FACTORS INFLUENCING THE EMPLOYEES SERVICE PERFORMANCES IN HOSPITALITY INDUSTRY CASE STUDY AQBA FIVE STARS HOTEL

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Abstract: Amies-The present study aims at understanding and exploring factors that may effect on staffs of the employees in Aqaba hotels. Methodology - The study population consisted of all spectrums of the community interested in tourism in Aqaba city. Findings - The study shows that hotel administrations don't take into consideration the importance of training for new employees to offer the best service. The training courses guide new employees to the best and correct techniques which improve their skills, knowledge, and abilities to wok within one teamwork. The multiple correlation coefficient R=0.652 indicates that there is a positive correlation between the independent variables (training, transformational leadership, teamwork, work environment and performance appraisal) and service performance. The R2 indicated the generalizability of the model. It allows us to generalize the results taken from the respondents to the whole population. In this case it equals 0.425. The results showed that F-ratio for these data is equal to 113.561, which is statistically significant at p<0.05. Contribution : This study offers deeper understanding about the Service Performance in Hospitality Industry Case Study Aqaba Five stars Hotels, to create a balanced sustainable tourism development in Aqaba.

Key words: Training, transformational leadership, teamwork, work environment, Performance Appraisal

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INTRODUCTION

The present research studies the role of Human Resources (HR) department in improving employees' performance since employees have the chief role of offering the best services. Moreover, this paper sheds lights on the importance of studying factors that affect employees' performance positively and help to keep employees for a long period of time which decrease the average of work rotation. Not to mention the importance of establishing an encouraging and motivating system to increase the effectiveness of employees' performance which rises up the financial returns? As a result, and firstly, it is very important for hotel managers in Aqaba to attract and encourage employees to keep them working in their organizations by understanding their employees' needs and expectations by offering the highest level of quality of services for customers. Secondly, hotel managers have to follow administrative strategies which may increase employees' satisfaction which leads to stimulate professionalism in performance. Consequently, some hotel administrations in Aqaba are casting about for enabling their employees by creating an organized atmosphere depending on administrations' efforts. To do so, building a well-organized atmosphere, hotel managers may involve employees to build permanent relationships with visitors by offering the best services (Bouranta & Pantouvakis, 2017; Lin, 2007; McDermott, 1999; Rai, 2011; Reid, 2003; Yang, 2010; Tsai, 2008; Leonardo et al., 2016; Lam & Zhang, 2003; Jung & Yoon, 2015; Latham, 1990).

Studies show that there is a positive relationship between the human resources system in an organization and the cumulative achievements for this organization such as the organized performance, productivity improvement, financial achievements, innovative performance and task rotation (Ann & Blum, 2020; Lee & Ravichandran, 2019; Mahnert & Torres,2007; Miles & Mangold, 2004; Mitchell, 2002, Murphy & Ensher, 2001). Most studies focus that the competition and interest in the subject of performance, all of which requires hospitality organization to focus on the human element to achieve their goals through the effective use of resources and the exploitation of available opportunities and available capacities, all of these drivers require raising the level of human performance and institutional performance of institutions in order to provide services quickly and with high quality, In order to respond to the needs and expectations of employees. To effectively manage performance, employees must know on what basis their performance will be measured. The measures should be transparent and fair applied across the organization. Ideally, there should be a mixture of individual and group measures, and measures related to the inputs and outputs of each performance. Job performance occupies its place especially within any institution, as the final product of the outcome of activities in it, at the level of the individual and the institution, because the institution is more stable and longer stay when the performance of the two years is a distinct performance and in general, the administration's interest and leadership in the level of performance usually exceeds the interest in workers. With it, therefore it can be said that performance at any organizational level within the organization (Abualoush et al., 2018a; Belber & Erdoğan, 2018; Panno, 2019; Popa & Glonţi, 2020).

