

## CUSTOMER SATISFACTION TOWARDS COMMUNICATION SKILLS OF FRONT OFFICE STAFF AT THE HOTEL (CASE STUDY FIVE STARS HOTELS IN AQABA)

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**Abstract:** This research will serve as a realistic guideline for hotel administration, particularly for the front desk staff. The findings of this research will help front office employees improve their communication skills, allowing them to better fulfill the requirements of their clients and increase their happiness. If the outcome revealed that the service had received a high rating, the hotel owner would be pleased. A low score would, on the other hand, prompt the hotel owner to improve the service and set up a training program for his or her employees. The technique that was used in the present investigation there are many components on this document: the research model, operational definitions of the study's independent and dependent variables, research hypotheses, as well as a data collecting instruments, research population, and research sample. The components of this study are developed on the basis of prior literature, which may be either theoretical or empirical in nature. Indeed, the factors utilized in this research are often found in the literature on tourist development. In this case, the skewness values were within the normal range (from -1.0 to +1.0), indicating that the data from the independent variables is normal. The VIF values were smaller than the critical value (10) that was shown to be the most frequent across the majority of research, indicating that there was no multicollinearity issue among the independent variables in this study.

**Key words:** cultural skills, language skills, body language skills, handling skills

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### INTRODUCTION

All service companies, particularly the hotel sector, are working hard to enhance their communication skills in order to make consumers happy with their services. In order to fulfill the fundamental requirements and expectations of consumers, hotel owners are increasingly focusing more on communication skills. Hotel owners are more likely to anticipate and satisfy their clients' needs and desires if their requirements are well recognized and understood (Juwaheer, 2004; Abuhashesh et al., 2019; Mahmoud et al., 2021). Customers who are pleased are more inclined to return or extend their stay at the hotel (Choi and Chu, 2001; Al Khasawneh et al., 2021). Hotel guests in Jordan seem to have high expectations and want great service at the moment (Alananzeh et al., 2019; Jahmani et al., 2020; Jawabreh, 2021). Hotels have upped their competitiveness, and instead of only having a beautiful room to attract guests, they now have a high-quality staff. Owners and managers competing with hundreds of others place the greatest emphasis on guest happiness, and personal service is at the top of travelers' lists of the most essential factors to consider when choosing a hotel to stay in (Wipoosattaya, 2001).

The hotel business employs a wide range of people, from top management to front-line workers (i.e. Housekeepers, receptionists, front cashiers). When it comes to choosing whether or not to return, promote the hotel, or demonstrate loyalty to a certain hotel, the front desk personnel is regarded a supporting element (Kandampully and Suhartanto, 2000; Masa'deh et al., 2018). Furthermore, according to Watt (2007), the front desk is an essential role for clients interact with front desk personnel at the hotel's focal point. They help visitors, fulfill their requirements, and satisfy their desires.

According to Hogan (2006), the front desk is the nerve center of all hotels, and it is critical to maintain track of what is going on in other parts of the hotel. As previously stated, communication skills were evaluated by a subjective comparison made by consumers between their expectations for a service and their impression of how the service was delivered

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(Jawabreh, 2017; Masadeh et al., 2019; Alshurideh et al., 2021). The front office staffs are essential to the hotel's ongoing performance as major drivers of client satisfaction. They provide continuous guest contact and the hotel's most varied operational exposure. The front desk personnel, on the other hand, will represent the hotel's image to consumers, and they will have a strong sense of anticipating guests' requirements and exceeding their expectations. Based on the above, this research aims to demonstrate customer satisfaction with the hotel's front-desk staff's communication abilities in a variety of ways (languageskills, body language skills, cultural skills, handling skills). The hotel's front desk is the most noticeable department. Even in difficult circumstances, front-line employees must be able to get along with a wide range of individuals. Furthermore, when visitors have issues at the hotel, front desk personnel should be able to manage certain problems, deal with complaints, or resolve specific challenges. When interacting with consumers, good communication skills are needed, as is a desire to address issues as they occur. In light of this, the study's issue may be summed up in the following question: What is the client's opinion of the hotel's front-desk staff's communication abilities and how do these affect customer satisfaction?

