

Assessing the Internal Critical Success Factors of Service Quality in Boatels: A Case Study of Egypt

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Critical success factors (CSFs) are inputs that, directly or indirectly, can contribute to a project's success. CSFs contain a variety of components, traits, requirements, or characteristics that, if properly upheld, can have a significant impact on the project's performance. Primarily internal and exterior CSFs can be easily recognized. Each of these factors cost a lot of investment whether it is internal or external. Finding essential internal success variables that have an impact on service quality for better use of investment is the aim of this study. Holistically, this study aims to examine the key success internal factors and their impact on providing high-quality service in Cruises. Internal CSFs include six variables. i.e., Senior Management Experiences, Human Resources Management (HRM), Customer focus Service culture, Management Information System (MIS), and Social Responsibility. A scale for each of these variables was used. Two hundred sixty-four returned forms were analyzed using Structural equation modeling (SEM) was used to test the measurement model of service quality internal critical success factors using AMOS 4.

Keywords: *internal CSFs, CSF elements, service quality (SQ), cruise*

Introduction

Cruises are regarded as one of the tourist attractions that set them apart from other tourist attractions because, in addition to offering all the amenities, services, and entertainments found in other facilities, they provide an extra privilege in the itinerary (Alsaid et al. 2020). A cruise is described as "to travel by sea aboard a ship for pleasure, generally visiting several ports, which carries guests from place to place." With restaurants, bars, sports facilities, retail malls, entertainment venues, communication centers, etc., these floating resorts replicate their land-based equivalents (Dowling 2006). Numerous archaeological sites may be found along the Nile River, particularly at Luxor and Aswan. These attractions blend historical sites with plateaus and greenery, making them a haven for tourists looking to learn about the culture and enjoy the attractiveness of nature (Alzoka 2006). This wonderful atmosphere complements travel through Cruises and cruise ships. Some of these hotels are also equipped for conferences and corporate meetings and are an unprecedented experience to blend work with pleasure and entertainment (Alglad 1996). The advantages of Cruise activity are 1. Flexibility to move between affects tourism areas spread from Luxor to Aswan. 2. Enjoy a healthy atmosphere, natural climate, sun, and outside. 3. Increase the duration of the tourist's stay in the

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visiting area, thereby increasing the occupation.4. Reduced investment size used to create Cruise compared to the hotel is at a ratio of 1:10 (Hago 2003).

Definitions of "Cruise": It is a mobile tourist facility that contains the means of subsistence, rest, and recreation according to many variables, including the size of the cruise, the length of the trip, and the type of water in which it sails, the quality of guests and other variables (Alsaid et al. 2020). A cruise is "a passenger boat offering cruises on the Nile with accommodation and food and beverage services" (Egyptian Hotel Association 2020).

Service Quality

Mahdi (2017) said that businesses nowadays face numerous difficulties, particularly in light of the growing competition and the fact that customers' purchase decisions now also take into account the service quality, which has evolved into one of the key facets that visitors seek out. Additionally, he stated that the word "quality" has its roots in the Latin word "qualitas," which originally denoted precision and perfection. Today, it refers to a thing's nature or the degree of its hardness. The American Society for Quality (ASQC) defined it as "the overall attributes and characteristics of a good or service which capacity corresponds to the required loyalty or implicit needs" (Al-Khulani 2007). The American Marketing Association (AMA) defined service as activities and benefits that are offered for sale or those associated with a useful commodity (Raqad 2008).

The activities that are supplied to guests, such as food, lodging, and relaxation, to fulfill and gratify their desires and requirements, are among the attributes of service quality; it is also described as being moral (Mishal 2009). Shiyad (2017) defined it as a collection of operations with a utilitarian focus, made up of a variety of tangible and intangible components that customers perceive to meet their wants and generate profits for the business. The result of a customer's assessment of their expectations for a service and their judgment of how effectively the service was delivered is known as service quality (Lehtinen and Lehtinen 1982, Parasuraman et al. 1994).