Use performance assessment as an effective management tool to make management decisions related to identifying the training and development needs of employees and for the purposes of promotion, motivation, and transfer and to enable employees to perform their work by providing devices, equipment, and work tools. This is in addition to using performance evaluation to take administrative decisions related to better planning for human resources management, improving the effectiveness of administrative policies and systems, simplifying work procedures, restructuring the administrative apparatus, reclassifying jobs, and other administrative decisions related to

improving administrative performance (Gallo et al., 2019; González-Rodríguez et al., 2020). Today's organizations are beginning to focus heavily on individuals 'performance because of the importance the hman element represents for the organization, and the concept of performance management focuses on performance starting from the moment the job specifications are placed on the job card, from responsibilities and duties to results that the employee must present in the end (Rogerson & Collins, 2019; Vanić et al., 2019). The performance management focused on cooperation between the manager and subordinates in the process of jointly planning, monitoring and evaluating performance so that the employee feels his importance as an effective element in the organization, as well as in order to work to achieve the goals required of him as he has become an important part in its development (Bavik, 2020; Lockwood & Pyun, 2020).

Performance management focused on periodic evaluation of workers not for punishment as much as it focused on correcting the mistakes that workers make during work in order to reduce errors to the lowest possible degree so that the organization turns into an efficient and effective organization that is able to take advantage of all available resources from its human resources. The importance of employees training emerges as a result of the competition among hospitality companies emphasizing on employees' skills. Hotel managers, therefore, adapt to investment in training to reinforce their employees' skills and abilities. Some studies indicate that choosing the qualified employee for training leads to create a reliable workforce results in having the best qualified employees. Those employees are empowered enough to adopt novel ideas and an effective distinguished method to accomplish a task. In addition, training has a key role in enabling employees by refining their work skills and attitudes toward working in hospitality field (Chen, 2013).

LITERATURE REVIEW

In today's business world, the role of teamwork is essential for the survival of a company (Al-Hussein et al., 2015). Based on Sheikh et al. (2011), teamwork is commonly defined as the collaboration among groups of people who possess certain level of competency, ability, and knowledge to perform tasks together, at the same time they also are responsible for the outcomes as well. Generally, teamwork is developed through three major phrases, which are team inputs, team processes, and team outputs (Boone Kurtz, 1995; Sheikh et al., 2011). Ultimately, work is supposed to be a tool for human resource collection and must be used effectively for the purpose of enhancing the overall performance of the organization (Alananzeh et al., 2018). He also tries to engage people to achieve goals together (Alananzeh et al., 2018). Between, they require coordination, goal setting, problem-solving, team leadership and monitoring (Ahmad et al., 2012) in order to develop efficiently. Moreover, team performance depends heavily on team interaction (Kakayi, 2012). The excellent participation of staff, leader or chairpersons will be able to achieve the common goal. It is more likely to be working as a team able to create such a link. The importance of employees training emerges as a result of the competition among hospitality companies emphasizing on employees' skills.

Hotel managers, therefore, adapt to investment in training to reinforce their employees' skills and abilities. Some studies indicate that choosing the qualified employee for training leads to create a reliable workforce results in having the best qualified employees. Those employees are empowered enough to adopt novel ideas and an effective distinguished methods to accomplish a task. In addition, training has a key role in enabling employees by refining their work skills and attitudes toward working in hospitality field. However, enabling employees has no effect or value without building a

base of trust between the administration and employees. In addition to a group of factors which affect employees' motivations for work such as incentive systems which are crucial for ameliorated prosperous hospitality companies based on the reinforcement of employee's professionalism, cooperation, skills sharing and creativity and so competition among companies depends on all these factors (Obouy, 2013).

