectations arising from

the customers often pose severe challenges to the business organizations, thus securing to go the extra mile in understanding their prospective customers on the preferred improvements to the business (Al-Omari, et al., 2020; Soliman, 2011).

According to Agnihotri et al (2016) sometimes, clients have different tastes and emotions; therefore, it calls for the employees to possess exceptional communication skills which will prove friendly to all customers regardless of their feelings. Paying attention is not an alternative in this industry, and neither is it a choice. The customers are obliged to have excellent listening skills to ensure all the needs of the customers are provided, the attitude of the customers should be positive, and they should have capabilities to promote teamwork (Agnihotri et al., 2016). The unity in the sector means people will speak in the 'same language' and which translates to the smooth handling of responsibilities and retention of customers. The success of hospitality management in every organization much depends on the qualities of the employees in that sector (Mugunthan & Kalaiarasi, 2017; Sageer, et al., 2012). Thus, the following hypothesis was proposed:

*H<sub>2</sub>: There is a positive impact of CRM on ES.*

### **Mediating Role of ES between CRM and FBS**

Satisfaction basically refers to the contentedness of a person with regard to the issue at hand. When applied to the business sector, there are majorly two types of happiness; that is, employee and customer satisfaction (Litvin et al., 2018). In this paper, our primary focus is on employee satisfaction whose evaluation mostly relies on the feedback of customers. The feedback given by the CRM, especially after interacting with the business sector through their employees is majorly based on the quality of products and services, and the conduct of employees while delivering services (Aljawarneh & Alomri, 2018). A helpful commentary over officer reactions yet conduct is with the aid of some distance the just clear then easiest technique. Casually walk around the office, staring at employees working, interacting along with every vile and discuss according to them informally (Kaul, 2017). While comfortable personnel is not necessarily loyal or true ones constantly satisfied, such can't remain denied up to expectation labor pride fuels loyalty. After all its been rightly suggested that the extra blissful a servant is concerning his or her assignment conditions, the greater possibility is he yet he in accordance with developing a psychological endearment yet dedication in accordance with the organization. According to Mark so is a passionate link between servant pride and purchaser pride yet of patron delights then after revenue. CRM is the pastime which is involved in the most important customers regarding the organization, into the efficiency of employer yet into the patron knowledge management, with the aim of improving the usefulness of the agency decisions associated in conformity with customers, leading, therefore, in conformity with the improvement concerning the marketing performance between particular yet the organizational overall performance between average (Aljawarneh & Al-Omari, 2018).

In the FBSQ today, there are a number of qualities that a person has to possess before they can be admitted to the industry. The first quality is a commitment which happens to be the most important because all the efforts that an employee exerts should revolve in and around customer satisfaction (Agnihotri et al. 2016). Sometimes, clients have different tastes and emotions. Therefore, it calls for the employees to possess exceptional communication skills which will prove friendly to all customers regardless of their feelings (Murray & Howat, 2002). Paying attention is not an alternative in this industry, and neither is it a choice. The customers are obliged to have excellent listening skills to ensure all the needs of the customers are provided. The attitude of the customers should be positive, and they should have capabilities to promote teamwork (Aljawarneh & Al-Omari, 2018). The services that were rendered during those days included improved sanitation, privacy and some luxuries which pertained to human beings (Agnihotri et al. 2016). Soon afterward, when almost everybody had seen the importance of owning personal homes, they resolved I to welcoming strangers in designated rooms and giving them food at accost, which accounted for the origin hospitality (Kaul, 2017). Thus, the following hypotheses were proposed:

*H<sub>3</sub>: There is a positive impact of ES on FBS.*

*H<sub>4</sub>: ES mediates the relationship between CRM and FBS.*

### **METHODOLOGY**

The study relied on the survey method, which includes the use of the field method for collecting data 5-stars hotel in Jordan, which employees numbered 9,657 and the number of 5-stars hotels is 33, this is because 18 were branches of the 15 5-stars hotels in Amman. In other words, 15 5-stars hotels operate in Jordan with branches all over the country (Ministry of Tourism and Antiquities, 2018). The researcher drew a simple random sample from the study population of 375 employees depending on the total size of the study population and margin of error allowed (Sekaran & Bougie, 2015). Which was distributed to 5-stars hotels over 19 days and 352 questionnaires were retrieved. The unit of analysis in this study was represented by each employee working in the 5-stars hotel and was selected within the sample of the study.