This research will serve as a practical reference for hotel management, particularly the front desk staff. The findings of this research will improve the communication skills of front-office personnel in order to fulfill the requirements of clients and ensure their happiness. The hotel owner would be pleased with the service if the outcome indicated a high score. If, on the other hand, the outcome revealed a poor score, the hotel owner would enhance the service and set up a training program.

## LITERATURE REVIEW

Most hotel researchers are focused on increasing customer satisfaction since happy customers are more likely to return and generate revenue for the hotel. Client satisfaction is defined by Hernon and Whitwan (2001) as a measure of how the customer views service delivery. Customer satisfaction, according to Liu (2000), is a function of service performance in relation to customer expectations. As a result, it's critical to comprehend how client expectations are created in order to discover the variables that influence service satisfaction. Varied consumers have different expectations depending on their understanding of a product or service, as Reisig and Chandek (2001) highlighted. This may imply that a client can guess what service performance would be like or think about what service performance should be like. Customers will be pleased if the service performance meets or surpasses their expectations. Customers, on the other hand, are more likely to be disappointed if service performance falls short of expectations (Jawabreh and Al Sarayreh, 2017; Alrowwad et al., 2020; Al Fahmawee and Jawabreh, 2022). As previously said, a higher number of pleased clients will increase the hotel's performance and profitability.

Why is customer service so important to businesses? Why are businesses more focused on the quality of their workers' services and eager to teach and improve their customer service skills? Simply said, as they increase in popularity, their market's development and stability are more reliant on the presence of a devoted client base. Furthermore, providing exceptional customer service is no longer a choice or a set of slogans, but rather a necessity forced by the nature of situations and factors in today's corporate world. We just want tourists to return to the hotel or our tourist facility when they experience the services and products of their happiness, and they usually want to repeat the visit (Jawabreh, 2020). The employee at the reception may assure them that their experience began with satisfaction. We can do this by providing excellent individual talents. Good verbal and nonverbal communication is important, as is ensuring that the welcome grin is always part of the service. Always remember that every visitor contributes to your pay, giving you another incentive to want to return. The majority of visitors are not challenging. Wen enjoys a pleasant stay in a familiar setting.

In all languages of the globe, there are phrases of appreciation and gratitude that should be repeated by each individual when the service is given the first invitation or present. But when are words of gratitude required and when are they optional (Kasavana, 2005). Communication is the process of passing information, meanings, and ideas from one person to another or others in such a way that the facility's or any group of people's social goals are met. As a result, they act as lines linking any facility's building or organizational structure. It is impossible to imagine a group of any type of activity without also picturing the process of communication that happens between its divisions and members, bringing them together as a single unit with a degree of integration that enables various actions to be carried out. Communication happens in any institution or organization in line with formal regulations as well as in the informal organization, which may or may not be felt by officials in the facility or part of it, but has an effect that may surpass the intensity of formal communication.

According to psychologists, 60 percent of speech and communication between people is done nonverbally, that is, through gestures, overtones, and symbols rather than speech and tongue (this method is said to have a powerful effect, five times stronger than the effect that words leave), and the grave mistakes that we all make are ignoring body language and gestures in trying to understand what one, one, one, one, one, one, one, one, one, one, one, one, one, one, one, one. However, since we do not properly compute the language of gestures, we spend hours studying the words that were given to us without recognizing their importance. The most prominent and most successful approach to achieving the success of the institutions to reach their goals and the highest levels of product quality and since the basic outputs of the hotel establishments took the institutions themselves to see the appropriate way through which they can achieve their desired goals and effective communication approach is the most prominent and most successful approach to achieving the success of the institutions to reach their goals and the highest levels of product quality and since the basic outputs of the hotel establishments took the institutions themselves to see the appropriate way through which they can achieve their desired.

