

The Impact Of Total Quality Management (Tqm) Dimensions On Achieving Competitive Advantage: Managerial Perspective Of The Quality Department Staff At Five-Star Hotels. Case Of Jordan .

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Abstract: This study aims to identify the impact of total quality management (TQM) dimensions on achieving competitive advantage at Five star hotels in Amman City the capital of Jordan from managerial perspective . In order to analyze the impact of total quality management (TQM) dimensions on achieving competitive advantage , the researchers selected certain independent variables (Adopting a customer-focused culture, Ongoing development , Focusing on the fulfillment of employees' needs ,and focusing on meeting the administrative requirements) ,and one dependent variable which is achieving competitive advantage The researchers designed a questionnaire and was given out to 45directors and employees who work at the quality department of Jordanian five-star hotels. total distributed ones, were valid for the analytical descriptive study. Descriptive statistical analytical method was used for describing the phenomenon of the population using the SPSS to analyze the data collected from the questionnaire. The main result of this study showed that the examined total quality management dimensions jointly have a statistically significant impact – at the statistical significance level of $\alpha \leq 0.05$ – on the achievement of a competitive advantage from the perspective of the quality department staff at Jordanian five-star hotels .The research concludes focusing on the fulfillment of employees' needs shall encourage employees to ensure that development processes are carried out in ongoing manner. In addition, meeting the administrative requirements shall enable the management to focus on its customers. Meeting the administrative requirements shall also enable the management to utilize strategies and carry out effective communication to achieve quality. Thus, that shall participate in creating a competitive advantage .

Index Terms: Total Quality Management, Managerial Perspective, Hotel Industry, Jordan , Competitive Advantage.

1. INTRODUCTION

In all over the world, companies have been exerting much effort to show respect to their customers. Companies have been concerned in taking all the necessary measures for making their customers satisfied. That is because fulfilling customers' needs and desires shall enable the company to excel and achieve success. In the light of increasing competition in business world, a need has arisen for upgrading the managerial methods. Thus, several trends were proposed for upgrading the latter methods. One of those trends is called (total quality management) [2]. Total quality management (TQM) has been attracting much attention by many writers and economic analysts. That can be attributed to its significant role in improving companies' performance and their business operations. The latter management plays a significant role in enabling companies to deliver services of high quality. All of that shall be reflected positively on the companies' profits [16]. Today, there are numerous companies that are competing in markets. That enables any customer to conduct a comparison between numerous products to choose the product he/ she perceives as the best. Thus, creating a competitive advantage has become harder. However, attaining it is very significant because it plays a crucial role in improving company's performance. Therefore, many researchers have conducted studies about competitive advantages and the methods of its attaining [4].

In the light of the aforementioned, the present study aimed to explore the impact of the total quality management (TQM) dimensions on the achievement of a competitive advantage from the perspective of the quality department staff at Jordanian five-star hotels. TQM dimensions are: 1)- adopting a customer-focused culture; 2)-ongoing development 3) focusing on the fulfillment of employees' needs and 4)- focusing on meeting the administrative requirements.

2 RESEARCH PROBLEM& QUESTIONS

Companies in general and hotels in particular are highly in need for achieving a competitive advantage. Similar to companies, hotels' performance is affected by several factors. Hotels' performance affect their customers' attitudes towards them. In the light of the aforementioned, the problem of the present study is represented in the following question: (Is there any statistically significant impact for total quality management dimensions jointly on the achievement of a competitive advantage from the perspective of the quality department staff at Jordanian five-star hotels?). The examined dimensions are:

- 1) - adopting a customer-focused culture.
- 2) - ongoing development
- 3) - focusing on the fulfillment of employees' needs
- 4)-focusing on meeting the administrative requirements.

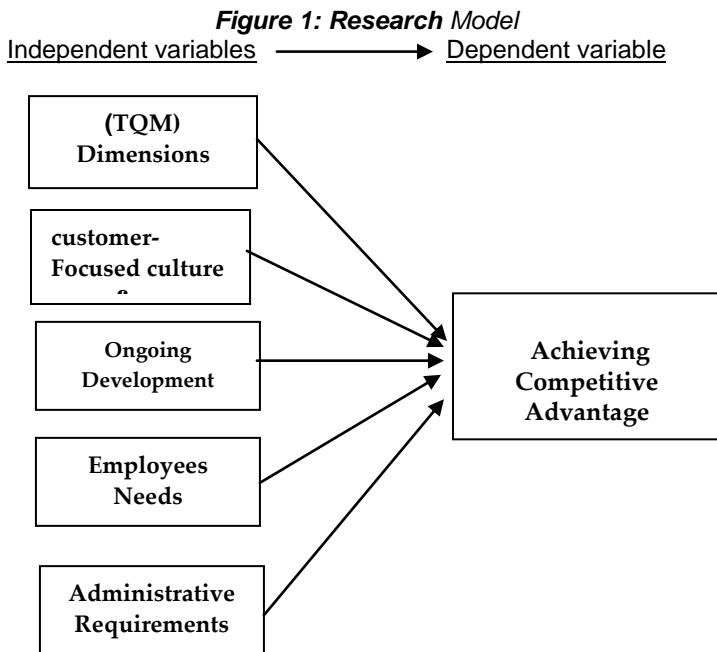
3 THE STUDY'S HYPOTHESES

H0.: Total quality management dimensions jointly don't have any statistically significant impact– at the statistical significance level of ($\alpha \leq 0.05$) –on the achievement of a competitive advantage from the perspective of the quality department staff at Jordanian five-star hotels.