As long as prices do not attract tourist, the image and the model of services offered by an organization does which may increase the financial returns and benefits. In 1995, Boone explained in his theory Mc Gregors that students at hospitality institutions should be interactive in their learning environment through teamwork which promote effective learning of solving problems by discussion and cooperation. This method of learning builds knowledge as an integral part of social experience i.e. work atmosphere. As a consequence, the thriving of a company depends mainly on knowledge, motivation, affording opportunities to practice new acquired skills. Having an investigating eye on what has discussed before, the researchers emphasize on the importance of rewarding employees to achieve satisfactory result. Teamwork require a consideration level of interaction among hotel employees which partakes in improving employee's performance taking in account that every employee has different and distinguished skills and experiences that other employees may have not. Therefore, teamwork is solid strategy for each organization for flourishing. The performance of teamwork; however, rely generally on the interaction between employers and employees on the first place and among employees themselves on the other to achieve aims of the organization (Jawabreh, 2014).

Not to mention that, creating teamwork provides employees a chance to discover innovative and creative ideas because of interaction among them. Hotels in Aqaba may be privileged by introducing original and unique ideas to stay in the global hospitality market. Therefore, this is the reason why managers are more likely to assign more team projects to employees nowadays (Bouranta et al., 2017; Chivandi & Maziriri, 2018). In overall, teamwork enhances the productivity of the organization since it has gathered all of the abilities, competencies, talents, and skills from different individuals to perform those tasks. It also ensures that most of the tasks can be run smoothly since each task may need a different type of knowledge to establish it. Between, clear visions should be stated or communicated before establishing an effective teamwork (Jung& Yoon, 2015).

The work environment is potential to share into higher employee performance because only prosperity employees can achieve desired outcomes, thus enhance the overall performance (James, 2011; Johnson & Johnson, 1999). Therefore, this study will explore the influences of these determinants in Jordanian hotel industry and how it can affect the employee performance. There is positive significant correlation between work environment and employee performance in the organization. It is because, employee performance and work environment are interrelated; Employee will carry out duties and tasks effectively if they are given friendly work environment (Kotler, 2008).

RESEARCH METHODOLOGY

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

Research Model

The elements of this research are established based on preceding literature, either theoretically or empirically. Indeed, this study used variables that are common in tourism development literature. Figure (1) represents a model for the study that shows the independent variables, the dependent variable, and the proposed relationship between them.
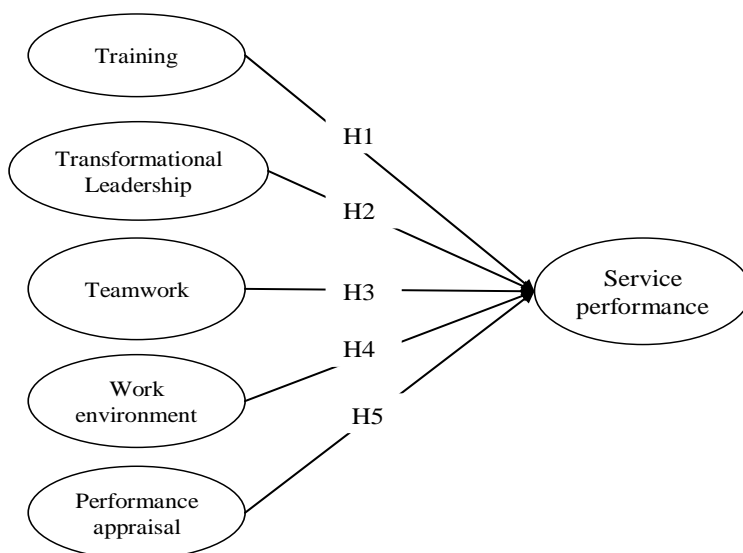
Figure 1. Research Model

Operational Definitions

Adapted from (Chng et al., 2014) the current research considers five independent variables (i.e. Training, transformational leadership, teamwork, work environment and performance appraisal) which were measured in the research questionnaire through eight, five, five, five and seven items respectively; one dependent variable (i.e. service performance) which is adapted from (Chng et al., 2014), and measured through seven items.

Research Hypotheses

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

H1: There is a significant relationship between training and service performance.

H2: There is a significant relationship between transformational leadership and service performance.