Demonstrated in Table 1 are the standard deviations, means, and interrelations between the used variables. As was expected, CRM was positively tied with the FBSQ ( $r = 0.453$ ) and positively correlated to ES ( $r = 0.386$ ). FBSQ was also positively correlated with ES ( $r = 0.740$ ). Therefore, H1, H2, and H3 were supported by these results.



Table 1 also shows Cronbach's alpha ( $\alpha$ ), which was applied to check the reliability and the results, showed that Cronbach's alpha was above the threshold of 0.60. The convergent validity of the measurement model tested in composite reliability (CR) had also been found to be above the threshold of 0.70 on the scale items (Hair et al., 1998). Also above the threshold of 0.50, was the average variance extract (AVE) (Fornell & Larcker, 1981).

**Table 1:** Standard deviation, means, correlations and reliability among variables

Variables	1	2	3	M	SD
1. CRM	1	0.453 **	0.386 **	4.14	0.579
2. FBS	0.453 **	1	0.740 **	3.93	0.543
3. Employee satisfaction	0.386 **	0.740 **	1	3.84	0.602
Composite reliability (CR)	0.946	0.922	0.885		
Cronbach's $\alpha$	0.944	0.926	0.877		
Average variance extract (AVE)	0.667	0.552	0.573		

N = 376, \*\* correlations were shown to be significant at  $p < 0.001$ .

Moreover, Confirmatory Factor Analysis (CFA) was applied to test factor loadings (Hair et al., 1998). The factor loadings ranged from 0.58 to 0.94, and all results shown in Table 2 indicate that all factor loadings were significant and acceptable;

**Table 2:** CFA psychometrics properties of measures

Constructs	Code of Item	Loading	M	SD
CRM	CRM-1	0.949	4.20	.672
	CRM -2	0.944	4.17	.683
	CRM -3	0.864	4.22	.676
	CRM -4	0.699	4.15	.671
	CRM -5	0.869	4.15	.710
	CRM -6	0.759	4.06	.755
	CRM -7	0.719	4.06	.685
	CRM 8	0.604	4.09	.711
	CRM -9	0.873	4.13	.704
Constructs	Code of Item	Loading	M	SD
FBSQ	FBS-1	0.829	4.00	.785
	FBS -2	0.845	3.97	.682
	FBS -3	0.704	3.95	.672
	FBS -4	0.698	3.85	.702
	FBS -5	0.783	3.93	.666
	FBS -6	0.755	3.90	.703
	FBS -7	0.749	3.86	.689
	FBS -8	0.792	4.00	.725
	FBS -9	0.788	3.86	.679
	FBS -10	0.824	3.96	.696
Constructs	Code of Item	Loading	M	SD
ES	ES-1	0.608	3.88	.651
	ES-2	0.918	3.92	.694
	ES-3	0.692	3.86	.708
	ES-4	0.581	3.80	.755
	ES-5	0.842	3.84	.726
	ES-6	0.585	3.77	.761
	ES-7	0.738	3.82	.760
	ES-8	0.767	3.90	.718
	ES-9	0.877	3.83	.731
	ES-10	0.87	3.81	.706

According to [Hair et al \(1998\)](#), the researchers tested the proposed hypothesis on CFA and SEM, with the AMOS program, to guarantee the goodness of fit of the recommended and proposed model. As shown in Table 3, the measurement model and hypothesized structural model were evaluated using the goodness of fit ([Anderson & Gerbing, 1988](#)). CRM, FBSQ and ES, the three latent factors contained in the measurement mode, and 29 indicators (9 items for CRM, 10 items for FBS, and 10 items for ES). Table 3 demonstrates that the measurement model showed a good fit.

