

SERVICE QUALITY AND ORGANIZATIONAL EXCELLENCE AND THEIR RELATIONSHIPS WITH THE WADI RUM PROTECTED AREA EMPLOYEES' JOB SATISFACTION

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Abstract: This study aims to examine the impact of service quality and organizational excellence on employees' job satisfaction at Wadi Rum Protected Areas located in Jordan. A total of 270 questionnaires containing 40 items are used to collect information from the respondents. Multiple regression analyses are conducted to test the research hypotheses. The results clearly demonstrate a significant positive relationship between service quality and organizational excellence and the job satisfaction of employees. The findings of the study assured that the common philosophy that forms an essential part of the values and culture of a Wadi Rum Protected Area is the dissemination of an organizational excellence culture on service quality to achieve employee satisfaction. Attaining organizational excellence in Wadi Rum Protected Areas in Jordan is crucial not only for the efficient administration of natural resources and tourist experiences but also for improving workers' job satisfaction and well-being. By allocating resources to enhance leadership skills, fostering employee involvement, offering educational and growth prospects, acknowledging and incentivizing accomplishments, and facilitating a harmonious work-life equilibrium, Wadi Rum Protected Areas can establish an environment of exceptional quality that empowers staff members to flourish and make valuable contributions to the organization's prosperity, all the while safeguarding the region's natural splendor and cultural legacy for posterity. This is one of the few studies that covers the impact of service quality and organizational excellence on the job satisfaction of Wadi Rum Protected Area employees and is the first to test the framework in a developing country, Jordan.

Keywords: Service quality, Organizational Excellence, Job satisfaction, Jordan

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INTRODUCTION

Undoubtedly, job satisfaction is critical in the hospitality industry because of the characteristics and nature of this industry and the individual's passion towards his occupation and organization (Al-Dhaafri et al., 2016; Trivellas and Santouridis, 2016; Aquilani et al., 2017; René et al., 2019). The importance of service quality also appears as a scale for the degree of performance effectiveness and in reducing employee turnover (Chao et al., 2016). It increases employees' morale and creates loyal customers, which affects sales volume (Chi and Gursoy, 2009). Whereas, stressful work situations, a lack of supervisory leadership in hospitality and Wadi Rum Protected Areas, and an unethical management style could have a great effect on employee turnover (Jacques et al., 2015). Although technology has become a main part of Wadi Rum Protected Area service, the quality emitted from the human touch still has the greatest weight in the assessment of the provided services. Quality also refers to the working environment and the quality of the services offered (Savelli et al., 2017). It has a positive relationship with the satisfaction of customers as well as with the satisfaction of service providers. Thus, Wadi Rum Protected Areas are interested in elevating the level of their service quality to protect themselves against severe competition (Lee et al., 2000; Doleman et al., 2014). Argues that the essence of service delivery depends on a technical and functional basis. Meanwhile, service organizations strive to differentiate themselves by adopting the concept of organizational excellence, which is connected directly to obtaining results that reflect on client attendance, operation management, employees, and the local community, encouraging creativity and continuous improvement. Organizational excellence is not restricted to governmental organizations; it can exist in non-governmental organizations as well. To win the business excellence award, organizations should focus on the skills and satisfaction of their employees in addition to the commitment and cooperation of top-level management.

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Despite the large number of studies addressing job satisfaction (Jawabreh, 2020; Tutuncu and Kucukusta, 2010; Eriksson et al., 2016; Lau et al., 2017; Trivellas et al., 2018), leadership and job satisfaction (Jacques et al., 2015; Pantouvakis and Patsiouras, 2016), service quality (Doeleman et al., 2014; Pereira-Moliner et al., 2016; Juga et al., 2018), and organizational excellence (Asif et al., 2011; Asif and Gouthier, 2014; Doeleman et al., 2014; Terouhid and Ries, 2016; Gómez et al., 2017; Jahmani et al., 2020), little studies that tackle the impact of service quality and organizational excellence on job satisfaction particularly the impact on Wadi Rum Protected Area employees. The apparent lack of studies in this area created the chance to understand more about the factors that affect the job satisfaction of those working in Wadi Rum Protected Areas. The theme of this study is implied in the attempt to connect between two service quality dimensions (reliability and physical requirements) and organizational excellence dimensions (building a sustainable future, encouraging creativity and innovation, and adding value in favor of clients) and their impact on the workers' satisfaction. It also aims to determine obstacles that prevent realizing quality and organizational excellence in the classified Wadi Rum Protected Areas, as well as present suggestions and recommendations that can be considered as a main reference for future planning. The importance of this study stems from the increase in competition among Wadi Rum Protected Areas, the awareness of tourists, and the need for those Wadi Rum Protected Areas to distinguish their services.

THEORETICAL DEVELOPMENT

The concept of organizational culture has greatly developed recently, and the organizational behaviors' specialists have become aware of its effect on management and employees. This urged researchers to produce many studies that cared for the behavior of the consumer and the employee.