Importance of Service Quality in Cruises

Quality was examined by Rust et al. (1995), Alwan (2005), Qotb (2014), and Baris (2016), who concluded that it is the foundation of many activities, particularly in the field of hotel activities. As a result, quality has become a key component of the procurement process and a crucial element of survival in the hotel industry market. Enhancing product quality results in a) achieving customer satisfaction; b) customer confidence in the product and keeping customer loyalty; c) maintaining a good reputation in the market and among competitors, thus increasing demand; d) improving performance level of services and employees' competencies; e) feeling of pride among employees' that leads to decrease in turnover rate; f) increasing

profitability. This is aligned with (Knutson et al. 1991) that when people choose a place to stay and accommodate most individuals evaluate service quality factors.

Measurements of the Hotel Services Quality

Abd el-mohsen (1996), Altaie and Qadara (2008), Al-sawaf and Ismail (2007), Qotb (2014), Cherfi (2002) and Mahdi (2017) detected the dimensions of service quality in four magnitudes: a) reliability or the ability to continue providing services with the required quality without failure; achieving service promises, b) tangibility or the elements used in the provision of services; like tools and equipment, c) assurance; or matching service design and performance to pre-determined specifications and standards, d) responsiveness; or the speed of response and flexibility in meeting the customers' needs and providing them with appropriate service, e) credibility, safety, and trust; or confidence and security in meeting the needs and services of customers and satisfying their service needs, f) competency; or performance competencies of employees and their functional and personal skills and g) empathy; or the sense of standards, general form of service, the gain of the client's sympathy through courtesy, polite treatment, and the ability to understand his needs.

Cruise's Service Quality Critical Success Factors

Whether in the zone of industrial sector establishments or the zone of service sector establishments, CSFs are the foundation of the majority of establishments (Daniel 1961). Rubin and Seeling (1967) assessed the impact of project managers' experience as a success factor in product quality and employed CSF for the first time in project management. These are a few crucial areas where success is required for the company to prosper. If the outcomes in these areas are unsatisfactory, the organization's efforts will not only be necessary but also strongly recommended (Rockart 1979). CSFs can be generated from a company's internal environment which includes goods, processes, people, and perhaps structures of the company. These will represent the company's fundamental skills and competencies that are crucial to its competitive advantage (Duchessi et al. 1989). CSFs fall into two categories, i.e., Internal CSFs that highlight a company's essential competencies for market survival such as people, goods, and processes (Berry et al. 1997, Duchessi et al. 1989) and External factors such as competition and market conditions that are often difficult to manage and handle (Howell 2010). And external CSFs "are less controlled than internal CSFs, yet they may nonetheless be amenable to various degrees of monitoring and management" according to one characteristic (Brotherton and Shaw 1996). Several researchers in the hospitality industry have conducted field or survey-based studies to identify CSFs (Eyster and Goldman 1992). However, organizations that identified CSFs and implemented their use through adequate measurement, feedback, and management had a greater return on equity, than companies that didn't use CSFs (Jenster 1987).

Critical success factors (CSFs) are "those few key areas of activity in which favorable results are necessary for a manager to reach the goals". These are a group of factors that must be present for a project to succeed (Rockart 1982). And are "those things that must be done if a company is to be successful" (Freund 1988). They are also a limited number of variables, which secures satisfactory outcomes and successful competitive performance of an association a division, or an individual (Russell and Jaselskis 1992). CSFs are also a set of activities carried out by the organization that contributes greatly to the success of work for an organization and will ensure its successful competitive performance for it (Richard and William 2008). It is possible that 20% of critical success factors can stimulate about 80% of an organization's achievement (Mohammed 2018). Each organization has its critical success factors which are determined by its structure, strategy, location, and service activity (Alharthi 2014). CSFs will provide a business with a competitive advantage and are the top line of a project management company's success in performing responsibilities. Based on the foregoing debate the researchers decided to investigate the effect of six internal CSFs that were continuously regarded as critical to service progress. The following parts are devoted to exploring the internal critical success factors, which are senior manager experiences, human resources management, Management Information systems (MIS), service culture, social responsibility, and Customer focus (Howell 2010).