H3: There is a significant relationship between teamwork and service performance.

H4: There is a significant relationship between work environment and service performance.

Population and Sampling

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

DATA ANALYSIS AND RESULTS

Measured using 5-points Liker scale that varies between strongly disagree =1 and strongly agree =5. Also, reliability and validity analyses were conducted; descriptive analysis was used to describe the characteristic of sample and the respondent to the questionnaires besides the independent and dependent variables. Also, multiple regression analysis was employed to test the research hypotheses.

Validity and Reliability

Validity and reliability are two important measures to determine the quality and usefulness of the primary data. Validity is about accuracy and whether the instrument

measures what it is intended to measure while reliability is about precision; it is used to check the consistency and stability of the questionnaire. Indeed, the researchers depended on scales and items that were previously developed and used by other researchers with similar interest. Also, a draft of the questionnaire was formulated, and then it was reviewed by four academic lecturers –who have a sufficient knowledge and experience in this scope- to insure that each item is measuring what is intended to be measured, and to avoid the ambiguity and complexity in the phrasing of questions. The reliability of the instrument was measured by the Cronbach's alpha coefficient. Further, some scholars (e.g. Bagozzi & Yi, 1988) suggested that the values of all indicators or dimensional scales should be above the recommended value of 0.60. Table (1) represents the results of Cranach's alpha for the independent and dependent variables. Cronbach's alpha coefficients of all the tested variables are above 0.60 which suggesting the composite measure is reliable.

Table 1. The Cronbach's alpha coefficients of study variables

Variables	Number of items	Cronbach alpha
Training	7	0.768
Transformational leadership	5	0.745
Teamwork	5	0.759
Work environment	5	0.775
Performance appraisal	7	0.738
Service performance	7	0.735

Respondents Demographic Profile

As indicated in Table (2), the demographic profile of the respondents for this study showed that they are typically males, most of them between 30-50 years old with monthly income between 250JD and 450 JD, work in the public sector, and the majorities hold bachelor degrees.

Table 2. Description of the respondents' demographic profiles

Category	Category	Frequency	Percentage%
Gender	Males	53	53.0
	Females	47	47.0
	Total	100	100.0
Age	Less than 20	4	4.0
	20 years - less than 30	21	21.0
	30 years - less than 40	26	26.0
	40 years - less than 50	28	28.0
	50 years - less than 60	21	21.0
	Total	100	100.0
Monthly income	less than 250JD	14	14.0
	250 - less than 350JD	33	33.0
	350 - less than 450JD	28	28.0
	More than 450 JD	25	25.0
	Total	568	100
Occupation	Private sector	46	46.0
	Public sector	54	54.0
	Total	100	100.0
Education	High school	8	8.0
	Bachelor degree	84	84.0
	Postgraduate	8	8.0
	Total	100	100.0

Descriptive Analysis

In order to describe the responses and thus the attitude of the respondents toward each question they were asked in the survey, the mean and the standard deviation were estimated. While the mean shows the central tendency of the data, the standard deviation measures the dispersion which offers an index of the spread or variability in the data (Sekaran & Bougie, 2013). In other words, a small standard deviation for a set of values reveals that these values are clustered closely about the mean or located close to it; a large standard deviation indicates the opposite. The level of each item was determined by the following formula: (highest point in Likert scale - lowest point in Linker scale) / the number of the levels used = (5-1) / 5 = 0.80, where 1-1.80 reflected by "very low", 1.81-2.60 reflected by "low", 2.61-3.40 reflected by "moderate", 3.41-4.20 reflected by "high", and 4.21-5 reflected by "very high". Then the items were being ordered based on their means. Tables (3) and (4) show the results.