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4 RESEARCH MODEL

Based on literature reviewed [1,3,5,7,16,17,19,21,22,26,28,32 and 34], the researchers designed research model represented in figure 1



5 THE STUDY'S OBJECTIVES

The present study aimed at:

- 1)- Identifying whether adopting a customer-focused culture has any statistically significant impact on the achievement of a competitive advantage from the perspective of the quality department staff at Jordanian five-star hotels.
- 2)- Identifying whether ongoing development has any statistically significant impact on the achievement of a competitive advantage from the perspective of the quality department staff at Jordanian five-star hotels.
- 3)- Identifying whether focusing on the fulfillment of employees' needs has any statistically significant impact on the achievement of a competitive advantage from the perspective of the quality department staff at Jordanian five-star hotels.
- 4)- Identifying whether focusing on meeting the administrative requirements has any statistically significant impact on the achievement of a competitive advantage from the perspective of the quality department staff at Jordanian five-star hotels.

The Study's Significance:

The study's significance arises from the significance of applying total quality management (TQM) standards. The application of the latter standards is considered significant because it positively affects company's overall performance. Such an application is considered significant because it enables directors to develop themselves and achieve a competitive advantage. It also enables directors and employees to identify their strengths and weaknesses. In addition, the results of the present study shall benefit hotels. For instance, these results shall enable hotel managements to recognize the significance of total quality management. They shall enable hotel managements to improve total quality

management at the facilities they work at. Such improvement shall raise the efficiency and effectiveness levels of the total quality management. Thus, that shall participate in achieving a competitive advantage and generating earnings that are greater than the earnings of the other competing companies.

6 LITERATURE REVIEW

6.1 The hotel sector:

The world has been witnessing a rapid development in several economic fields. That is attributed mainly to the technological development in various fields. In the light of such developments, the companies working in the tourism industry were forced to keep up with the developments related to its scope of work. Keeping up with such developments is necessary to have the ability of attracting tourist groups [9]. The hotel services and activities are not restricted any more to accommodation service. Hotel services and activities have been increasing rapidly. Today, there are numerous hotel services and activities. In addition, the expression (hotel industry) has emerged and huge hotel facilities have been established. Such facilities may have many branches in many countries and their capital may be billions of US Dollars (USD). Today, the hotel industry has a significant impact on any country's economic status. It has direct and indirect impacts on the national income of all countries [9 and 10].

6.2 A general overview about the development of the hotel sector in Jordan

Since early 1960s, Jordan started to provide the tourism sector with much attention. Today, researchers expect that the tourism sector in Jordan shall achieve much national growth and development in the future. That is because the tourism industry has been developing and growing significantly in Jordan since the beginning of the twenty-first century. Today, the tourism industry has become one of the most developed industries in Jordan. Jordan is a developing country that has many valuable archaeological sites which belong to great civilizations. These archaeological sites have been attracting tourists for a long time. In addition, Jordan is characterized with being a stable and secure country. That attracts tourists and encourages them to visit Jordan. Philadelphia Hotel is the first hotel established in Jordan. It was established in 1925 in the center of Amman. It was characterized with providing distinguished tourist services. It was considered as a classy hotel. However, it was demolished in 1988. It was replaced with the Hashemite Square. With time, the number of Jordanian hotels increased. Statistics indicate that there were 496 Jordanian registered hotels in 2015. Nine (9) of those hotels were listed on Amman Stock Exchange. Today, it is proved that many developed countries relies mainly on the tourism sector to have a good economic status. Developing the tourism sector is a significant mean for revitalizing the business cycle in countries. The tourism sector plays a significant role in fighting against unemployment and increasing the foreign exchange reserves. During the last decades, the tourism sector played a significant role in achieving growth on the global level [12]. Today, there are 13 hotel and tourism companies in Jordan which are listed on Amman Stock Exchange. On October, 2013, one of those companies was liquidized. In addition, Al-Hamma Metal Company was delisted after delisting its securities for more than two years. There are nine (9) companies that construct or

rent hotels or lease them to others. Eight(8) companies of those were in operation during the period in which the present study was conducted on. The latter hotels are listed below:[12]

- 1)- The Jordan Hotels and Tourism Co.–The Intercontinental Jordan Hotel
- 2)- Arab International Hotels Co. (AIHO)–Marriott Hotel
- 3)- Al-Sharq Investment Projects Co. –Holiday Inn Hotel
- 4)- Zara Co. for investment - Tala Bay Aqaba Hotel
- 5)- Al-Dawleye Co. for Hotels and Malls - Sheraton Co.
- 6)- Mediterranean Tourism Investment Co - Four Seasons Hotel

7)- Jordan Projects for Tourism Development Co. (JPTD)
8)- Winter Valley Tourism Investment Co. (WIVA)-Winter Valley Warwick [12,15] states that the hotel sector is keen to utilize the accounting science as much as possible. It utilizes the accounting science as a tool for planning and controlling activities and measuring performance. Such utilization is carried out in accordance with scientific, well-organized and accurate rules and standards. [15] Various tourism activities have emerged and technological developments have been increasing rapidly. Thus, hotels must keep up with such changes. That can be done through using accounting systems for preparing and publishing financial reports. That shall enable these hotels to magnify their profits. It shall enable them to make their decisions based on the most recent and accurate accounting data.