The study by Lund (2003) focused on organizational culture and its relation to the employee' satisfaction and recommended paying attention to the sub-cultures of the employees and merging them with the culture of the organization. Other studies concentrated on quality and its effect on the customers' (Pantouvakis and Patsiouras, 2016).

Service Quality

It is hard for the consumer to measure and assess service quality as the assessment is not made for only the final outputs of the service but also includes assessing the process through which the service is provided (Ahmed et al., 2017; Hapsari et al., 2017). The physical environment, or service cape, in which the service is offered and delivered could have an effect on guest service expectations and their perception of service quality (Tseng and Wu, 2014). It was found that there is a strong relationship between the size of the tip in a Wadi Rum Protected Area and the quality of the services provided. Nevertheless, researchers found significant links between service quality and customer satisfaction, and between service quality and repeat patronage (Chow et al., 2007); service quality attributes—tangibles, reliability, responsiveness, assurance, and empathy—have a positive relationship with customer satisfaction (Omar et al., 2016); and the right time for cooking to increase benefits and the desirable satisfaction of customers (René et al., 2019).

Antony and Ghosh (2004) support the fact that in the hospitality industry, "quality of service" can affect the quality of performance, causing internal effects on processes (the workflow of the organization) and external effects through the market (employees' satisfaction and demand (Jawabreh et al., 2023b; Jahmani et al., 2023b)). They are also considered a major source of performance improvement. Many studies have shown great positive results on the relationship between quality management practices and quality performance (Arumugam et al., 2008). The goal of any organization is to achieve employees' satisfaction. Therefore, organizations have already been found to meet the needs of customers through the provision of products and services that meet their desires and satisfy their needs.

Quality in the hospitality sector is of great importance to a large number of researchers (Getty and Getty, 2003; Luk and Layton, 2004; Kandampully, 2006; Jawabreh et al., 2023c; Jawabreh, 2020; Jawabreh, 2021). Moreover, it plays a vital role in the satisfaction of employees and as a fundamental factor in enhancing their satisfaction. It is a value presented to consumers and a means of putting service in a dynamic environment (Kaul, 2005). Shahin asserts that understanding customers' requirements about service quality and needs is beneficial in many ways (Voss and Allen, 1994), indicating that organizations do not focus on quality anymore; they ascertain the strategic use of quality. This has led organizations to be informed that quality initiatives must be integrated into the organization's strategy. The quality of services is the approach that increases the competitiveness, effectiveness, and flexibility of the whole organization and contributes to determining the competitive position of the organization and better business results (Parasuraman et al., 1988). They also emphasize that providing high-quality hospitality services that meet the needs of employees' is an important means of achieving the competitiveness of many hospitality organizations to meet their competitors. It has become a competitive advantage for all areas of the hospitality industry (Judi, 2007). Quality of service is a process-management method to ensure total employees' satisfaction at all levels, internal and external. Quality is an input connected to the behavior of the management and workers, as the management of the organizations that seek to achieve quality concentrates on supporting the workers in the first place and then the customers (Jahmani et al., 2023a; Jawabreh et al., 2023a; Cheng et al., 2018).

The quality of hospitality service can be classified into ten dimensions as follows: reliability, tangible aspects, responsiveness, competence, and qualifications; courtesy; credibility; safety; accessibility to information; communication; knowing and understanding the guest (Ali et al., 2017). The study of Al-Khaldi (2012) concentrated on the relationship between quality dimensions and their effect on creating an organizational excellence culture. The study concluded that there is a correlation between the tangible physical dimensions, cognition generation, and the development of an organizational excellence culture. The results and measurement of service quality depend on the type of preparation for the service, time, and physical requirements (Seth et al., 2005). Conversely, Malhotra and Mukherjee (2004) pointed out that employees' job satisfaction and organizational commitment affect the quality of the service provided (Al Fahmawee and Jawabreh, 2022b;

Alananzeh et al., 2023; Al Fahmawee and Jawabreh, 2022c; Al Fahmawee and Jawabreh, 2023) found that the most common critical incident involving a hospitality employee is responding to a guest request. Meanwhile, the study by Namkung and Jang (2010) assessed customer reactions to failures in the four service stages: reception, ordering, meal consumption, and checkout.

The (Al Fahmawee and Jawabreh, 2022a) study was based on measuring the quality of service in the hospitality industry on the "hospitality model" on the Riviera. The study found that all determinants of quality of service received negative differences between the expectations of the customer and the service; that is, hospitality s could not meet what guests expect. The study recommended that hospitality managers focus on identifying the gap between what customers expect to get and what they actually get in order to make appropriate adjustments and improvements to provide services as customers expect.

Quality is related to current perceptions, while satisfaction is based on past experiences and expected ones in the future. The relationship between quality of service and customer satisfaction is evident in purchase intentions. We also conclude that quality of service indicators are based on standards and specifications set by hospitality s, which express a tangible reality; in contrast, customer satisfaction indicators rely on a sensitive base difficult to touch (the perception of customers). By measuring the quality of service and customer satisfaction, the repeated inconsistency in the results becomes obvious. No matter what the real quality is, the perceived quality is more important because it is the customer who, eventually, decides with whom to deal—the institution or its competitor. Service excellence means providing services that meet or exceed customer expectations (Asif and Gouthier, 2014). It is a holistic, comprehensive, and unbreakable concept; that is, an organization cannot be excellent in one field while its performance in other fields collapses.