A) Senior Management Experiences

It is common knowledge that employees will work harder and know more about how to accomplish tasks and goals the more effective the managerial leadership. An effective manager may go from managing to leading because he possesses both the management and leadership skills necessary to accomplish organizational objectives. The Organization must concentrate on these aspects if it is to grow, prosper, maintain a high degree of success, and keep up with changes in the environment (Khamis 2018). Lester (1998) explained that senior management commitment is a critical success factor for service quality. Al-Ageeli and Alzobae (2016) also indicated that the commitment of senior management is a critical success factor in improving the service quality.

B) Human Resources Management (HRM)

In several pieces of research, it was found that how supplying good care to your staff can lead to providing excellent care to your customers (Rauyrueen and Miller 2007). However, a depressing fact is clear. When employees are dissatisfied or unhappy with their employer, they may express their displeasure to the customers (Reynolds and Harris 2005). HRM concept has been drawn in the middle of the nineteenth century in British institutions and organizations in particular where a number of those organizations were concerned with the need to improve and develop working conditions (Osman 1998). It is the administration that believes that working individuals at various stages and functional levels are the most important resources in the organization and its duty is to provide them

with all the means through which they can carry out their work and perform the tasks assigned to them (Omar 2021). Some authors said that HRM is a critical factor for service quality success (Sureshchandar et al. 2001). Some HRM practices can become a success factor for SQ achievement (Brah et al. 2002). Howell (2010) gave evidence to this proving that human resource management is a critical success factor in service quality.

C) Customer Focus

Customers evaluate the quality of service based on whether the company meets and perhaps even exceeds their expectations, Service quality can be defined as a performance comparison to expectations, and clients use comparable criteria to assess service quality depending on the type of service. However, satisfaction with service is mostly determined by the customer's experience, and only after receiving the service, the customer can rate the quality. Service failures, which are gaps in the service delivery that results in failure to meet a customer service expectation, are rather common in the hotel industry (Parasuraman et al. 1996). These failures frequently involve worries about service quality, reservation challenges, and lodging accommodations issues. Eventually, they result in low client satisfaction a proclivity for unfavorable word of mouth, and a desire to switch to another product (Browning et al. 2013). Sureshchandar et al. (2001) said that customers focus on CSF to rest assured of service quality. Customer focus is the most critical success factor for managing the product or service quality and improving business performance in the services sector (Brah et al. 2002). Some researchers had detected and classified CSFs in UK Budget hotel operations in terms of customer focus specifically (Brotherton 2004). Customer focus and satisfaction are CSFs for service quality in the hospitality sector (Fryer et al. 2007)

D) Service Culture

Without Service culture "standards" the business and service sector would be unable to operate. It could be units of measurement such as quantities or distances. The results will be chaotic without standards. It's also required to protect society and enterprises from potentially detrimental factors, such as environmental pollution, potential automotive safety difficulties, and employment discrimination issues (Geltzer 2009) the last of which encompasses the relationship between employees and employers. Typically, the government introduces these guidelines after a significant amount of public outcry requires something that "should be done" (Crandall and Crandall 2008). Service culture is a critical success factor that makes deference and success of service quality in hotels (Sureshchandar et al. 2001). Service culture, attractive image, and value for money are the focused factors by guests (Wilensky and Buttle 1988).

E) Management Information System (MIS)

Continuous improvement in the efficiency and effectiveness of Management Information systems (MIS) is necessary in light of recent breakthroughs. In this field, the introduction of new concepts and philosophies in terms of politics and economics is fierce (Abu-Musa 2009) to maximize advantages and minimize risks associated with Management Information System (MIS) initiatives. Firms must have a strong relationship between business and Management Information systems (MIS) (Grembergen 2004). There is a connection between the effect of information system communication and the quality of tourism services. Examples include technology to build philosophical thinking about the nature of the product and the current administrative vocabulary, to apply them to the quality of tourist desired and hotel services preferred (Hamady et al. 2018). Management Information systems (MIS) is a critical success factor for service quality (Sureshchandar et al. 2001).