The fact that communication is the network via which information may be gathered, which is necessary for successful decision-making, demonstrates the significance of efficient communication (Fitzsimmons and Fitzsimmons, 2000; Obeidat et al., 2019). It is the method by which information regarding decisions is communicated, and it is necessary for decision implementation and communication in administrative organizations, whether written or spoken, formally or unofficially. Official, focused on accomplishing one of the institution's major goals and ensuring its achievement within the institution's

priorities of work. Its overall aim is to guarantee high-quality performance at all levels, resulting in the execution of decisions and other organizational objectives. Previous study examined customer satisfaction with all aspects of the hotel's service quality in order for the hotel to evaluate the customer's impression (Jawabreh et al., 2020). This research looked at the communication abilities of front-desk employees, as well as the customers' expectations and perceptions of these skills in Aqaba's five-star hotels. The findings of this quantitative evaluation of communication abilities may shed light on how consumers evaluate communication skills and measure customer satisfaction at Aqaba's five-star hotels.

The hotel's front desk personnel play an essential role. They are the first to meet and welcome visitors when they arrive. They have greater interaction with visitors than employees in other departments, and they must offer service that meets the customers' requirements and expectations. Reservationists, receptionists, front cashiers, telephone operators, night auditors, guest relation officers, and bellboys are among the front office staff. The front desk, as previously said, is the most visible department of the hotel. Even in difficult circumstances, front-line employees must be able to get along with a wide range of individuals. The following credentials are required of these individuals:

To begin, the front-desk personnel should have a pleasant demeanor and be well-dressed and tidy. Individuals who are properly dressed convey authority and prestige; therefore, the initial impression is just one aspect of establishing a good connection between the hotel and its guests. The front office personnel, according to Fitzsimmons and Fitzsimmons (2004), must offer an immaculate external image to clients.

Second, the personnel should be capable. They should be familiar with the hotel's fundamental product knowledge, accommodation types, and hotel amenities. According to Philip et al. (1982), front desk personnel should be familiar with a variety of accommodation types and be able to describe each one, including single rooms, double rooms, twin rooms, suites, connected rooms, and neighboring rooms.

Third, visitors may speak English with varying accents, and certain terms may be difficult for front-office employees to comprehend owing to the various nations, especially for reservations or operators who interact with clients over the phone. According to White and Beckley (1988), front-office personnel should utilize an alphabetic system similar to that employed by travel agencies and airlines. Tanpipat (1994) proposed an alphabet, such as M for Mike, N for Nancy, and P for Peter. Furthermore, White and Beckley (1988) said that while answering the phone, telephone operators should identify themselves and declare the hotel's name with the addition of. Greetings, I or. With the proper tone, say "good evening." The insertion of the words. Is it possible for me to assist you? I will create the appearance of eagerness to assist, which is crucial in a hotel.

Furthermore, front-desk personnel should be competent to manage certain issues, complaints, or other challenges that customers may have while staying at the hotel. As noted by Harrington and Akehurst (1996), strong communication skills are needed while interacting with consumers, as well as a desire to address issues as they occur. Finally, front-desk employees should make their customers happy and pleased. The front desk personnel is essential to the hotel's ongoing performance as a major driver of client happiness. They provide continuous guest contact and the hotel's most varied operational exposure (Abdullah and Hamdan, 2012). The front desk personnel, on the other hand, will represent the hotel's image to consumers, and they will have a strong sense of anticipating guests' requirements and exceeding their expectations.

Meanwhile, in their study titled "Toward an integrated approach to creating service experiences," (Stuart and Tax, 2004) stated Theatre has taught me a lot." The delivery of a memorable personal experience is a key component in developing a new service and eventually attaining customer pleasure and loyalty, especially for competitive services with a high consumer-service provider interface. Because many of these services depend on aspects of theatre-like performance, this study looks at the process of selecting, designing, and developing theatre plays in order to get a better understanding of how performance excellence is achieved. Because of their lengthy history of mastering the essential components of performance staging and a reputation for opening on time and at near peak performance levels, theatre plays were selected as the foundation for research. The theatrical play process is explained, implications are extracted, and a matching management process model is provided using a case-based, qualitative research method. The implications of research and management for innovative service design and service delivery excellence are discussed.