Table 3. Overall mean and standard deviation of the study's variables

Type of Variable	Variables	Mean	StandardDeviation	Level	Order
Independent Variables	Training	2.8700	0.57434	Moderate	2
	Transformational leadership	2.7900	0.54411	Moderate	4
	Teamwork	2.7360	0.47726	Moderate	5
	Work environment	2.8220	0.54893	Moderate	3
	Performance appraisal	2.9357	0.49793	Moderate	1
Dependent Variable	Service performance	2.9643	0.43567	Moderate	2

Performance As presented in Table (3), data analysis results have shown that service in Aqaba is applied to a moderate level in which the mean score is 2.96. Also, performance appraisal, training, work environment, transformational leadership, and teamwork were applied in moderate levels as well with means of 2.93, 2.87, 2.82, 2.79 and 2.73 respectively. Table (4) demonstrates the mean, standard deviations, level, and order scores for items for each variable.

Table 4. Mean and standard deviation of the study's variables

Training	Mean	SD	Level	Order
Supervisors do not get together with employees to set their personal goals.	2.79	1.445	Moderate	4
Satisfying customers is the most important work guideline.	3.17	1.334	Moderate	1
Meeting customers' needs is emphasized in performance appraisals.	2.76	1.272	Moderate	5
The organization an orientation for newcomers to learn about the company.	2.74	1.468	Moderate	6
The organization continuously provides training programs.	2.55	1.298	Low	7
The organization invests considerable time and money in training.	3.00	1.310	Moderate	3
Training is comprehensive, not limited to skill training.	3.08	1.186	Moderate	2
Transformational leadership	**Mean**	**SD**	**Level**	**Order**
My supervisor discuss about most important values, beliefs and missions about my work units.	2.82	1.250	Moderate	2
My supervisor encourages me to make the most of real skills and capacities to the jobs.	2.93	1.350	Moderate	1
My supervisor challenges me to think about old problems in new ways.	2.76	1.357	Moderate	4
My supervisor has ideas that have forced me to rethink something that I have never questioned before.	2.80	1.318	Moderate	3
My supervisor gives me careful attention on working conditions.	2.64	1.375	Moderate	5

Teamwork	Mean	SD	Level	Order
This team's overall goals and objectives are clear.	2.75	1.234	Moderate	3
On this team we understand each other's roles and are able to be flexible and creative with them.	2.46	1.403	Low	5
Everyone on this team knows what's needed to make the team work well.	2.81	1.285	Moderate	2
Although no one says it, sometimes it's hard to get help with things because people feel that "it's not my job".	2.96	1.118	Moderate	1
People on this team are always frank and open with each other.	2.70	1.360	Moderate	4
Work environment	**Mean**	**SD**	**Level**	**Order**
Reacts quickly to solve the problem when told about safety concerns.	2.85	1.306	Moderate	3
Invests a lot in safety training for workers.	2.93	1.289	Moderate	1
My workspace is provided with efficient lighting so that I can work easily without strain on my eyes.	2.79	1.266	Moderate	4
Number of windows in my work area complete my fresh air and light need.	2.66	1.139	Moderate	5
My work area is sufficiently equipped for my typical needs (normal storage, movements, etc).	2.88	1.274	Moderate	2
Performance appraisal	**Mean**	**SD**	**Level**	**Order**
Performance appraisals provide employees feedback for personal development.	2.95	1.351	Moderate	4
Performance appraisals are based on multiple sources (self, co-workers, supervisor, customers, etc.).	2.99	1.259	Moderate	2
Performance appraisals are based on objective, quantifiable results.	3.15	1.306	Moderate	1
Understands duties and responsibilities of the work and complete the tasks with the level of proficiency required.	2.83	1.319	Moderate	6
Extend to which employee can be counted on to carry out instructions and fulfil job responsibilities accurately and efficiently.	2.81	1.237	Moderate	7
Punctuality of workers. Reports to work as scheduled and follows established procedures for breaks.	2.86	1.326	Moderate	5
Extent to which employee demonstrates a positive attitude, and promotes cooperation with supervisors, peers and others.	2.96	1.271	Moderate	3
Service performance	**Mean**	**SD**	**Level**	**Order**
Our employees are able to help customers when needed.	3.07	1.402	Moderate	2
Our employees explain items (services) features and benefit to overcome customers' objection.	3.07	1.335	Moderate	2
Our employees point out and relate item (service) features to customers' needs.	3.04	1.392	Moderate	3
Our employees approach customers quickly.	2.45	1.486	Low	6
Our employees suggest (services) customers might like but did not think of.	3.15	1366	Moderate	1
Our employees ask good questions and listen attentively to find out what customer wants.	2.98	1.414	Moderate	5
Our employees are friendly and helpful to customers.	2.99	1.345	Moderate	4