F) Social Responsibility

According to Sureshchandar et al. (2001), social duty is a significant CSF for SQ. Howell (2010) demonstrated the importance of social responsibility as an "SQ" success factor in hotels.

In general, these internal critical success factors can assist managers in improving the quality of the services provided by the Cruises, particularly during lean business times. Although it could take some time for department managers and their workers to adopt these criteria, doing so will enable them to improve service quality performance.

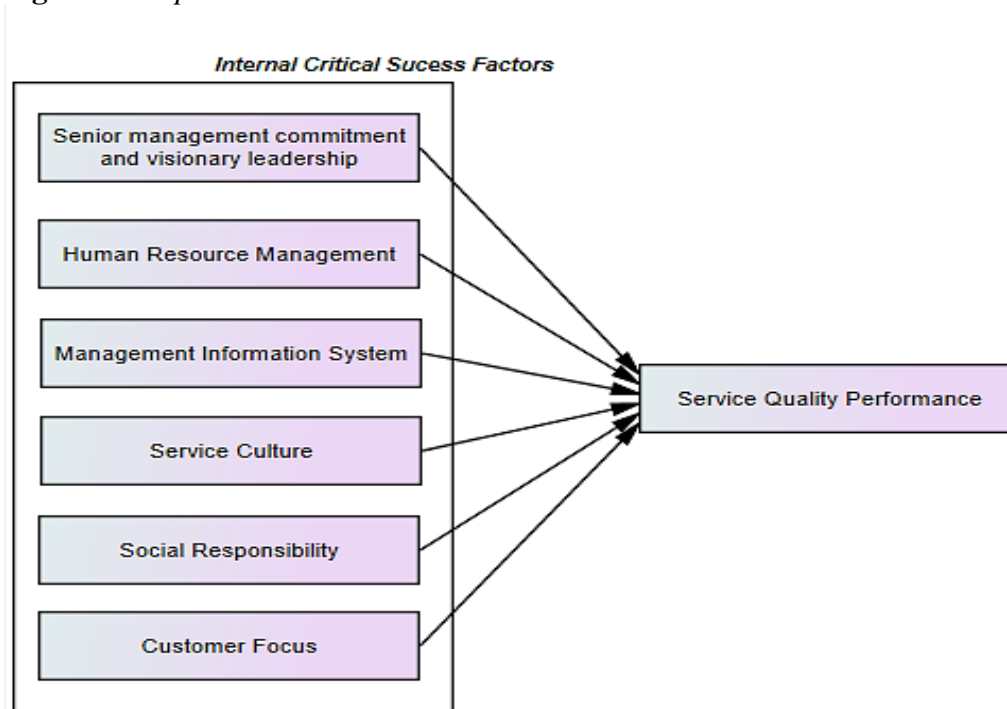
In the case of this research, there is a special enterprise that is responsible to remove rubbish from areas designated for garbage collection that is contracted by hotels and Cruises. The trash from Cruises is picked up by a speedboat. Hotels and restaurants that are contracted purchase garbage pickup bags. These are collected by hotel staff members who then check them for security before stacking them in these designated areas of pick up. These sacks are loaded onto the contractor's car. The Al-Hubail area's official dumpsite is where waste is moved and disposed of. The comment on the service offered by the contractor is overall positive (Egyptian Ministry of Local Development 2010).