It is an intellectual pattern and administrative philosophy based on realizing tangible results within a framework built on learning, creativity, and continuous improvement (Asif et al., 2011). Organizational excellence is a policy that could be achieved by motivating employees and encouraging their creativity and innovation (Kessler et al., 2015). In the concept of modern management, excellence contains two central dimensions: seeking to achieve excellence and the fact that whatever systems and activities are produced by the management are shaped and described by excellence (Jawbreh and Sarayreh, 2017). Organizational excellence means measuring the satisfaction of customers, workers, and participants all the time in all the divisions of the organization and comparing the performance of those divisions about the same product or service in different geographical areas at all times. Despite the variety of literature that dealt with the concept of excellence, they all revolve around three main hubs in their interpretation of the concept of organizational excellence as follows: interpreting excellence according to the practices of the organization, the superiority of the organization over its counterparts, and achieving a performance that exceeds the client's expectations. Kaplan and Norton (1992) revealed four axes to measure the performance of the organization: the financial axis, the customer axis, the internal performance axis, and the axis of creativity. The excellence of a firm is expressed through the sustainability of its products that meet the needs of the present and future generations (Asif et al., 2011). In addition, some researchers found that both functional and personal aspects of service behavior could explain customer satisfaction at Wadi Rum Protected Areas (Jawbareh, 2017).

Excellence also comes from providing modern electronic systems that help in the service process and make it easy for the employee to present a performance that suits the high taste of customers and the physical comfort of the employee (Victorino et al., 2005). It enhances the levels of activities related to organizational development and focuses on knowledge management and supporting activities, Organizational excellence can affect other performance variables in the organization (Kessler et al., 2015) identified different types of organizational innovativeness in Jordan hospitality and analyzed their connection to innovation success. Innovativeness was measured by three dimensions (willingness, ability, and possibility to innovate) and success by five dimensions (overall performance: financial, market, and employee-related success; innovation success: product and process innovations). After viewing much literature and previous studies related to job satisfaction, researchers see that it is hard to give or determine an integrated concept for job satisfaction. This is because satisfaction differs from one person to another. The characteristics of the job and other explicit factors are vital in predicting job satisfaction (Masadeh et al., 2019; Alananzeh et al., 2018). The factor that provides job satisfaction to one person may not achieve job satisfaction for another person. Despite the multiplicity of studies related to job satisfaction, there is no comprehensive theory that shows the nature of job satisfaction, and its concept and points of view vary, but we can say that job satisfaction is the attitude of the worker towards their job. Researchers found a rarity in the previous studies that measured the effect of service quality dimensions and organizational excellence on employee satisfaction.

Therefore, the researchers suggested displaying general studies about employees' job satisfaction, which were the studies of Jawabareh (2017). All of those previous studies concentrated on the effect of income, job performance, management behavior, and social standing on the employees' satisfaction and connected it to demographic factors.

The study by Chiu et al. (2005) concluded that most job satisfaction factors that contribute to the development of employee performance efficiency are the viability of clear organizational strategy and objectives, stating the vocational needs of the employees, providing security, safety, and empowerment, and good supervisory leadership, which are positively associated with job satisfaction. The study by Gazzoli et al. (2010) conceptualized customers' perceived service quality variables according to the "hierarchical approach" model and used the performance-only index for its measurement. The study found that empowerment and job satisfaction had a significant impact on customers' perceptions of service quality.

Moreover, the study by Hwang and Der-Jang (2005) showed that internal marketing has a strong positive effect on job satisfaction and that job satisfaction has an effect on an organization's performance. Meanwhile, the study by Ashton (2017) showed that employee satisfaction was not fostered by increasing remuneration. It is more related to the quality of working life, good leadership style, regular training, employment security, the hospitality brand image, and employees' traits, which are the most important aspects. Also, the study stressed that employees will be satisfied working in a hospitality when they feel they have an opportunity to advance their abilities and skills. Based on the above discussion, the following hypotheses are proposed:

H1: There is a statistically significant impact of service quality on employees' job satisfaction at classified hospitality s in Wadi Rum Area.

H2: There is a statistically significant impact of organizational excellence on employees' job satisfaction at classified hospitality s in Wadi Rum Area.

WADI RUM

Wadi Rum, often called the Valley of the Moon, carves its way through the sandstone and granite heart of the Arabian Desert as shown in (Figure1B), covering an impressive area of approximately 720 square kilometers. It's located in the southern part of Jordan, a country in the Middle East. This place is special and attracts many tourists every year. Situated about 60 kilometers to the east of Aqaba, Jordan's only coastal city, Wadi Rum presents a breathtaking tableau of towering cliffs, vast red sand dunes, and narrow gorges, sculpted by nature's hand over millennia. The region, which sits in the shadow of Jabal Umm ad Dami, Jordan's highest peak, offers a diverse topography that rises from the desert floor to heights of around 1,840 meters above sea level. Wadi Rum, known for its breathtaking landscapes and rich cultural heritage, serves as a unique setting for examining service quality and organizational excellence. The distinct geographic location of Wadi Rum contributes significantly to the operational dynamics and service delivery within this protected area. The remote and expansive nature of Wadi Rum, with its vast deserts and towering rock formations as it clear in (Figure 1A), poses both opportunities and challenges for employees working in tourism and conservation services.



