Developing Hospitality Services in Syrian Hotels Applied in Food & Beverage Department

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الملخص العربي:

الغرض من هذه الدراسة هو تطوير خدمات الضيافة في قسم الأغذية والمشروبات لعينة من فنادق الأربع نجوم في سوريا. يعتبر قسم الأغذية والمشروبات من أهم مراكز الربح وله تأثير كبير على الربحية الإجمالية للفنادق ، وتعتبر المأكولات والمشروبات من الدرجة الأولى من السمات المميزة للفنادق ذات المستوى العالمي. استبيان الدراسة موجه للضيوف المقيمين في فنادق أربع نجوم لقياس مدى رضاهم عن خدمات الضيافة المقدمة. تم اختيار عينة مناسبة تتعلق فقط بسبعة فنادق مختلفة في محافظة دمشق. تقدم هذه الدراسة تحليلاً مفصلاً لبيانات البحث الميداني التي تم الحصول عليها باستخدام الأدوات الإحصائية المناسبة ، فضلاً عن توفير مناقشة منطقية وتفسير النتائج من حيث صلتها بأهداف البحث. تم إجراء الارتباطات والانحدارات والتحليل الإحصائي. ثم تمت مناقشة أهداف الدراسة واختبارها. قدمت نتائج الدراسة رؤى قيمة للباحثين الأكاديميين في سوريا. يعزز نموذج الدراسة نتائج الأبحاث السابقة بالإضافة إلى

1.باحث ماجستير كلية السياحة والفنادق– جامعة حلوان

توفير فهم معزز للعلاقات المتبادلة بين جودة خدمة الضيافة ورضا النزلاء. حيث يجب على المديرين تحسين جودة الخدمة المقدمة والتركيز على التمتع بمزايا تنافسية في جميع خدمات النزلاء بدءاً من إجراءات الوصول وخدمات الإقامة والأطعمة والمشروبات والراحة والأمان وإجراءات تسجيل المغادرة. إنهم بحاجة إلى إجراء المقارنة المعيارية للتحسين المستمر. يجب عليهم توعية جميع الموظفين الذين لديهم اتصال مباشر أو غير مباشر مع الضيوف حول مشكلات الجودة والطريقة التي يعاملون بها الضيف للحصول على أفضل النتائج لتحقيق رضا الضيف. ساهمت هذه الدراسة بشكل كبير في تقديم توصيات لمديري أقسام الأغذية والمشروبات في تطوير خدمات الضيافة من أجل تحقيق رضا النزلاء. سيساعد المديرين على تحديد جميع الأبعاد التي يستخدمها الضيوف لتقييم مستوى الخدمة المقدمة في مؤسساتهم.

الكلمات المفتاحية: خدمة الضيافة ، خدمة الطعام والشراب ، الفنادق السورية

ABSTRACT

The purpose of this study is to develop hospitality services in the food and beverage department of a sample of four-star hotels in Syria. Food and beverage Department is one of the most important profit centers and has a significant impact on the overall profitability of the hotels and high-class food and beverages are the hallmarks of world-class hotels. The study questionnaire is directed to guests staying in four-star hotels to measure their satisfaction with the provided hospitality services. A suitable sample was selected relating only to seven different hotels in the Damascus governorate. This study presents a detailed analysis of the field research data, which were obtained using appropriate statistical tools, as well as providing a logical discussion and interpretation of the results as they relate to the research objectives. Correlations, regressions, and statistical analysis were performed. Then the objectives of the study were discussed and tested. The results of the study provided valuable insights for academic researchers in Syria. The study model reinforces previous research findings as well as providing an enhanced understanding of the interrelationships between hospitality service quality and guest satisfaction. Managers must improve the quality of service provided and focus on having competitive advantages in all guest services from arrival procedures, accommodation services, food and beverages, comfort and security, and check-out procedures. They need to perform benchmarking for continuous improvement. They must educate all employees who have

direct or indirect contact with guests about quality issues and the way they treat the guest to get the best results to achieve guest satisfaction. This study contributed significantly to providing recommendations to managers of food and beverage departments in developing hospitality services in order to achieve guest satisfaction. It will help managers identify all the dimensions that guests use to assess the level of service provided in their establishments.

Key words: Hospitality service, Food and Beverage service, Syrian Hotels.

1.1 Background of the study

Hotel activity is considered an essential pillar of economic activity in all countries of the world, as this activity is linked to many important economic activities, including tourism. For sound tourism components to be available, there must be a high-level hotel industry that provides all services to customers. Today, hotels have become one of the necessary requisites of modern civilization, which is why we cannot imagine a civilized country without them. Therefore, most countries have taken an interest in the hotel industry. Huge hotel facilities have appeared, their branches are spread all over the world, and their capital exceeds billions. (American Hotel and Motel Association, 2017). Hotel activity has developed significantly and is no longer limited to providing overnight services to customers only, but also offers a wide range of different services. (Zakie *et al.,* 2007).