Hence, literature confirms the importance of defining critical success factors to improve employees' service performance therefore, the researchers focused on examining the internal critical success factors of service quality specifically in Cruises at Luxor and Aswan. Following these views, six hypotheses and a proposed model (see Figure 1) are presented below:

- H1:** Senior management commitment and visionary leadership have a positive impact on service quality performance
- H2:** Human resource management practices have a positive impact on service quality performance
- H3:** Management Information System has a positive impact on service quality performance

- H4:** Service culture has a positive impact on service quality performance
H5: Practicing social responsibility rehearses has a positive impact on service quality performance.
H6: Customer-focused processes has a positive impact on service quality performance

Figure 1. *Proposed Research Model*



Research Methodology

This study employed a paper-based survey because the data-gathering instrument was adapted and revised from previous studies (Uppal et al. 2018, Stefano et al. 2015, Irfan and Kee 2013). This survey was used to examine the effect of independent variables of internal critical success factors over the dependent variable of service quality performance in the Egyptian Cruise sector.

The final version of the survey was divided into two main sections. Firstly, managers were asked to rate six variables using 5 points Likert scale (33 items); Senior management commitment and visionary leadership (SMC) scale with four items, Human Resource Management (HRM) scale with seven items, and Management Information System (MIS) (IAS) scale with five items, Service Culture (SC) scale with four items, Social Responsibility (SRP) scale with four items, Customer Focus (CUS) scale with five items and Service Quality Performance (SQ) scale with five items. Managers were invited to fill out their demographic profile in the second section

A stratified random sampling technique of level managers in Egyptian Cruises was considered for this paper from Feb 2021 through January 2022. Moreover, the Cruises that took part in this study were chosen from 5 star cruises

using a convenience sampling technique. Three hundred (300) sampled managers were selected from fifty Cruise, 6 managers were selected from each cruise. Two hundred and sixty-four (n 264) surveys were returned and were ready for utilization representing a response rate of 88 percent.

For the descriptive analysis, SPSS version 20 was used. On the other hand, Structural equation modeling (SEM) was used to test the measurement model of service quality internal critical success factors using AMOS 4. Moreover, goodness-of-fit measures were utilized to assess the structural fit of the hypothesized model. The final questionnaire items are listed in Table 1.

Table 1. Construct Measurements

Construct	Code	Measure	Mean	Std. dev.
Senior management commitment and visionary leadership	SMC1	Senior managers are committed to the TQM philosophy	3.939	1.49
	SMC2	Senior managers allocate resources and time for quality improvement	3.901	1.39
	SMC3	Senior managers consider employees a valuable resource	3.992	1.38
	SMC4	Senior managers integrate quality in strategic planning	3.803	1.46
Human Resource Management	HRM1	The HRM department of Cruises relies on selective hiring of employees	3.859	1.41
	HRM2	The HRM department of Cruises organizes various training programs for employees	3.935	1.34
	HRM3	The HRM department of Cruises involves employees in decision-making	3.568	1.36
	HRM4	The HRM department of Cruises applies fair and attractive reward system	3.462	1.35
	HRM5	The HRM department of Cruises patronizes attention to cross functional and quality teams	3.450	1.32
	HRM6	The HRM department of Cruises cares about employees empowerment	3.363	1.30
	HRM7	The HRM department of Cruises encourages employee for quality initiative	3.632	1.31
Management Information System	MIS1	Cruises apply an effective customer care system	3.731	1.44
	MIS2	Cruises apply an effective communication system	3.727	1.34
	MIS3	Cruises use advance technology	3.545	1.28
	MIS4	Cruises have a system for efficient use of data	3.450	1.28
	MIS5	Cruises have a documented procedures	3.947	1.31
Service Culture	SC1	Cruises' customer service is the first priority	3.871	1.38
	SC2	Cruises' service is critical for success	3.863	1.34
	SC3	Service involvement in Cruises of everyone at all levels	3.693	1.45
	SC4	In Cruises there is a strong relationship among employees and employer	3.246	1.62
Social Responsibility	SRP1	Cruises believe in social citizenship principles	3.697	1.44
	SRP2	Cruises have the sense of public responsibility of environmental matters (i.e., Water use; Air pollution)	3.715	1.33
	SRP3	Cruises apply procedures of health and safety at work	3.689	1.36