Figure 1A. Wadi Rum Desert of Mountain; 1B. Moon Valley; 1C. sample of bubble camp's; 1D. Seven Pillars of wisdom

The exceptional natural beauty and the cultural significance of Wadi Rum attract visitors from around the world, setting high expectations for service quality. The unique location demands specialized services, from guided tours to hospitality, that respect and preserve the natural and cultural environment (Al Dein, 2021). The landscape is full of incredible sandstone mountains, vast red sand deserts, and narrow gorges. It looks like another planet! That's one reason why filmmakers often shoot movies there. There are ancient rock carvings and inscriptions in Wadi Rum that are thousands of years old (Figure1D). Visitors love Wadi

Rum for adventures like jeep tours, camel rides, rock climbing, and hiking. There's so much to explore. The bubble houses and traditional Bedouin camps offer amazing places to stay overnight as shown in (Figure1C). The desert sky is clear and full of stars, perfect for stargazing. Staying in Wadi Rum is also a chance to learn about the Bedouin culture. The Bedouins are the local people who have lived in this desert for generations (Jawabreh et al., 2023b). Employees' ability to meet these service expectations directly influences visitor satisfaction and the perception of Wadi Rum as a world-class tourist destination.

METHODOLOGY

Research Model

The elements of this research are established based on preceding literature, either theoretically or empirically (Hwang and Der-Jang, 2005; Lovelock and Wirtz, 2007; Mishal, 2015). Figure 1 represents a model for the study that shows the relationship between the independent and dependent variables of the research.

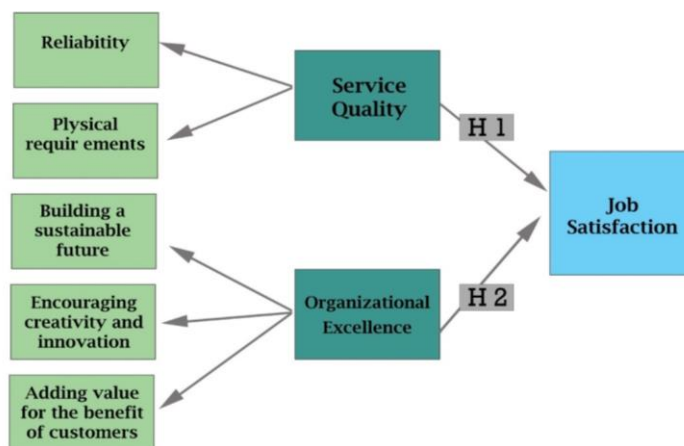


Figure 2. The proposed research model

Operational Definitions

The current research considers two dimensions of service quality (reliability and physical requirements); which were adapted from Prayag et al. (2010), Enz (2004) and measured in the research questionnaire through six and eight items respectively. The construct of organizational excellence was measured via three dimensions namely building a sustainable future, encouraging creativity and innovation, and adding value for the benefit of customers; which were adapted from Asif et al. (2011), Victorino et al. (2005), Tutuncu and Kucukusta (2010) and measured in the research questionnaire through six items each. Also, job satisfaction, the dependent variable, adapted from Lee (2013) and measured through eight items.

Population and Sampling

The targeted population of this study consisted of all employees who work in the Wadi Rum Protected Areas. This hospitality offers various choices of Wadi Rum Protected Areas and bars to choose from a range of international cuisine, which includes outdoor terrace dining.

According to statistics of the Ministry of Tourism and Antiquities for 2015, there were 548 domestic workers in these Wadi Rum Protected Areas. Also, according to Morgan Table data, 226 employees should be reached as the size of the statistical sample of this research (Sekaran and Bougie, 2013). However, after distributing 400 survey questionnaires, 285 were returned from respondents and 270 after eliminating the incomplete ones. The primary data was collected through a drop-and-collect survey technique. The surveys were distributed to the academic staff working in the university that agreed to participate in the study. The questionnaire consisted of two sections; the first section in the questionnaire presents general personal information about a respondent, the gender, age, academic rank, and years of experience. The second section includes questions to measure the independent and dependent variables based on their operational definitions.

4. Data Analysis and Results

In order to explore the impact service quality and organizational excellence on job satisfaction, in which these variables have been measured using 5-points Likert 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, a multiple regression analysis was employed to test the research hypotheses. 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 three academic lecturers –who have a sufficient knowledge and experience in this scope- to ensure 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 and Yi, 1988; Creswell, 2009) 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
Reliability	6	0.647
Physical requirements	8	0.778
Building a sustainable future	6	0.678
Encouraging creativity and innovation	6	0.735
Adding value for the benefit of customers	6	0.668
Job satisfaction	8	0.613

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 Jordanians, the majorities hold high school certificates, and 40% of them have experience between one-less than four years.