6.3 The importance of the hotel sector in Jordan

The tourism industry- including hotels and tourist activities - has been attracting much attention. It has been developing significantly too. That is attributed mainly to the significance of the tourist activities and their significant impact on countries' economic status. For instance, such activities participate in raising the national income, increasing the foreign exchange reserve, and recruiting manpower. In addition, such activities have cultural, social, environmental, and technological benefits [10]. The tourism sector is considered one of the most significant sectors in Jordan. It increases the foreign exchange reserve. In addition, on 2012, the latter sector contributed to 11.9 % of the gross domestic product. It should be noted that the companies that fall under the hotel sector are considered leading companies in the tourism sector. The operating revenues of most of the companies that fall under the hotel sector are derived from constructing, renting or leasing hotels. The overall value of the operating revenues of the latter companies in 2008 is 175,3 million JDs. The latter year is considered one of the best years in terms of the earnings derived from the tourism sector in Jordan. For instance, in 2008, Jordan hosted 7,10 million tourists. The latter number is greater than the number of the inhabitants in Jordan during that year (6 million inhabitants). In 2009, the overall value of the operating revenues of the companies that fall under the hotel sector is 167,87 million JDs. Thus, the operating revenues declined by a percentage of 4.26 %. Such a decline is attributed to the decline of the revenues of the most of the latter companies. The latter decline is also attributed to a decline in the number of tourists during 2009 (i.e. 7,08 million tourists) [11,12, and 14]. By the end of 2010, the growth of the operating revenues of the companies that fall under the hotel sector is 0,41 %. That is attributed to an improvement in the tourist quality of the tourist and archaeological sites. In the latter year, the number of tourists increased (8,24 million tourists). Based on the preliminary indications, it was expected

that the tourism sector in Jordan during the year 2011 shall generate significant profits due to the political conditions in some Arab countries. However, the expectations failed. That is because the tourism and hotel sectors show a decline in their contribution to the gross domestic product in comparison to year 2010. In addition, the number of tourists in 2011 decreased in comparison to year 2010. [11,12 and 14]. The overall value of the operating revenues of the companies that fall under the hotel sector in 2011 is 161,9 million JDs. By the end of the year of 2014, the materiality level of the companies that fall under the hotel sector is 11.9 %. Thus, the latter level increased by a percentage of 0,5 %. That is attributed to the hundreds of thousands of people who sought asylum at Jordan [11 and 14].

6.4 Classical Meaning of Total Quality Management :

The conventional meaning of the term (quality) is connected with commodities only. According to Jablonski, quality is determined through conducting a comparison between products in terms of the value of their distinguished characteristics. Quality refers to how suitable the product or service is for use. In other words, quality is represented in the commodity's extent of fulfilling the customer's needs [7]. Thus, to achieve quality, companies must eliminate any flaw or defect in their commodities. It is also defined as the extent of fulfilling the customers' needs with incurring the least possible cost [7]. Quality is determined based on the overall qualities and characteristics that seek fulfilling specific customer's needs. In the light of the aforementioned, the researchers of the present study define quality as the extent of the commodity's (or service's) ability to fulfill the customer's needs and make them satisfied in accordance with the institution's financial ability. It is difficult to set one fixed definition for quality. That is because its meaning is considered relative. However, all researchers agree that quality has several dimensions. Through such dimensions, one can identify the quality level of a specific commodity through comparing it with other commodities. For instance, the concerned commodity may be considered excellent in terms of a specific quality dimension. However, it may be considered bad in terms of another specific dimension. Quality dimensions may include the following ones [8]

- 1)- The performance connected to the product's key characteristics.
- 2)- The product's secondary characteristics and the variety of items.
- 3)- The extent of compliance of the product's actual characteristics with the standards set earlier.
- 4)- The product's economic life.
- 5)- The duration through which the product shall perform well without facing any failure during its economic life.
- 6)- The duration in which the customer is allowed to return the product after its failure.
- 7)- Rank order on a preference scale.
- 8)- Reputation and previous performance.

6.5 Modern concept of Total Quality Management :

There has been an increasing attention given to quality. Hence, a shift has occurred in the way of perceiving it. For instance, at the beginning, the term quality was connected to commodity and the ability of the commodity's characteristics to fulfill the customers' desires. Later on, people started to perceive quality as the outcome of the organization's efficient

performance in performing the (marketing, financial and productive) functions. Quality is also perceived today as the outcome of optimal utilization of the organization's resources, and human, financial, and technological assets. The modern views about quality involve organizational, strategic, financial and human dimensions. In the light of these views, total quality management emerged. The latter management is connected to all of the organization's functions and products. It is practiced by all the involved parties, rather than being practiced by the quality specialists only. In addition, the meaning of the term (customer) has changed. Today, the latter term involves external and internal customers [8]. Total quality management refers to the company's ability to adapt the products or services constantly to the customer's expectations through running the organization's functions and work methods efficiently. Total quality has two types of dimensions. These types of dimensions are [13]:

- 1)- The economic dimension which is connected to decreasing costs to achieve a high level of quality
- 2)- The social dimension which is connected to the achievement of customer satisfaction and motivating employees.