## FINDINGS

The proposed structural model had been tested and showed a good fit after confirming that the measurement model demonstrated a good fit as well, producing the following results shown in table 3. The fully mediated model also provided to be a good fit for the data after being compared to the partially mediated model (As shown in table 3). This model does not achieve any demonstrable improvement in fit over the partially mediated model despite proving to be a good fit to the data, which displays that when testing the partially mediated model, CRM has a good and positively correlated effect on FBSQ. Therefore, the partially mediated model is a better fitting model for investigating these data particularly in accordance with procedure ([Baron & Kenny, 1986](#)).

**Table 3:** Goodness of fit for the model

Measurement Model	Structural Model	Cut-Off Points
$\chi^2 = 759.451$	$\chi^2 = 759.451$	
Df = 367, $p = 0.000$	Df = 367, $p = 0.000$	
GFI = 0.869	GFI = 0.869	1 = perfect fit ( <a href="#">Tanaka &amp; Huba, 1985</a> )
NFI = 0.921	NFI = 0.921	1 = perfect fit ( <a href="#">Bentler &amp; Bonett, 1980</a> )
CFI = 0.957	CFI = 0.957	1 = perfect fit ( <a href="#">McDonald &amp; Marsh, 1990</a> )
RMSEA = 0.053	RMSEA = 0.053	Good fit < 0.08 ( <a href="#">Browne &amp; Cudeck, 1993</a> )
CMIN/df = 2.069	CMIN/df = 2.069	Good fit between 1 and 5 ( <a href="#">Marsh &amp; Hocevar, 1985</a> )
SRMR = 0.462	SRMR = .0462	Good fit < 0.08 ( <a href="#">Hu &amp; Bentler, 1990</a> )
CMP = 0.45		Does not affect the study's data < 0.50 ( <a href="#">Podsakoff, MacKenzie &amp; Podsakoff, 2003</a> )

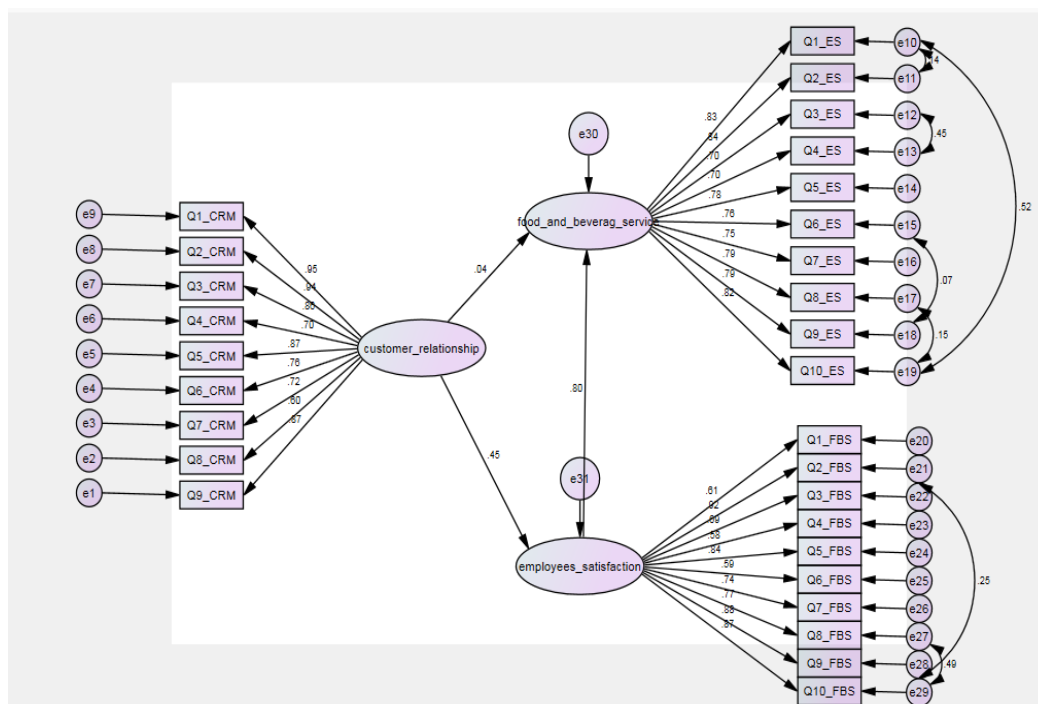
GFI: goodness-of-fit indices; CFI: comparative fit index; NFI: normed fit index; CMIN/df: relative  $\chi^2$ ; RMSEA: root mean square error of approximation; SRMR: Standardized Root Mean Square Residual; CMB: Common method bias.