	SRP4	Cruises respect the concept of treating all type of customer at equal level (ensure equality)	3.636	1.37
Customer Focus	CUS1	Services as promised	3.882	1.41
	CUS2	Service at promised time and schedule	3.818	1.34
	CUS3	Effective use of customer feedback	3.738	1.32
	CUS4	Providing services right the first time	3.609	1.32
	CUS5	Responding customer complaints promptly	3.431	1.32
Service Quality	SQ1	Cruises' customers belong to a very exclusive class whose needs are unique	3.878	1.43
	SQ2	Cruises' customers are very particular about the service they receive	3.950	1.34
	SQ3	Cruises would not succeed in hospitality market without providing excellent service	3.780	1.39
	SQ4	Cruises seeks to meet customer expectations	3.791	1.41
	SQ5	Cruise customers are satisfied with the speed of response and flexibility of service provided.	3.526	1.37

Results

1) Personal Profile

This section concentrated on the demographics of the managers, including age, gender, education, department, and experience. According to Table 2, the majority of participants were middle-aged, with 29.5 percent of respondents between the ages of 41 and 50 and 30.3 percent of managers between the ages of 31 and 40. In terms of gender, 79.2 percent of managers (n=209) are male, which means that they represented a somewhat higher proportion of respondents than women (20.8 percent) (n=55). Simply 20.8 percent of participants have post-secondary education (two years technical diploma), whereas the majority of participants (79.2 percent) only have a university degree. Moreover, the majority of managers work in the departments of human resources and sales and marketing with percentage of 31.1 and 26.9 respectively. Finally, regarding the length of employment, the majority of managers had worked for the hotel for longer than 11 years.

Table 2. Profile of the Respondents (N=264)

Demographic Data		Frequency	%
Age	21 up to 30 years old	52	19.7
	31 up to 40 years old	80	30.3
	41 up to 50 years old	78	29.5
	More than 50 years old	54	20.5
Gender	Male	209	79.2
	Female	55	20.8
Educational level	University	209	79.2
	Post	55	20.8

Department	Rooms 'cabins'	47	17.8
	F & B	40	15.2
	Sales & Marketing	71	26.9
	Human Resources	82	31.1
	Maintenance	11	4.2
	Other	13	4.9
Experience	1 up to 5 years	27	10.2
	6 up to 10 years	37	14
	11 up to 15 years	137	51.9
	More than 15 years	63	23.9

2) Analysis of Measurement Model

Confirmatory Factor Analysis (CFA)

In this research paper, a fit of confirmatory factor analysis (CFA) model was used to perform configuration reliability and validity tests. Table 3 shows both the results of the structural model and its constructs' factor loading. These results imply that the initial model was not a good fit. Therefore, it is required to modify some indices to enhance the overall model's fit. Standard residual covariance was examined to see if it may considerably reduce the model fit. As a result, few items were covariate in the latent variables. HRM3 and HRM4; HRM5 and HRM6 in HRM latent variable, MIS1, and MIS2; MIS1 and MIS3; MIS3 and MISA4 in MIS latent variable, SC1 and SC 2; SC 2 and SC 3; SC 3 and SC 4 in SC latent variable, CUS1, and CUS2; CUS1 and CUS4; CUS3 and CUS4 in CUS latent variable, SQ1 and SQ2; SQ1 and SQ4 in SQ latent variable were covariates.

Finally, the results of the estimation from the model yielded the overall fit indices for the good fit of the model fit was achieved for the measurement model, which was an acceptable threshold, with $\chi^2=1180.198$ with 493 degrees of freedom, $p<0.0001$, $\chi^2/df=2.39<3$ (Hair et al. 2010). To determine the model fit, indices at least three of NFI, RFI, CFI, IFI and TLI exceeded the minimum acceptable value of 0.90 (NFI=0.927, RFI=0.917, IFI=0.956, CFI=0.956 and TLI=0.950), representing a good fit model (Tucker and Lewis 1973, Hu and Bentler 1999). In addition, root mean square error of approximation (RMSEA) is $0.063<0.08$ (Arbuckle 2011).