Table 2. Description of the respondents' demographic profiles

Category	Category	Frequency	Percentage%
Gender	Males	240	88.9
	Females	30	11.1
	Total	270	100
Nationality	Jordanian	150	55.6
	Foreigner	120	44.4
	Total	270	100
Education level	No schooling completed	84	31.1
	High school	136	50.4
	Bachelor	50	18.5
	Total	270	100
Experience	Less than one year	74	27.4
	1-less than 4 years	108	40.0
	More than 4 years	88	32.6
	Total	270	100

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

Type of Variable	Variables	Mean	Standard Deviation	Level
Independent Variables	Service Quality	4.27	0.36	Very high
	Reliability	4.29	0.40	Very high
	Physical requirements	4.25	0.49	Very high
	Organizational Excellence	4.18	0.41	High
	Building a sustainable future	4.21	0.47	Very high
	Encouraging creativity and innovation	4.14	0.52	High
	Adding value for the benefit of customers	4.19	0.47	High
Dependent Variable	Job Satisfaction	4.23	0.38	Very high

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 and 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 Likert 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.

As presented in Table (3), data analysis results have shown service quality in Wadi Rum classified Wadi Rum Protected Areas is applied to a very high level in which the mean score is 4.27; besides organizational excellence is applied to a high level with a mean score of 4.18. Further, job satisfaction does exist highly to a greater extent, which the mean score is 4.23. Table (4) demonstrates the mean, standard deviation, level, and order scores for each item for each variable. The opinion (Parasuraman et al., 2005) confirms this. Numerous organizational, personnel, and consumer dimensions have an impact on service quality. Organizational elements such as personnel training, technology adoption, leadership commitment, and service recovery plans influence an organization's capacity to provide services. Employee-related characteristics, such as competency, motivation, and work satisfaction, significantly shape customer experiences and perceptions of service quality (Hartline and Ferrell, 1996). Furthermore, the client's qualities and expectations have a significant impact on how they evaluate the quality of the service, emphasizing how important it is to understand and manage consumer perceptions.

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

Reliability	Mean	SD	Level	Order
The Wadi Rum Protected Area shows a real interest in solving the problems faced by the guests in the Wadi Rum Protected Area	4.48	0.667	Very high	1
Co-workers are able to solve customers' problems	4.33	0.599	Very high	4
The Wadi Rum Protected Area follows-up customers' requests to make sure that they keep the promises	4.39	0.763	Very high	2
Co-workers provide health services from the first time	4.05	0.900	High	6
The Wadi Rum Protected Area offers good services to guests	4.35	0.726	Very high	3
Co-workers enjoy the confidence of customers	4.19	0.696	High	5
Physical requirements	Mean	SD	Level	Order
The Wadi Rum Protected Area uses modern equipment and devices to provide its services	4.24	0.857	Very high	4
The Wadi Rum Protected Area building is attractive	4.30	0.831	Very high	3
Arrangement and interior design of the Wadi Rum Protected Area is attractive	4.24	0.745	Very high	4
The Wadi Rum Protected Area provides easy electronic booking services	4.04	0.934	High	7
The Wadi Rum Protected Area offers elegant furnishings and upscale and attractive	4.21	0.850	Very high	5
The Wadi Rum Protected Area offers an attractive external facility	4.20	0.809	High	6
The Wadi Rum Protected Area provides clean of health facilities	4.36	0.698	Very high	2
The Wadi Rum Protected Area provides a unified and decent uniforms	4.47	0.621	Very high	1
Building a sustainable future	Mean	SD	Level	Order
The Wadi Rum Protected Area management is working on the future of the Wadi Rum Protected Area through the identification and dissemination of basic purpose underlying the vision, mission, values and ethics	4.30	0.650	Very high	1
The Wadi Rum Protected Area management is able to understand the most important competencies and capabilities available to them and how to use them to formulate common values to serve all communities	4.18	0.800	High	4
The Wadi Rum Protected Area management is able to accommodate the sustainability concepts in the basic content of its strategy and allocate the necessary resources to achieve its goals	4.28	0.750	Very high	2
The Wadi Rum Protected Area administration is encouraging all concerned in the Wadi Rum Protected Area to participate in activities that are beneficial to society	4.15	0.738	High	5
The Wadi Rum Protected Area allocates needed resources to meet the needs of long-term instead of focusing on quick profit in the short term	4.14	0.857	High	6
Wadi Rum Protected Area management is working on the ability to measure and achieve an optimal balance of the impact of its operations and services on the public health, safety and environmental concerns	4.22	0.789	Very high	3
Encouraging creativity and innovation	Mean	SD	Level	Order
The Wadi Rum Protected Area management is working on formulating methodologies to encourage its employees to create new ideas	4.19	0.765	High	1
The Wadi Rum Protected Area management is working on the establishment and management of joint cooperation networks designed to identify opportunities for creativity and innovation	4.09	0.767	High	6
The Wadi Rum Protected Area management is working on the development of clear goals and objectives for innovation supported by appropriate policies and resources needed	4.17	0.833	High	3
The Wadi Rum Protected Area management adopts a structured methodology to produce creative ideas and arrange them according to its priorities	4.18	0.781	High	2
The Wadi Rum Protected Area management is working on choosing and assessing the most promising new ideas and harness the necessary resources to achieve them within the appropriate time frame	4.10	0.863	High	5
The Wadi Rum Protected Area management is working to turn ideas into reality during the timeframe that could achieves the maximum advantage	4.13	0.805	High	4
Adding value for the benefit of customers	Mean	SD	Level	Order
The Wadi Rum Protected Area management is working to identify the different groups of customers, existing and potential, and then predict their needs and future expectations	4.18	0.790	High	4
The Wadi Rum Protected Area management is working on translating the needs, expectations, and requirements of the potential and existing customers to sustainable and attractive offers	4.10	0.800	High	6
The Wadi Rum Protected Area management is working to ensure that the employees have the resources, competencies, and empowerment necessary to achieve a better experience for the clients	4.27	0.706	Very high	1
The Wadi Rum Protected Area management compares its performance with the levels of relevant standard performance	4.23	0.791	Very high	2
The Wadi Rum Protected Area management is working to identify the current and the future needs of the market and provide all that is useful	4.16	0.794	High	5
The Wadi Rum Protected Area management is working to train its workers and develop their skills and provide them with the better service	4.22	0.789	Very high	3
Job Satisfaction	Mean	SD	Level	Order
You are satisfied with your job performance	4.22	0.730	Very high	6
The Wadi Rum Protected Area administration is working on issuing decisions that will increase the level of job satisfaction	4.16	0.771	High	7
Senior management of the Wadi Rum Protected Area are credible and transparent when they make decisions	4.15	0.806	High	8
Leadership style of the Wadi Rum Protected Area is a positive pattern leads to the upgrading of the Wadi Rum Protected Area	4.33	0.711	Very high	1
Performance standards are declared and documented	4.27	0.755	Very high	3
There is a good degree of availability of the functional requirements that cause the improvement of working conditions	4.24	0.745	Very high	5
Your workloads are appropriate for your efforts , wages, and working hours	4.26	0.772	Very high	4
There is an available environment in the Wadi Rum Protected Area for innovation and development of performance	4.29	0.668	Very high	2