6.7 .The benefits of total quality management (TQM):

There are many benefits derived from the application of total quality management (TQM) at organizations. These benefits are represented in the following[17]:

- 1)- Applying it shall maintain the organization's competitive position in the market.
- 2)- Applying TQM shall ensure flexibility in responding to environmental changes that are occurring rapidly.
- 3)- Applying TQM shall enhance the quality of the provided services and commodities.
- 4)- Applying TQM shall improve and enhance the work procedures and methods.
- 5)- Applying TQM shall develop the organization's ability to survive and achieve sustainable growth.
- 6)- Applying TQM shall create an internal environment that encourages employees to handle responsibilities in the aim of improving quality.
- 7)- Applying TQM shall enhance the organization's ability to advertise its products. Applying TQM shall improve the organization's perceived image.

6.8. The total quality management (TQM) dimensions:

Total quality management has several dimensions. That is agreed upon by several researchers, such as: [12,,6,7,17,20,25,26,,32,and 33]Researcher use different terms to refer to TQM dimensions. Such terms may be include: constituents, pillars, elements, and fundamentals. Researchers also disagree about the number of the total quality management (TQM) dimensions. For instance, Ehrenberg suggests that there are five total quality management (TQM) dimensions. These dimensions are the following [12,,6,7,17,20,25,26,,32,and 33]:

- a)-Focusing on improving operations
- b)-Determining the quality level based on the customer's perspective.
- c)- Enabling employees to make decisions.
- d)-Making decisions based on facts and identified results.
- e)- The senior management's commitment to the application of total quality management (TQM).

[2,16,17,and 26] suggests that there are six total quality management (TQM) dimensions. These dimensions are listed

below: [12,,6,7,17,20,25,26,,32,and 33]

- a)-Carrying out development in an ongoing manner.
- b)-Improving the organization's relationships with its suppliers
- c)-Motivating employees and empowering them through engaging them
- d)-Focusing on the beneficiary
- e)- Promoting the culture of team work
- f)-Keeping up with changes

As for [13], he suggests that there are 6total quality management dimensions. These dimensions are represented in the following:

- a)- Adopting a customer-focused culture
- b)- Carrying out development in an ongoing manner.
- c)- Taking out preventive measures instead of carrying out inspections
- d)- Making decisions based on facts
- e)-Empowering employees and engaging them
- f)- Promoting the culture of team work

Al-Khalaf suggests that there are 10 total quality management dimensions. These dimensions are represented in the following [12,,6,7,17,20,25,26,,32,and 33]:

- 1)- Carrying out development in an ongoing manner.
- 2)- Motivating employees
- 3)-Educating employees
- 4)-Empowering employees and engaging them
- 5)- Training employees
- 6)-Showing commitment by the senior management
- 7)-Adopting a customer-focused culture
- 8)-Carrying out strategic planning for achieving a high quality level
- 9)-Carrying out analysis and measurement operations
- 10)-Preventing errors from occurring

The researcher believes that there is no need to shed a light on the reasons behind having different names for the TQM dimensions and the variation in their number. However, he believes that it is necessary to shed a light on the common TQM dimensions which are mentioned in the aforementioned studies. These dimensions are considered the main TQM dimensions and involve sub-TQM dimensions. Such sub-TQM dimensions may include: training, education, and teamwork.

6.9 The main TQM dimensions are represented in the following:

- 1)- Ongoing development:

Applying total quality management requires carrying development operations constantly. Through such operations, organizations must seek improving performance, services and products in an ongoing manner. Through such operations, organizations must seek reaching perfection as being the ultimate goal. However, reaching perfection can never be something easy to reach. In Japan, they use the term (Kaizen) to describe the gradual ongoing development process. In the United States of America (USA), they use the expression (zero defects) to refer to the latter goal. Thus, organizations must seek developing their policies, organizational structures and work procedures constantly. They must do that to reach the best results. Therefore, all the ones working in the organization - including subordinates and superiors in all the organizational levels -are responsible for carrying out the development operations.

- 2)- Making decisions based on information

One of the most important requirements required for applying total quality management is the improvement of information systems. That is because having the necessary information

systems shall increase the assurance level when making decisions. It shall positively affect effectiveness, and efficiency levels. It shall save time and reduce the costs required to get things done. That shall be reflected positively on the quality of the services and products. Finding facts and gathering information shall enable decision makers to have a clear view of the surrounding circumstances. Thus, that shall enable those decision makers to make decisions efficiently. Having computer information systems shall enable the decision makers and work teams to carry out their tasks efficiently. It shall enable them to solve the problems they face efficiently.