Table 3. Factor Loadings, Validity Analysis, and Reliability Test of the Measurement Model

Construct	Factor Loading	CR	A	AVE
Senior management commitment and visionary leadership		0.970	0.970	0.892
SMC1	0.972			
SMC2	0.953			
SMC3	0.910			
SMC4	0.941			
Human Resource Management		0.972	0.972	0.833
HRM1	0.942			

HRM2	0.893			
HRM3	0.912			
HRM4	0.913			
HRM5	0.924			
HRM6	0.910			
HRM7	0.894			
Management Information System		0.963	0.962	0.839
MIS1	0.969			
MIS2	0.960			
MIS3	0.891			
MIS4	0.896			
MIS5	0.858			
Service Culture		0.926	0.918	0.763
SC1	0.978			
SC2	0.971			
SC3	0.858			
SC4	0.646			
Social Responsibility		0.969	0.968	0.887
SRP1	0.969			
SRP2	0.960			
SRP3	0.947			
SRP4	0.889			
Customer Focus		0.965	0.966	0.848
CUS1	0.956			
CUS2	0.957			
CUS3	0.942			
CUS4	0.915			
CUS5	0.829			
Service Quality		0.974	0.973	0.880
SQ1	0.957			
SQ2	0.940			
SQ3	0.955			
SQ4	0.945			
SQ5	0.893			

Source: Adapted from Uppal et al. (2018), Stefano et al. (2015) and Irfan and Kee (2013).

CR = composite reliability; **α** = Alpha reliability; **AVE** = average variance extracted

Reliability, Convergent Validity, and Discriminant Validity

Table 3 displays the results of CFA, which demonstrated that the lowest Cronbach's and construct reliability values were 0.918, indicating that the data is acceptable and reliable. This is done to ascertain the reliability of the managers' impression of their particular Cruise (Pallant 2005). Convergent validity was also estimated using CR and AVE. Furthermore, discriminant validity was assessed using both MSV and ASV values. Convergent validity for the CR and AVE indices was above the minimum allowed level, showing sufficient convergent validity. On the other hand, the square correlation of each pair of constructs and the AVE of each research construct were evaluated to ensure the discriminant

validity (see Table 4). This is a satisfactory level of internal consistency of the measures and there exist some common points of convergence (Hair et al. 2010).

Table 4. *Discriminant Validity for the Measurement Model*

Variables	SMC	HRM	MIS	SC	SRP	CUS	SQ
Senior management commitment and visionary leadership (SMC)	0.892						
Human Resource Management (HRM)	0.891	0.833					
Management Information System (MIS)	0.837	0.827	0.839				
Service Culture (SC)	0.742	0.737	0.733	0.763			
Social Responsibility (SRP)	0.786	0.793	0.819	0.750	0.887		
Customer Focus (CUS)	0.831	0.815	0.806	0.725	0.842	0.848	
Service Quality (SQ)	0.781	0.795	0.781	0.770	0.829	0.808	0.880

Note: The bold values along the diagonal line are the AVE values for the constructs, and the other values are the squared correlations for each pair of constructs.

Structural Model and Hypotheses Testing

The Hypothesized Relationships

Given the above, the hypothesized relationships were tested using standardized path coefficients (β) as shown in Table 5. These estimates can be described as positively strong since the majority of Absolute t-value > 3.29, $p < 0.001$. The findings revealed strong relationship between human resource management, social responsibility, customer in focus and service quality performance, supporting H2 ($\beta = 0.116$; t value = 4.89); H5 ($\beta = 0.209$; t value = 9.37); and H6 ($\beta = 0.571$; t value = 24.5) respectively. Meanwhile, senior management commitment and visionary leadership ($\beta = 0.049$; t-value = 2.31); Management Information System (MIS) ($\beta = 0.056$; t-value = 2.38) and service culture ($\beta = 0.002$; t-value = 0.110) do not have any relations with Cruise service quality performance, rejected hypotheses of H1; H3 and H4 respectively.