The Wadi Rum Protected Area (WRPA) administration is methodically analyzing current and new client categories and anticipating their requirements and expectations. The proactive strategy has multiple convincing reasons, backed by research and practical ramifications. Improved Visitor Experience: WRPA management may personalize experiences and services to guests' different demographics and interests. Gursoy and McCleary (2004) found that customer segmentation in tourist management increases visitor happiness and loyalty. WRPA creates unique experiences for adventurers, cultural explorers, and eco-tourists by anticipating their requirements and improving the visiting experience. Sustainable tourist growth in the WRPA requires predicting client segment requirements and expectations. Butler's Tourism Area Life Cycle (TALC) model (1980) states that destinations grow through phases with different visitor needs and consequences. By forecasting future trends and preferences, WRPA management can reconcile conservation with economic growth and community development. This proactive strategy promotes responsible tourism and reduces the environmental and socio-cultural effects of unregulated tourist expansion. The proactive approach taken by WRPA management in identifying consumer groups and forecasting their needs and expectations improves tourist experiences, sustainable tourism development, stakeholder engagement, and market competitiveness. WRPA can remain a top nature-based tourist destination while preserving its natural and cultural heritage through research and practical initiatives. The administration of the Wadi Rum Protected Area (WRPA) is putting procedures into place to motivate staff members to come up with fresh concepts. This tactical decision is supported by several factors, such as encouraging an innovative culture, using staff knowledge, enhancing visitor satisfaction and service quality, and advancing organizational agility.

The first stage is to create an innovative culture inside WRPA by offering venues for idea-sharing forums, innovation seminars, and brainstorming sessions. This inclusive approach fosters a dynamic work atmosphere that is supportive of creativity and innovation, as well as a feeling of ownership and involvement. Using the experience and knowledge of field workers and frontline employees is the second stage. By requesting ideas from staff members in a range of departments and positions, WRPA may access a varied reservoir of knowledge and inventiveness, guaranteeing that creative concepts are based on workable solutions and align with the requirements and expectations of stakeholders. Enhancing the tourist experience and service quality is the third phase. Encouraging and involving employees is essential to providing excellent service results. Through process enhancements, technology adoption, or customer-centric initiatives, WRPA may improve the entire visitor experience by giving staff the freedom to suggest creative solutions. To survive in the quickly changing world of today, WRPA must foster organizational agility and adaptation. Through the promotion of an innovative and creative culture, WRPA can enhance its ability to adjust to changing market conditions, legislative modifications, and stakeholder demands. Ideas created by employees act as a catalyst for organizational learning and development, helping WRPA to stay innovative and strong in the face of difficulties.