3)- Senior management's support

The effectiveness of TQM and its methods depends on how convinced the senior management in the significance of applying TQM for developing the quality of services and goods in an ongoing manner. Such ongoing development is required to have a good competitive position in the market. This conviction must be translated in the form of providing ongoing financial and moral support and creating suitable organizational environment. It should be noted that applying the modern TQM requires making strategic decisions by the senior management. Senior management is the only one in the organization that has the authority to make strategic decisions

4)- Adopting a customer-focused culture:

Adopting a customer-focused culture is considered one of the most significant pillars supporting the application of total quality management. For instance, there is an assessment conducted for granting the Malcolm Baldrige Quality Award. In the light of the latter assessment, the organization shall be granted a score. Based on the score, an organization may / may not get the award. 25 % of this score is granted based on the attention given to customers and the extent of fulfilling their demands. [29]. There are companies that excelled in applying TQM. Thus, they were granted TQM awards. Such awards may include the Deming Prize in Japan, the Malcolm Baldrige Quality Award in USA, and the European Quality Award in Europe). Those companies obtained the ISO9000 certificate. Those companies found that complying with the standards of ISO 9000 enabled them to gain international recognition for their quality management systems. In addition, such compliances had positive impacts on those companies' operating revenues, outcomes and operations, including their marketing operations. [12,,6,7,17,20,25,26,,32,and 33] It should be noted that the ISO 9000 quality management systems standards and TQM are compatible with one another[32]. That is because the successful application of TQM requires having a quality management system that complies with the ISO 9000 quality management systems standards. The companies that apply TQM programs must make minor changes to fulfill the requirement of getting the ISO 9000 certificate. Having a quality management system that complies with ISO 9000 quality management systems standards shall save time and reduce costs [31]. As for the companies that obtained a conformity certificate, they have effective quality management systems. These systems enabled them to create a TQM culture that is customer-focused and promotes ongoing development and engages employees. Many exploratory studies indicate that ISO 9000 quality management systems standards is the ground for launching TQM programs. For instance, managers have realized that launching a TQM program must be the first step taken after getting the conformity certificate (Weston, 199). In

developing countries, there are companies that do not have TQM programs and didn't get conformity certificate. Those companies must adopt quality management system which complies with the ISO 9000 quality management systems standards. That should be done to achieve stability in the internal business environment and the products' level of quality (Lai, 1996). In order for those companies to apply TQM efficiently, they must comply with the ISO 9000 quality management systems standards. That can be done through creating a well-structured work environment through which the improvement operation are coordinated and complement one another. The latter compliance shall enable those companies to carry out production operations efficiently. Thus, having a suitable quality management system shall facilitate the application of TQM. There are companies that apply TQM, but didn't get a quality certificate. To get such a certificate, they should adopt the methods, tools, methodologies, and techniques that comply with the ISO 9000 quality management systems standards. That serves as a ground for applying TQM efficiently. The elements of the ISO 9000 quality management system can be utilized as a fundamental basis for developing the technological, industrial and competition elements. That is done through having a framework that achieves complementarily and enables the company to excel. The difference between the ISO 9000 quality management systems standards and TQM is represented in how motivated the company is to apply each one of them. The ISO9000 quality management systems standard is a standard that an accredited body assess the extent of compliance with it. Based on such assessment, a conformity certificate may be granted to the company. Thus, the company that seeks obtaining the latter certificate only adopts an approach that is different from the company that adopts a TQM approach for satisfying their customers only. However, the ISO 9000 quality management systems standards aim at satisfying customers too [29].

6.10 The meaning of (competitive advantage):

The expression (competitive advantage) refers to having an attribute that allows the company to outperform its competitors. In other words, creating a competitive advantage shall make the company a unique company that is distinguished from other companies [27]. The companies that seek to excel in its business field must create a competitive advantage and maintain it. That is because the competitive advantage serves as a mean for winning the competition [28]. The competitive advantage is considered existent when the company is able to get its work done with incurring a cost that is less than the costs incurred by its competitors'. The competitive advantage can be considered existent in case the company is able to get the work done in an efficient manner that surpasses its competitors' efficiency. That can be done through the utilization of resources optimally. It can be also done through utilizing its own expertise and skillfulness to get its work done with providing the customer with a value that exceeds the value provided by its competitors [27].

6.11.The dimensions of competitive advantage:

In industrial companies, the senior management aims to create a competitive advantage. That is sought through meeting the customers' desires and needs or delivering the value that customers expect to get from using the product. [20]) suggests that improving the overall performance of the

company's operations plays a significant role in creating a competitive advantage. The later researcher aimed to shed a light on the dimensions of the competitive advantage in connection to the fields of production and management.

The significance of the competitive advantage in connection to customers

1)-Having a competitive advantage ensure that the customer is protected. That is because having a competitive advantage assures that the customer will get a product of high quality level.

2)-Creating a competitive advantage facilitates the identification of the products that customers prefer to purchase. It also facilitates the process of obtaining the product from shops.

3)- Having a competitive advantage shall raise the intensity of the competition between the companies that produce the same type of product. Thus, the competing companies shall seek developing their products in an ongoing manner. Such ongoing development is for the favor of the customers. In other words, creating a competitive advantage shall allow customers to recognize the company's name and its products [22].

6.12 Characteristics of the competitive advantage

When reviewing the characteristics of the competitive advantage, one must concentrate on the sustainability of the competitive advantage and its maintenance. The company doesn't lose its competitive advantage by having competing companies copying its competitive advantage. In case the company desires to maintain its competitive advantage, it must make such copying process very hard and costly for competitors.

The characteristics of the competitive advantage may include the following ones [22]:

1)-It is relative. It is achieved through comparing the company's product with its competitors' products

2)- It allows the company to excel and surpass its competitors

3)- It is derived from the internal environment of the company. It adds value to the company.