Hypotheses Testing Results

The current research is mainly seeking to investigate the impact of Training, transformational leadership, teamwork, work environment and performance appraisal towards service performance in Aqaba city in Jordan. Consequently, in order to test the hypotheses developed for this study, multiple regression technique was used. Further, the level of significance (α-level) was chosen to be 0.05 and the probability value (p-value) obtained from the statistical hypotheses test is considered to be the decision rule for

rejecting the null hypotheses (Creswell, 2009). If the p-value is less than or equal to α-level, the null hypothesis will be rejected and the alternative hypothesis will be supported. However, if the p-value is greater than the α-level, the null hypothesis cannot be rejected and the alternative hypothesis will not be supported. In addition, normality of the independent variables and the absence of multi co-linearity problem (a case of multiple regression in which the independent variables are themselves highly correlated) were checked. According to Pallant (2005), most of the values should be inside the adequate ranges for normality (i.e. -1.0 to +1.0). For this purpose, skewness and Variance Inflation Factor (VIF) were investigated; table (5) includes the results.

Table 5. Skewness and VIF for the independent variables

Variables	Tolerance	VIF	Skewness
Training	0.920	1.087	0.167
Transformational leadership	0.976	1.025	0.109
Teamwork	0.977	1.023	0.234
Work environment	0.962	1.039	0.334
Performance appraisal	0.925	1.081	0.282

As can be noticed from table (5), the skewness values were within the normal values (-1.0 to +1.0) suggesting that the data of the independent variables is normal. The VIF values were less than the critical value (10) which is most common among the most studies, suggesting no multi co-linearity problem among the independent variables. However, the results of testing the four hypotheses on the impact of training, transformational leadership, teamwork, work environment and performance appraisal towards service performance are demonstrated in Table (6).

Table 6. Result for the study model (b)

Variable	r	R2	F	Sig (f)	β	t	Sig (t)
Training					0.423	2.341	0.001
Transformational leadership					0.411	2.124	0.001
Teamwork	0.652	0.425	113.561	0.000a	0.350	1.993	0.042
Work environment					0.348	1.991	0.041
Performance appraisal					0.091	0.421	0.580

a. Predictors: (Constant), Training, transformational leadership, teamwork, work environment and performance appraisal

b. Dependent variable: Service performance

Refer to Table (6) the multiple correlation coefficient R = 0.652 indicates that there is a positive correlation between the independent variables (training, transformational leadership, teamwork, work environment and performance appraisal) and service performance. The R2 indicated the generalizability of the model. It allows us to generalize the results taken from the respondents to the whole population. In this case, it equals 0.425. The results showed that F-ratio for these data is equal to 113.561, which is statistically significant at p<0.05. Therefore, we conclude that there is a statistically significant impact of the independent variables on service performance.

The β indicates the individual contribution of each predictor (independent variable) to the model, if other predictors are held constant.

Table (6) shows the standardized coefficients for each independent variable. The value of β for training, transformational leadership, teamwork, work environment and

performance appraisal are 0.423, 0.411, 0.350, 0.348, and 0.091 which are negative. The level of effect of these variables depends on the β value, the higher β value the higher effect on dependent variable. We can infer from the values of beta that the variable that has the highest contribution in the model is Training.