## 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.

### Hypotheses of Study

1 - There is no significant relationship between language skills of front office staffs in five stars hotels in Aqaba and customer satisfaction.

2 - There is no significant relationship between body language skills of front office staffs in five stars hotels in Aqaba and customer satisfaction.

3 - There is no significant relationship between cultural skills of front office staffs in five stars hotels in Aqaba and customer satisfaction.

4 - There is no significant relationship between handling skills of front office staffs in five stars hotels in Aqaba and customer satisfaction.

### 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.

**Operational Definitions**

Adapted from Sekaran and Bougie (2013), the current research considers four independent variables within the construct of Communication skills of Front office staff (i.e., Language skills, Body Language skills, Cultural Skills, and Handling Skills) which were measured in the research questionnaire through five, eight, four, and nine items respectively; one dependent variable which is adapted and measured through eight items.

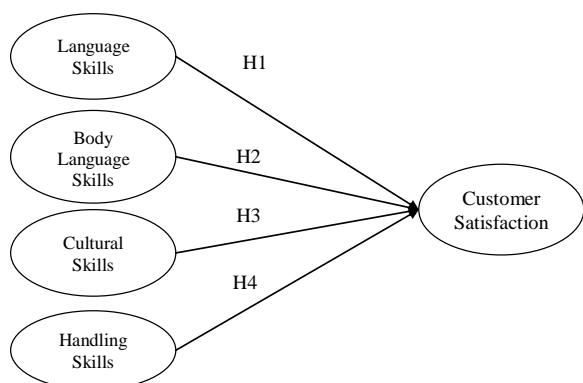


Figure 1. Research Model

**Research Hypotheses**

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

H1: There is a significant relationship between language skills of front office staffs in five stars hotels in Aqaba and customer satisfaction.

H2: There is a significant relationship between body language skills of front office staffs in five stars hotels in Aqaba and customer satisfaction.

H3: There is a significant relationship between cultural skills of front office staffs in five stars hotels in Aqaba and customer satisfaction.

H4: There is a significant relationship between handling skills of front office staffs in five stars hotels in Aqaba and customer satisfaction.

**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**

In order to explore the impact of quality of food services towards patient 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, 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 three 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 and 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 Cronbach’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
Language skills	5	0.650
Body language skills	8	0.693
Cultural skills	4	0.624
Handling skills	9	0.701
Customer satisfaction	8	0.869

Table 2. Description of the respondents’ demographic profiles

Category	Category	Frequency	Percentage%
Gender	Males	48	50.0
	Females	48	50.0
	Total	96	100
Age	Less than 20	7	7.3
	20 years - less than 30	43	44.8
	30 years - less than 40	24	25.0
	40 years - less than 50	14	14.6
	More than 50 years old	8	8.3
	Total	96	100
Nationality	Jordanian	52	54.2
	Non-Jordanian	44	45.8
	Total	96	100
Length of hotel stay	Less than 1 week	43	44.8
	1-2 weeks	32	33.3
	More than 2 weeks	21	21.9
	Total	96	100

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

Type of Variable	Variables	Mean	Standard Deviation	Level	Order
Independent Variables	Language skills	3.48	0.68	High	4
	Body language skills	3.63	0.68	High	3
	Cultural skills	3.74	0.77	High	1
	Handling skills	3.69	0.67	High	2
Dependent Variable	Customer satisfaction	3.49	0.90	High	

**Respondents Demographic Profile**

As indicated in Table (2), the demographic profile of the respondents for this study showed that they are typically males and females, Jordanian and Jordanian residents, most of them between 20-40 years old, and most of them stayed 2 weeks and less in the investigated hotels.

### 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 that hotels' customer satisfaction in Aqaba is applied to a high level in which the mean score is 3.49.

Also, all dimensions toward communication skills of front office (i.e. Cultural skills, Handling skills, Body language skills, and Language skills) do exist highly and respectively. Table (4) demonstrates the mean, standard deviations, level, and order scores communication skills of front office towards hotels' customer satisfaction items for each variable.