4)- The competitive advantage is reflected positively on the company's overall performance in carrying out its activities. It can positively affect the value of the company's product (or service). However, it can affect both (i.e. the company's performance and the product's value).

5)-It plays a crucial role in attracting customers. It also enables customers to realize that the company delivers the best products or services. It encourages customers to buy the company's products.

6)-The company may develop and upgrade the attributes that enabled it to create a competitive advantage. In such a case, the competitive advantage shall remain for a long period and will not go away fast.

The standards used for assessing the quality of the competitive advantage[22]

First: The source of the competitive advantage: The competitive advantage may be classified into one of the following [22]:

1)-Competitive advantages of a lower rank source:

That applies to the cost advantage through which the company provides the same products of its competitors with incurring costs that are less than the ones incurred by its

competitors. Such costs involve the costs of raw materials and workforce. The cost advantage is considered easier to copy than other types of competitive advantages.

2)-Competitive advantages of a higher rank source

That applies when the product or the service is unique and distinguished from other products or services. Such an advantage applies to the brands that have a good reputation. A good reputation may be attributed to the cumulative efforts exerted by the marketing department. It may be attributed to the good relationships that the company has with its customers.

Second: The number of sources of the company's competitive advantages:

The company may have one competitive advantage, such as: designing with incurring the least cost, or buying the raw material with the least prices. Such competitive advantages can be easily copied by competitors. Competitors can easily create a competitive advantage that surpass such competitive advantages. In case the company has competitive advantages derived from various sources, competitors shall face difficulty in copying all the company's competitive advantages.

Third: The extent of improving and upgrading the competitive advantage: Each company seeks creating a new competitive advantage. That is because its competitors might copy its current competitive advantage. It is also because its competitors might create a new one which is derived from a higher rank source and surpasses the company's current competitive advantage. To be specific, it is not enough to create a competitive advantage only. In fact, the company must also assess the performance and effectiveness of the competitive advantage. That is done based on specific standards that are applicable in the company's business field. A company is entitled to develop these standards whenever it is necessary. However, such development must raise the accuracy of the results and speed up the assessment process. In the light of the results of such assessment, the company shall make the relevant decision that concern the competitive advantage. The results of such assessment shall enable the company to save time and reduce the costs spent on a competitive advantage that doesn't surpass the competitors' competitive advantages or doesn't generate savings

7 METHODOLOGY

The researchers of the present study adopted a descriptive analytical approach. That is because it is the most widely adopted approach in social studies. The researcher also used a questionnaire to collect data. In order to achieve the study's goals, the questionnaire forms were distributed to the selected sample. The collected data were analyzed statistically through using the SPSS program. To reach results, the relevant statistical tests were conducted. The Population of the present study involves all the Jordanian five-star hotels (i.e. 32 hotels.). As for the study's sample, it consists from 45directors and employees who work at the quality department of Jordanian five-star hotels. The sample was chosen through using the random convenience sampling technique.

7.1. Research Instrument:

The researchers collected all the necessary data. That was done through using a questionnaire that are connected to the study's hypotheses. The questionnaire consists of several statements that are provided with multiple choice answers. The simple regression analysis was conducted to analyze the

collected data. To be specific, the study's questionnaire consists of the following two parts:

A)- Part one: Through this part, the researcher aimed to collect the respondents' demographic data. Such data involves: (Gender, age, academic qualification, years of experience and job title).

B)- Part two: This part includes statements that are connected to the study's hypotheses. Through this part, the researcher adopted the five point Likert scale

3.3. The instrument's validity:

Before distributing the questionnaire forms to the sample, they were distributed to an exploratory sample. The member of the latter sample were chosen from outside the study's actual sample. That was done to ensure that the statements are clear and can fulfill the study's goals. After analyzing the answers of the exploratory sample, it was confirmed that the statements are clear and can fulfill the study's goals.

3.4. The Data Collection Methods:

In order to fulfill the study's goals and test the study's hypotheses, the researcher used the following types of sources to collect data:

A)-Primary source: This source is represented in the study's questionnaire which was developed by the researcher of the present study. After developing it, the researcher distributed the questionnaire forms to the selected sample.

B)- Secondary sources: Such sources include the periodicals, articles and previous studies that the researcher referred to. These studies involve the studies written in Arabic language and the ones written English language. These studies also involve the studies that were conducted in Jordan and the ones that were conducted in other countries. It should be noted that studies and articles were reviewed to enrich the theoretical framework of the present study.

7.2. Data Analysis Methods:

In order to fulfill the study's goals, the researchers used several statistical methods to analyze the collected data. These methods are listed below:

a)-Descriptive statistical methods: These methods were used for analyzing the data that concerns each variable.

b)- Hypothesis test: The hypotheses were tested through carrying out the simple and multiple regression analysis. The researcher used the SPSS program for testing the study's hypotheses.