Table 5. *Standardized Parameter Estimates of the Structural Model*

H	Path	Beta coefficients (β)	t-values	Results	
H1	Senior management commitment	Service Quality	.049	2.31	Rejected
H2	Human Resource Management	Service Quality	.116	4.89***	Supported
H3	Management Information System)	Service Quality	.056	2.38	Rejected
H4	Service Culture	Service Quality	.002	.110	Rejected
H5	Social Responsibility	Service Quality	.209	9.37***	Supported
H6	Customer In Focus	Service Quality	.571	24.5***	Supported

*Absolute t-value > 1.96, $p < 0.05$; **Absolute t-value > 2.58, $p < 0.01$; ***Absolute t-value > 3.29, $p < 0.001$.

Discussion and Implications

Cruises seek to improve its service quality by identifying critical success factors through dynamic tools whose measurements are determined by a model adapted from Uppal et al. (2018), Stefano et al. (2015), and Irfan and Kee (2013). This adapted model consisted of six critical success factors of service quality: Senior management commitment and visionary leadership (SMC), Human Resource Management (HRM), Management Information System (MIS), Service Culture (SC), Social Responsibility (SRP) and Customer In-Focus (CUS).

Firstly, the model found rejected for H1 which posits that the managers' commitment and their visionary leadership will raise service quality level in the Cruises. This hypothesis was assumed as a result of numerous studies (Irfan and Kee 2013, Çınar and Kaban 2012) which confirm that service quality levels increase effectively through committed managers. In this regard, this interpretation is consistent with (Jabnoun and Rasas 2005) research, found that management commitment is an essential part of the operation process, and there is not necessarily a relationship between the committed manager and the quality of provided service.

Several studies have emphasized the importance of human resources management to increase staff performance in all departments within the hotel (Çetinel et al. 2008). These studies indicated that the more attention paid to human resources management, the more improvement of provided services quality in hotels gets. Human resources management relays mainly on "selective hiring; various training programs; involve employees in decision-making; employees' empowerment. The research findings confirm these studies, supporting model H2.

With regards to Management Information systems (MIS), the results of this research revealed that there is no significant relationship between Management Information systems (MIS) and service quality performance in Cruises. This is probably because the information analysis system used may be various from one hotel to another, according to the system imposed by the top management of the hotel chain, or it may differ according to the ability and efficiency of the employee who deals with the system and not the nature of the system itself. For these reasons, the H3 model is not supported.

However, the results found rejected H4 which posits that considering service culture is one of the critical factors that play a positive role in increasing service quality in Cruises. These findings are inconsistent with Ueltschy et al. (2007).

Moreover, H5 suggests that there is a significant positive relationship between deference social responsibility and service quality performance in Cruises. The results provide support for (Morrison 1996).

At the end of the adapted model, the study emphasizes the significance of customer in-focus in Cruises. The results confirm the positive influence of such significance on service quality level, supporting H6. A customer's sense of sufficient attention will reflect on customer satisfaction. These results are similar to like the study of Heinonen et al. (2010) and Janvan and Wendyvan der Valk (2008).

In a nutshell, human resources management, social responsibility, and customer focus were highly supported as critical success factors in Cruises. The main conclusion here is that the most effective CSFs in cruises' case are all centered on

people other than management or even service culture. This means that guests tend to tolerate service snags attributable to toleration with people other than toleration with management or managerial systems.

Limitations, Implications, and Future Research

Although this research examines the service quality critical success factors, as manifested by the level manager's evaluation and expanded on relevant research literature, it includes several limitations. First, this study solely focused on the Cruise industry and there are many differences between hotels regarding their types and characteristics. Therefore, future research can examine service quality critical success factor in other types of hotels. Moreover, this study employed only the internal critical success factors of service quality. Hence, future research can examine external CSFs. Finally, regarding methodology, the paper results were based on a questionnaire survey from the perspective of level managers, semi-structured interviews can be utilized as a qualitative approach to discussing the validity of these findings. It is evident also that investment in service quality should focus on people other than systems or managerial issues.

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