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

	Mean	SD	Level	Order
<b>Language skills</b>				
Pronounces words clearly so that they are understood first time.	3.25	1.257	Moderate	5
Speaks at an appropriate volume level – not too loud and not soft.	3.44	1.113	High	4
Talks at a speed which enables everyone to understand what they are saying.	3.53	1.305	High	3
Uses easily understood everyday words and expressions that everyone is familiar with.	3.50	1.231	High	2
Avoids the use of jargon and technical language.	3.71	1.230	High	1
<b>Body language skills</b>	Mean	SD	Level	Order
Has direct eye contact when they speak to people.	3.53	1.305	High	5
Looks at people when listening to them.	3.50	1.231	High	7
Uses hand movements and gestures to reinforce the points they are making.	3.49	1.205	High	8
Expresses themselves face to face in a concise way so that people can easily understand them.	3.76	1.194	High	3
Communicates with a tone of voice that varies to emphasize key points.	3.79	1.160	High	1
Varies their body language to gain rapport with people.	3.52	1.281	High	6
Uses silence rather than interrupts when listening to others.	3.69	1.190	High	4
Matches and ‘mirrors’ other people’s body language.	3.78	1.198	High	2
<b>Cultural skills</b>	Mean	SD	Level	Order
Understands cultural norms.	3.71	1.123	High	2
Is sensitive when communicating with people from different cultures.	3.68	1.129	High	3
Varies their style of communicating to fit in with different cultures.	3.63	1.199	High	4
Varies their use of language and behaviors to appeal to people from other cultures.	3.96	1.360	High	1
<b>Handling skills</b>	Mean	SD	Level	Order
When solving problems with others they find out the current situation.	3.71	1.230	High	5
Sells the benefits of their ideas spelling out the ‘win’ for others.	3.71	1.230	High	5
Asks the right questions to gain a complete understanding of people’s problems.	3.90	1.183	High	2
Summarizes the thoughts of others to ensure understanding.	3.52	1.273	High	7
When consulting with others they are careful to fully understand and agree their needs.	3.81	1.217	High	3
Priorities people’s needs and sells their ideas to match those needs.	3.24	1.296	Moderate	8
When providing help to others they identify the key issues to be addressed.	3.67	1.228	High	6
Is persuasive when handling questions and/or objections from others.	3.73	1.165	High	4
Knows when to use closed questions to get ‘Yes/No’ answers.	3.96	1.360	High	1
<b>Customer satisfaction</b>	Mean	SD	Level	Order
The front office staff knowledgeable and professional.	3.72	.801	High	6
The front office staff responds to my inquiries in a timely manner.	3.87	1.708	High	3
The front office staff polite and helpful.	3.83	1.148	High	4
Overall, I am satisfied with language skills of the front office staff in hotel.	3.99	1.234	High	1
Overall, I am satisfied with the body language skills of the front office staff in hotel.	3.94	1.196	High	2
Overall, I am satisfied with the cultural skills of the front office staff in hotel.	3.65	.807	High	7
Overall, I am satisfied with the handling skills of the front office staff in hotel.	3.60	.927	High	8
overall, I am satisfied with the communication skills of front office staff in hotel	3.76	.737	High	5

Table 6. Result for the study model (b)

Variable	r	R <sup>2</sup>	f	Sig (f)	β	t	Sig (t)
Language skills	0.811	0.658	113.718	0.000a	0.201	1.991	0.041
Body language skills					0.279	2.410	0.000
Cultural skills					0.256	2.341	0.020
Handling skills					0.232	2.133	0.030

b. Dependent variable: Customer satisfaction

Table 5. Skewness and VIF for the independent variables

Variables	Tolerance	VIF	Skewness
Language skills	0.425	2.353	0.647
Body language skills	0.417	2.400	0.902
Cultural skills	0.495	2.022	1.089
Handling skills	0.339	2.948	1.046

a. Predictors: (Constant), Language skills, Body language skills, Cultural skills, Handling skills