7.3. The instrument's reliability and validity:

After developing a research instrument, it is essential to measure its reliability and validity. The instrument's reliability refers to the ability of the instrument to provide reliable results. It also refers to the extent of consistency between the instrument's items. As for the instrument's validity, it refers to the ability of the instrument to measure what it ought to measure. In order to measure the reliability and validity, the internal consistency was measured. That was done through calculating the values of Cronbach alpha coefficient. These values are presented in table (1) below:

Table (1): The instrument's reliability and validity:

Variable	Number of statements	Reliability	Validity
1)- Adopting a customer-	5	0.849	0.921

focused culture (an independent variable)			
2)-Ongoing development (an independent variable)	5	0.796	0.892
3)- Focusing on the fulfillment of employees' needs (an independent variable)	5	0.874	0.935
4)-Focusing on meeting the administrative requirements (an independent variable)	5	0.701	0.837
5)- The achievement of a competitive advantage (dependent variable)	4	0.654	0.803
Total	24	0.778	0.882

Table (1): The instrument's reliability and validity:

Based on table (1) presents the values of Cronbach alpha coefficient. These values indicate that the instrument is highly reliable. That is because they are greater than 0.6. The same applies to the overall value of Cronbach alpha coefficient which is 0.882. That assures that the statement is highly valid and reliable.

9.4. THE DESCRIPTIVE STATISTICAL ANALYSIS IN CONNECTION TO THE STUDY'S SAMPLE AND VARIABLES:

This part presents the results of the statistical analysis of data in connection to each variable. The researcher distributed 45 questionnaire forms to the sample. After retrieving them, 6 questionnaire forms were excluded because they aren't valid for statistical analysis. Thus, the sample consists from 39 questionnaire forms. That represents 87 % of the original sample. Table (2) presents the distribution of the sample according to their demographic data.

Table (2): The distribution of the sample according to their demographic data

7.2 Hypotheses Testing

The linear regression procedure examines the effect of the set of Independent variables on the dependent variable. In this research the hypothesis testing is based on three regression linear types, Multiple, Simple and Stepwise Regression. For the main hypothesis the multiple regression is calculated, for sub- hypothesis simple regression is used, finally Stepwise Regression was used to indicate which independent variable has the most effect on the dependent variables Table (8) shows the Result of Multiple Regression for the Main Hypothesis.

Table (2): The distribution of the sample according to their demographic data

Item	Frequency	Percentage %
Gender		
Male	15	38.5%
Female	24	61.5%
Age		

30 years or less	26	66.6%
31 – 40 years	7	17.9%
41 - 50 years	4	10.2%
More than 50 years	2	5.1%
Academics qualification		
Diploma degree	0	0%
BA degree	19	48.7%
MA degree	14	35.8%
PhD degree	1	2.5%
Other degrees	5	12.8 %
Years of experience		
Less than 5 years	10	25.6%
5 – 10 years	25	64.1%
11 – 15 years	3	7.6%
More than 15	1	2.5%
Others	0	0%
Job title		
Director	4	0.2%
Deputy director	9	23.5%
Head of a department	17	34.5%
Other job titles	9	23.0%
Total	39	100 %

In order to answer the study's questions, descriptive statistical methods were used. Such methods include arithmetic means and standard deviations which are presented below. They were calculated to identify the impact of the total quality management (TQM) dimensions on the achievement of a competitive advantage from the perspective of the quality department staff at Jordanian five-star hotels.

Table (3): The results of the descriptive statistical analysis in connection to each variable

Variable	Arithmetic means	Standard deviation	Level
1)- Adopting a customer-focused culture (an independent variable)	4.20	0.24	Strongly agree
2)-Ongoing development (an independent variable)	4.21	0.36	Strongly agree
3)- Focusing on the fulfillment of employees' needs (an independent variable)	3.90	0.61	Agree
4)- Focusing on meeting the administrative requirements (an independent variable)	4.27	0.21	Strongly agree
5)- The achievement of a competitive advantage (a dependent variable)	4.22	0.31	Strongly agree

Table (3) presents the results of the descriptive statistical analysis in connection to each variable. The latter table presents the arithmetic mean, standard deviation and the level of the statements in connection to each variable. Based on table (3), it can be concluded that respondents highly believe that total quality management (TQM) dimensions jointly play a significant role in achieving a competitive advantage at Jordanian five-star hotels. That is because the overall mean of the statements that concern the first variable is 4.20. The latter mean is considered very high.

10. TESTING THE STUDY'S HYPOTHESES:

The multiple regression analysis for testing the main hypothesis: A multiple regression analysis was conducted to test the main hypothesis. To be specific, the latter analysis was

conducted to identify whether there is a statistically significant relationship between the examined TQM dimensions jointly and the achievement of a competitive advantage from the perspective of the quality department staff at Jordanian five-star hotels. Rejection or acceptance of the main hypothesis is based on the significance value (Sig.). For instance, in case Sig. is less than 0.05, the main null hypothesis shall be rejected and the alternative hypothesis shall be accepted. The significance value (Sig.) is calculated through the multiple regression analysis for identifying the impact of each independent variable on the dependent variable. The value of the adjusted R square is calculated to identify the extent of changes in the dependent variable which can be attributed to the independent variable

Table (8): The results of the multiple regression analysis for identifying the impact of the TQM dimensions on the achievement of a competitive advantage

Model test	F	Adjusted R Square	Coefficient	t-value	Sig.
0.053		0.471	0.574	3.810	0.005

Based on table (8), it can be noticed that the significance value (Sig.) is 0.005. Based on the latter value, the hypothesis is rejected and the alternative hypothesis is accepted. Thus, the examined total quality management dimensions jointly have a statistically significant impact – at the statistical significance level of 0.05 – on the achievement of a competitive advantage from the perspective of the quality department staff at Jordanian five-star hotels. The examined TQM dimensions are: 1)- adopting a customer-focused culture; 2)-ongoing development 3) focusing on the fulfillment of employees' needs and 4)- focusing on meeting the administrative requirements. Based on table (8), it can be noticed that the R correlation coefficient is 0.574. The latter value indicates that there is a strong positive relationship – that is statistically significant - between all the independent variables jointly and the dependent variable. As for the adjusted R square, it is 0.470. That indicates that all the independent variables jointly can interpret 47.0 % of the changes that occur in the dependent variable. This value is considered an accepted value.