DISCUSSION AND CONCLUSIONS

Result of the present study direct and guide hotel administration in Aqaba, since the main aims are raising the accommodation capacity for hotel from 4500 rooms to 10000 rooms and to increase the number of tourists to a half million every year, to adopt team work and rewarding to achieve the previous aims. Moreover, the study shows that hotel administrations don't take in consideration the importance of training for new employees to offer the best service. The training courses guide new employees to the best and correct techniques which improve their skills, knowledge and abilities to work within one teamwork. The multiple correlation coefficient R = 0.652 indicates that there is a positive correlation between the independent variables (training, transformational leadership, teamwork, work environment and performance appraisal) and service performance.

The R2 indicated the generalizability of the model. It allows us to generalize the results taken from the respondents to the whole population. In this case it equals 0.425. The results showed that F-ratio for these data is equal to 113.561, which is statistically significant at p<0.05. Therefore, we conclude that there is a statistically significant impact of the independent variables on service performance. Therefore, we are strongly recommended that the future researchers have to add more independent variables in their research so as their research is able to study this topic in different perspectives and more precise and accurate results will be occurred. The present study aims at understanding and exploring factors that may affect on staffs of the employees in Aqaba hotels. As it is known that the poor performance of employees in an organization leads to its declining and downward slope. On the contrary, a prosperous organization is built on its employees' achievements and endeavors. Depending on what has been mentioned, the prosperous of tourism industry depends on employees' success.

Economically and regarding the national economic returns, the economical investment returns in Aqaba are around 13$ billion according to the chairmen of Aqaba Special Economic Zone Area (ASEZA), 50% of these returns are from hospitality sector. To be and compete in the international hospitality market, tourist companies have been looking out for the highest standards of assurance of hospitality services. Consequently, some hotel administrations in Aqaba are casting about for enabling their employees by creating an organized atmosphere depending on administrations' efforts. To do so, building a well- organized atmosphere, hotel managers may involve employees to build permanent relationships with visitors by offering the best services.

The present research studies the role of Human Resources (HR) department in improving employees' performance since employees have the chief role of offering the best services. Moreover, this paper sheds lights on the importance of studying factors that affect employees' performance positively and help to keep employees for a long period of time which decrease the average of work rotation. Not to mention the importance of establishing an encouraging and motivating system to increase the effectiveness of employees' performance this raises up the financial returns. As a result, and firstly, it is very important for hotel managers in Aqaba to attract and encourage employees to keep them working in their organizations by understanding their employees' needs and expectations by offering the highest level of quality of services for customers. Secondly,

hotel managers have to follow administrative strategies which may increase employees' satisfaction which leads to stimulate professionalism in performance.

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As a consequence, the thriving of a company depends mainly on knowledge, motivation, affording opportunities to practice new acquired skills. Having an investigating eye on what has discussed before, the researchers emphasize on the importance of rewarding employees to achieve satisfactory result. Teamwork require a consideration level of interaction among hotel employees which partakes in improving employee's performance taking in account that every employee has different and distinguished skills and experiences that other employees may have not. Therefore, teamwork is solid strategy for each organization for flourishing. The performance of teamwork; however, rely generally on the interaction between employers and employees on the first place and among employees themselves on the other to achieve aims of the organization. Also, creating teamwork provides employees a chance to discover innovative and creative ideas because of interaction among them. Hotels in Aqaba may be privileged by introducing original and unique ideas to stay in the global hospitality market.

According to the present study, some hotels in Aqaba don't care enough for the susceptibility of work hotel manager, as well as don't propose new and effective solutions for constant the face. This is asserted by sounded in 2012 that the key role of hotel manager is to encourage employees to be creative productive and constructive employees to achieve the foremost aims of the organization which is the super service to give customers satisfaction and increase the economic benefits. Thus, we are suggesting that the future researchers should not merely using one method while distributing their questionnaires or getting information from the respondents. Furthermore, it is advised that the future researchers should build up mediating mechanism in between each independent variables and employee performance, thus enable to reflect their relationship more clear.

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