### Hypotheses Testing Results

The current research is mainly seeking to investigate the impact of communication skills of front office in terms of Cultural skills, Handling skills, Body language skills, and Language skills towards customer satisfaction 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 ( $\alpha$ -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  $\alpha$ -level, the null hypothesis will be rejected and the alternative hypothesis will be supported. However, if the p-value is greater than the  $\alpha$ -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. 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 resident support towards sustainable tourism development are demonstrated in Table (6). Refer to Table (6) the multiple correlation coefficient  $R = 0.811$  indicates that there is a positive correlation between the independent variables (Cultural skills, Handling skills, Body language skills, and Language skills) and customer 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 0.658.

The results showed that F-ratio for these data is equal to 113.718, which is statistically significant at  $p < 0.05$ . Therefore, we conclude that there is a statistically significant impact of the independent variables on customers' satisfaction. The  $\beta$  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  $\beta$  for Body language skills, Cultural skills, Handling skills, and Language skills are 0.279, 0.256, 0.232, and 0.201 respectively, which are positive and have high values. The level of effect of these variables depends on the  $\beta$  value, the higher  $\beta$  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 Body language skills.

## CONCLUSION

In light of the results of the study, answers questions and test hypotheses have been reached following results. The study results showed that the hypotheses that have been accepted by the researchers were accepted by reference to Table (6). Thus, H1, H2, H3, and H4 were accepted. This research will help hotel management, particularly the front desk staff. This research will improve front office employee communication skills to better fulfill client requirements and satisfaction. The hotel owner would be pleased with the outcome if it was high. If the outcome was poor, the hotel owner would enhance the service and organize training. the present study's approach. There is also a data collection tool along with a research population and sample. This study's components is based on prior literature, both theoretical and empirical. This study utilized factors often used in tourist development research. When it comes to the R value, which is the amount of connection between the variables, it shows that there is a strong link between customer satisfaction and the independent variables (cultural skills, handling skills, body language skills, and language skills). The  $R^2$  pointed to the model's generalize ability. This software gives us the ability to extrapolate findings to the whole population. It equals 0.658. This data revealed that the F-ratio was equal to 113.718, which is statistically significant at the  $p 0.05$  level. As such, we can state with confidence that there is a statistical correlation between consumers' happiness and the independent variables.

When other predictor variables are kept constant, the represents the effect that each independent variable has on the model. The standardized coefficients of each independent variable are shown in table (6). For the Body Language, Cultural, Handling, and Language abilities, the values of are 0.279, 0.256, 0.232, and 0.201 correspondingly, and these values are both positive and have high values. These factors impact the dependent variable to different degrees depending on the value. Based on the results of the beta test, it is possible to deduce that the variable with the greatest influence on the model is body language abilities. It is commonly known that other people can determine if we are comfortable with them only by watching their body language, tone of voice, and symbols, not just by listening to their words. Personal reasons and motives may greatly influence someone's reaction to the same message. Therefore, two individuals who have lived their lives in very different settings have reacted to the same piece of information. An enthusiastic staff member who has a need for rapid development in the company. It is generally believed that when the president smiles, he is a beloved person, and he will get a reward. Someone who is lacking in progress and has a pessimistic outlook may hear the same comment from the director and interpret it as something critical and unrelated to the subject. For successful hotel administration, institutions need to know how to accomplish their goals and have a solid communication strategy in place. Additionally, while dealing with parties involved directly and indirectly, that affects the institution's ability to achieve its objectives, the administrative body had to have knowledge of the various forms of effective communication to use for each situation and their clients (Qandah et al., 2020). Communication is important to successful decision-making since it is the network through which information is gathered. The means by which information regarding choices is disseminated is also necessary for the execution of decisions, and administrative organizations, whether via written or oral communications, use a combination of methods to communicate information. An official with a goal-oriented orientation toward accomplishing one of the major goals of the organization and helping guarantee its success. It is designed to help with all levels of performance and provide the highest quality standards, which result in choices and other corporate objectives being implemented.

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