Hypotheses Testing Results

The current research is mainly seeking to investigate the impact of service quality and organizational excellence on job satisfaction at Wadi Rum classified Wadi Rum Protected Areas in Jordan. Consequently, in order to test the main hypothesis developed for this study, a multiple regression technique was used as demonstrated in Table (5).

Table 5. Regression analysis: Job satisfaction as a dependent variable

Variable	r	R ²	f	Sig (f)	β	t	Sig (t)
Service Quality	0.355	0.126	9.532	0.000a	0.179	1.963	0.050
Organizational Excellence					0.234	2.535	0.012

a. Predictors: (Constant), Service Quality, Organizational Excellence; b. Dependent variable: Job Satisfaction

Refer to Table (5) the correlation coefficient $R = 0.355$ indicates that there is a positive correlation among service quality, organizational excellence, and job satisfaction. The R^2 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 0.126. The results showed that F-ratio for these data is equal to 9.532, which is statistically significant at $p < 0.05$. Therefore, we conclude that there is a statistically significant effect of both service quality and organizational excellence on job satisfaction. The β indicates the contribution of the predictor (i.e. the independent variable) to the model. Table (5) shows the standardized coefficients for the job satisfaction. The values of β for service quality and organizational excellence are 0.179 and 0.234 respectively, which do have significant effects on job satisfaction, thus H1 and H2 are accepted.

CONCLUSION

The results of data analysis have shown service quality the classified Wadi Rum Protected Area in Wadi Rum is applied to a very high level. The results of the descriptive and statistical analysis of the service quality showed that the reliability dimension's items have a high level. As a result of competitive pressures in the environment of hospitality industry, quality of service has emerged as the fundamental organizational strategy for survival and as justification for investing in quality improvement initiatives (O'Neill, 2001). Achieving organizational excellence is essential for improving worker job satisfaction as well as for the effective management of natural resources. This article explores the connection between Wadi Rum Protected Areas workers' job satisfaction and organizational excellence, and it offers tactics for cultivating an excellent culture that enhances worker happiness. The pursuit of better performance and results via continual process, system, and practice improvement is known as organizational excellence. At Wadi Rum Protected Areas, maintaining the area's natural and cultural legacy while efficiently overseeing tourist experiences and guaranteeing sustainable tourism practices depends on organizational excellence. Organizational excellence, however, includes elements like professional growth, communication, and employee empowerment in addition to operational efficiency.

However, several variables, including the workplace, company culture, leadership, and chances for advancement and recognition, affect how satisfied employees are with their jobs. Research continuously shows that job happiness and organizational excellence are positively correlated, underscoring the possibility that workers who work in an atmosphere that prioritizes and upholds quality will feel happy, inspired, and involved. Fostering a culture of excellence requires excellent leadership to develop organizational excellence at Wadi Rum Protected Areas and, as a result, increase employee job satisfaction. By funding leadership development initiatives, managers and supervisors may gain the ability to inspire and encourage their staff, establish clear objectives, and provide insightful criticism and assistance. Including workers in decision-making procedures and asking for their opinions on matters about the workplace may boost commitment and engagement. Conversation and cooperation may be facilitated via regular channels of contact including idea boxes, team meetings, and feedback sessions. Offering workers chances for professional growth and training not only improves their abilities and competencies but also shows the company's dedication to their success. Employee performance and job satisfaction may be enhanced by customized training programs for those in the visitor services, tourist management, and conservation fields. Acknowledgment and Incentives: Giving workers credit for their accomplishments and efforts may raise spirits and increase drive. Acknowledging workers' contributions through official recognition programs, performance incentives, or little acts of kindness promotes a healthy work atmosphere and supports an outstanding culture.

Encouraging a work-life balance is essential to avoiding burnout and promoting the general well-being of workers. Encouraging time off for leisure and recreation, supporting wellness programs, and providing flexible work schedules may all assist staff in striking a good balance between their personal and work life. At Jordan's Wadi Rum Protected Areas, achieving organizational excellence is crucial for improving staff well-being and work satisfaction in addition to managing natural resources and tourist experiences. Through the implementation of strategies such as investing in leadership development, encouraging employee engagement, offering training and development opportunities, acknowledging, and rewarding accomplishments, and promoting work-life balance, Wadi Rum Protected Areas can cultivate an exceptional culture that fosters employee growth and success while safeguarding the region's natural beauty and cultural legacy for future generations.

Results revealed that the Wadi Rum Protected Area management shows a real interest in solving the problems faced by the guests in the Wadi Rum Protected Area. Also, the management follows customers' requests to make sure that they keep their promises and offers good services. The employees have the willing and authority to solve customers' problems. This privilege raises their satisfaction and makes them feel that they are not working under the pressure of management supervision or supervisor control. They feel free to help and solve customers' complaints and enjoy the confidence. Thus, the Wadi Rum Protected Area is characterized by a high degree of reliability and accuracy in the completion of the services provided to its customers and therefore it pays attention to their problems and answers their questions as well as provides the service on time. In addition, many studies have indicated that evaluating the quality of service from the perspective of the tourist depends mainly on the emotion formed in the mind of the tourist. The process of interaction between the service provider and the beneficiary plays a fundamental role in finding a specific level of quality perceived by the employees.