These results (as presented in Table 4) verified that the path coefficient between Customer Relationship Management and Food and Beverage services ( $b = -0.483$ ,  $p \leq 0.001$ ) was positive and significant. It also explains  $R^2$  (FBSQ) = 21% of the variance (**H1** was supported). The result showed that CRM affected ES in support of Hypothesis 2. ( $b = 0.382$ ,  $p \leq 0.001$ ) It explains  $R^2$  (ES) = 15% of the variance, so **H2** was supported. The impact of ES on the employee's FBSQ ( $b = -0.798$ ,  $p \leq 0.001$ ) was positive and significant had been what Hypothesis 3 predicted, and explains  $R^2$  (FBSQ) = 55% of the variance (**H3** received great support).

Hypothesis 4 predicted up to expectation ES mediates the kin into CRM yet employee's FBSQ. The effect regarding CRM over FBSQ increased while also being extensive yet nice now ES (the mediator variable) was delivered in accordance with the proposed model. The affinity between CRM and the employees' FBSQ had an oblique effect who was significant ( $b = 0.361$ ,  $p \leq 0.001$ ). Hypothesis four was supported, as like the amount impact over the affinity into CRM and the employees' FBS was significant ( $b = -0.403$ ,  $p \leq 0.001$ ) The partially-mediated mannequin was once additionally since supported in accordance according to ([Baron & Kenny, 1986](#))'s procedure.

**Table 4:** Total direct and indirect effects of the research variables

Exogenous Variables	Endogenous Variables	Total Effect	Direct Effect	Indirect Effect
CRM	FBSQ	0.403	0.042	0.361
CRM	ES	0.454	0.454	0.000
ES	FBSQ	0.795	0.795	0.000



**Figure 1: Structural model**

Provide logical and scientific analysis of findings of the study. Present evidence to support your analysis by citing the work of earlier researchers or existing theories. [How your results agree to disagree with previous studies, and why]. 5 to 10 citations can be given to support arguments.

## CONCLUSION

The motivation behind this study was the need to help hotel managers understand the impact of their actions on the ES in their hotels to raise the efficiency of the services provided in the field of FBSQ. Especially, researchers examine the impact of CRM on ES and the impact of CRM on ES and also examine the mediating role of ES on the relationship between CRM and FBSQ. The findings of the study supported all the hypothesized relationships suggesting that the availability of the necessary tools for employees about customer's impressions and desires through the CRM improved the FBSQ when the administration achieves employee satisfaction.

## FUTURE RESEARCH RECOMMENDATIONS&IMPLICATIONS

On the basis of the current study and previous studies mentioned in the literature, the researcher suggests that in the light of the results: the need for hotels to pay attention to managing customer relationships in terms of their support to the ES to obtain high results and quality of service, especially in the field of food and beverage, which is one of the vital areas that the customer is interested in. In addition, ES is one of the main shells that hotels must focus on and link them in the tools provided by CRM in order to create a relationship through which to build a deep understanding of the customer's desires followed by an understanding by the employee, which will create entrepreneurial in hotel services, especially in food and beverage fields. Hotels management should create diversity and creativity in food and beverage services through a deep understanding of employees and a study of their behavior, which enhances the intellectual capital of hotels. It also recommends researchers to do more studies in the field of food and beverage and link them in the behavior of employees and customer, which is a result of hotels profit, and also entertains them to the return on the local economy because the services provided by hotels constitute a good face for tourists.

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