Table (9): The results of the multiple regression analysis for the linear regression equation of the TQM variables and improvement of the competitive advantage

Model	B	T	Sig.
Constant	0.565	-2.831	0.005
X1	0.304	2.335	0.021
X2	0.464	-2.411	0.017
X3	0.229	-1.004	0.007
X4	0.011	1.970	0.050

The researchers examined the significance values (Sig.) that are presented in table 9. He also examined the data presented in all the tables. After that, a linear regression equation of the TQM variables was developed for predicting the ability of the independent variables jointly to create a competitive advantage. This equation is presented below:

$$Y = 0.538 + (0.310 \times X1) + (0.547 \times X2) + (0.229 \times X3) + (0.011 \times X4) + e$$

Whereas:

Y: The extent of improvement of the competitive advantage
 X1: Adopting a customer-focused culture
 X2: Ongoing development
 X3: Focusing on the fulfillment of employees' needs
 X4: Focusing on meeting the administrative requirements
 e: Error rate.

9 RESULTS

1)- Adopting a customer-focused culture has a statistically significant impact – at the statistical significance level of 0.05 – on the achievement of a competitive advantage from the perspective of the quality department staff at Jordanian five-star hotels. This impact is attributed to the increasing customers' needs, and economic, legal and technological changes which hotels must keep up with. Keeping up with these needs and changes is represented in creating new competitive advantages constantly. Therefore, hotels must respond fast to the changes in the external environment. Having a quick response depends on the hotel's flexibility and ability to track these changes constantly through analyzing data and anticipating changes.

2)- Ongoing development has a statistically significant impact – at the statistical significance level of 0.05 – on the achievement of a competitive advantage from the perspective of the quality department staff at Jordanian five-star hotels. The researcher believes that ongoing development is derived from several successive and interrelated steps and activities. He also believes that ongoing development plays a significant role in reducing deviations which might be committed while carrying out technical operations. Reducing deviations plays a significant role in increasing productivity and maintaining a fixed quality level. Thus, that shall participate in creating a competitive advantage.

3)- Focusing on the fulfillment of employees' needs has a statistically significant impact – at the statistical significance level of 0.05 – on the achievement of a competitive advantage from the perspective of the quality department staff at Jordanian five-star hotels. From the researcher's perspective, it is highly significant to fulfill employees' needs in order to raise their production efficiency level. Fulfilling employees' needs is significant in the light of the increasing costs of human capital. It is also significant to reduce the costs of production, and workforce. Such fulfillment is significant in the light of the variation in the human capital in term of the educational level and sources. Such fulfillment is significant in the light of the increasing employees' needs, ambitions, and demands. It also plays a significant role in achieving the goals sought by the hotel management. Thus, such fulfillment shall participate in creating a competitive advantage.

4)-Focusing on meeting the administrative requirements has a statistically significant impact – at the statistical significance level of 0.05 – on the achievement of a competitive advantage from the perspective of the quality department staff at Jordanian five-star hotels.

5)- The examined total quality management dimensions jointly have a statistically significant impact – at the statistical significance level of 0.05 – on the achievement of a competitive advantage from the perspective of the quality department staff at Jordanian five-star hotels. The examined TQM dimensions are: 1)- adopting a customer-focused culture; 2)- ongoing development 3)- focusing on the fulfillment of employees' needs and 4)- focusing on meeting the administrative requirements. That is because focusing on the

fulfillment of employees' needs shall encourage employees to ensure that development processes are carried out in ongoing manner. In addition, meeting the administrative requirements shall enable the management to focus on its customers. Meeting the administrative requirements shall also enable the management to utilize strategies and carry out effective communication to achieve quality. Thus, that shall participate in creating a competitive advantage.

11. RECOMMENDATIONS

In the light of the aforementioned results, the researchers recommends:

- 1)- Adopting global and contemporary quality standards in the light of technological developments. Adopting such standards is necessary to enhance the company's competitive position in the light of the emergence of open market policy and globalism
- 2)-Exerting much effort to fulfill the requirements of applying total quality management. Such management is considered an effective tool for achieving the highest quality level with incurring the least costs and saving internal costs.
- 3)-Applying a suitable incentive system in a scientific and planned manner. Such system must be applied to motivate employees towards raising their production efficiency level.
- 4)-Applying total quality management (TQM) successfully. The researcher recommends applying it to achieve a competitive advantage in an efficient manner. He also recommends establishing the necessary integrated infrastructure to ensure the success of the TQM application.
- 5)- Conducting similar studies in the pharmaceutical companies

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