The tourist plays a fundamental role in the quality of service, especially when the tourist participates in the process of producing the hospitality service in its final form which he cannot obtain without participation. The tourist may also play a key role in the development of service performance. Results of service quality related to physical requirements showed that the Wadi Rum Protected Area provides its employees a unified and decent uniforms besides clean of health facilities. Wadi Rum Protected Areas, nowadays, are focusing on the attractiveness of the building as a major factor in the fiercely competitive world of customer retention. Wadi Rum Protected Areas use modern equipment and devices, in addition, to upscale and attractive furnishings to reflect their interest in quality and hygiene. Choi and Chu (2001) asserts that hospitality managers are now focusing more on the quality of service due to the high standards of employees and their demands for excellent service, especially after the increasing competition between hospitality s in the hospitality industry, which forced hospitality managements to work continuously to identify the requirements of customers and understand and meet them to achieve their satisfaction to guarantee their return to the hospitality or prolong their stay.

Regarding the organizational excellence, results revealed that building a sustainable future through the identification and dissemination of basic purpose underlying the vision, mission, values, and ethics was ranked as the first dimension. The Wadi Rum Protected Area management can accommodate the sustainability concepts in the basic content of its strategy and allocate the necessary resources to achieve its goals. They are working on the ability to measure and achieve an optimal balance of the impact of its operations on public health, safety, and environmental concerns. The findings also revealed that the Wadi Rum Protected Area management can understand the most important competencies and capabilities available, as well as able to accommodate the concepts of sustainability in their strategies. These findings are compatible with those of those who assured on the importance of innovations in services. In addition, the staff are enjoying the confidence of customers. The physical entrance of the institution can affect the employees' composition of physical construction, which includes the size, shape, the materials used in construction; site and elements of attractiveness compared to other hospitality sites contribute to the image and impression of customers. In addition to other factors such as ease of parking, the availability of parking lots, entrance design also an important and influential factor. The external appearance may suggest solidity, continuity, preservation, and progressivism. Response and reliability affect the satisfaction of the employees, as, the degree, accuracy and speed of response have an impact on the wishes of the employees' and gaining his satisfaction.

Encouraging creativity and innovation is the second most important dimension in the organizational excellence. The findings showed that the Wadi Rum Protected Area management is working on formulating methodologies to encourage its employees to create new ideas; they adopt a structured methodology to produce creative ideas and arrange them according to its priorities; they working on the development of clear goals and objectives for innovation supported by appropriate policies and resources needed. Adding value for the benefit of customers was the third dimension in the organization that

seeks excellency. If firm use the money incentive to get new ideas from their employees, employees will take the shortest possible way to get to the new idea. If employers want to get good ideas from employees, they must understand corporate strategy. Of course, there will be some employees who will be disappointed not to choose their ideas, but if they see that they have given real attention to all options, and have made a rational choice, they are likely to come back and take part in the next challenge. Marriott International Hospitality s launched TestBED for the first time in the Middle East and Africa in September, allowing start-up companies to test their products in a live environment within a Marriott hospitality in a major city (Kattara et al., 2008). The program provided regional entrepreneurs with the opportunity to transform their innovations into reality and enabled Marriott Hospitality s to revolutionize the hospitality experience in the Middle East and Africa through its Business Acceleration Program. The findings of the current research showed that the Wadi Rum Protected Area management is working to ensure that the employees have the resources, competencies and empowerment necessary to achieve a better experience for the clients. On their assessment of their job satisfaction, employees confirmed that leadership style of the Wadi Rum Protected Area is a positive pattern leads to the upgrading of the Wadi Rum Protected Area. They postulated that the organization that focuses on service quality and organizational excellence is considered as an available environment for innovation and development. The results correspond with that of Jacques et al. (2015) that authentic leaders have positive significant influences on the working environment.

Theoretical Implications

The current study contributes to the existing literature by identifying the new compiled factors that have positive impact on job satisfaction. Researchers could benefit from the instrument of the study for further investigations on job satisfaction. The model of the study and could be utilized for additional analysis. Additional variables could be utilized to measure the level of employee satisfaction. More in-depth analysis of how job satisfaction increases the fiscal health of a company, and the image of the destination could be conducted.

Managerial Implications

Wadi Rum Protected Area managers, tourism stakeholders, and other service operations managers should realize the importance of organizational excellence. The sustainability of services depends on the employees' better performance. Service organizations must train their staff more effectively to achieve the best quality of service delivered and the organizational excellence. Competitive advantages could be achieved through developing new products and services, applying new technology and strategy, and widen the knowledge and skills of their employees. It is important for owners, managers, and supervisors to positively understand that the journey to the best quality in service offered and organizational excellence is through their employees. The staff should be motivated, encourage, and empowered to show their maximum extent of innovation and creativity. Managers should realize the vital role of reliability when providing services and the importance of maintaining a clean attractive physical environment for the satisfaction of both the employees and the customers. Thus, the hub of success is through the investment in employees.

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