The hospitality industry is constantly changing, forcing chains and independent businesses alike to look for effective ways to increase sales and profits, improve quality, and reduce costs. Adding to these challenges, and often precipitating them, is fierce competition among hotel organizations, technological innovations, and changes in customer needs. One approach to improve quality and reputation is through innovation, or the ability to develop and launch new and successful hospitality services. new products represent an important resource of survival and growth for the service industry. In that regard, the development of innovations has become a strategic weapon for both successful hospitality chains and independent hospitality

enterprises alike. To help develop such managerial tools, The research surveys hotel managers' perceptions of what constitute the key success factors for developing new hospitality services. The research also provides the opportunity to compare managers' perceptions and experiences and gain insight into opportunities by reflecting on our discussion of these key factors. (Ottenbacher, and Gnoth, 2005).

In the recent past, structural changes in economic thought and its various applications have swept the globe. These factors have led to service organizations becoming a permanent movement that maximizes their benefits at the local and global levels. Therefore, the renewal and development of services is a very important pillar for service facilities. This is because the development of hotel services is essential and necessary for hotel establishments. This is because it is essential to build and continue the work of hotel establishments in modern markets that are characterized by intense competition. The experiences of many hotel establishments confirm that their success depends mainly on their rapid response to changes in customer demand for hotel services. This is because they need to react quickly to these changes while keeping pace with developments in hotel services worldwide. (Mathews, 2023).

Because of the fluctuations in demand for hotel services in recent years, hotels are required to make a permanent move to maximize revenues. Therefore, they must recognize customer needs and wishes and meet them through development, creativity, and innovation in their services to

avoid failure and collapse in the future. As a result of the needs of customers, a company must have an integrated strategy, where the investment of establishments in providing new services is motivated primarily by the need to generate revenues, particularly in high-value-added services, and by generating profits from this process. It has been shown that investing in the development of hotel services achieves the highest rates of profitability. (Kotler *et al.,* 2006).

The world is witnessing rapid and radical transformations in all fields towards globalization as obstacles to the movement of capital and investment dissolve, which is reflected in the multi-faceted effects on economic activity (Miraj *et al.,* 2004). In this context, tourism is one of the most important business sectors that is experiencing rapid growth, and its impact and contribution to economic activity are increasing, as hotel institutions play the first and main role in the tourism industry and its development. While the years before the war witnessed a development and a wide interest in the work of hotels and the provision of hotel services, the hotel service product represents a mixture of integrated services that add a new dimension in terms of measuring its quality as it relates to accommodation, food and drink services, businessmen's services, and other services. (Rajogo and McDermott, 2011).

1.2 Research Problem

Although Syria has some of the oldest cities in Western Asia, such as Damascus and Aleppo (a UESCO World Heritage Site), tourism in Syria has greatly reduced as a result of the Syrian Civil War, that began in 2011 and is ongoing. The

international economic sanctions imposed on Syria and the sharp drop in the value of the Syrian pound (SYP) also adversely impact tourism in Syria. Many tourist attractions have been damaged or destroyed by shelling, airlines have been suspended, and many major tourist hotels have closed. It is estimated that considerable investment will be necessary to revive Syria's tourism industry (Porter, 2014). All this led to a decrease in the level of services provided in hotels, so the research will try to revive the hospitality industry again and try to overcome all the difficulties imposed by previous events.

1.3 Aim and objectives of the study

This study aims to develop and improve the hospitality services in Syrian hotels. to achieve this aim, the following objectives are to:

1. Undertake a review of literature on developing the hospitality services in Syrian.
2. Investigate the perspective of hotel managers regarding the quality of hospitality services and how they can improve it.
3. Establish a set of recommendations and suggestions to enhance the quality of hospitality services in Syrian hotels.

2. Literature Review

2.1 Scope and Status of the Food and Beverage Industry

How does the foodservice industry affect all the nations' life and what makes it so important? The foodservice industry is

a potent force in most national economies, providing jobs for workers, services for consumers and opportunities for investors (Davis *et al.,* 2004). The foodservice industry influences the social life of many communities, and it has become a tradition for friends and families to eat out together. Clubs, nightclubs, and specialty restaurants add to the social life of the community by providing food, music, delightful atmosphere and entertainment. Al these factors encourage people to use these facilities to hold their meetings, conferences and wedding parties because of the foodservice availability (Jones, 2000).

2.2 Food and Beverage Management

Food and beverage managers are responsible for managing and ensuring the smooth running of this department. Since the management of such department is considered a serious responsibility. Food and beverage manager should follow a scientific style of management. The four management functions- planning, organizing, leading and controlling- formulates the functions of the food and beverage manager as follows: (Lacalle, Eva. 2022).

1. Food and beverage manager is responsible for the planning stage through setting objectives aiming at developing a marketing strategy addressed at the market segments and developing a plan to attain these objectives.
2. He or She develops action plans containing the person responsible for achieving the objectives and the assigned tasks to be performed.

3. He or She ensures a high standard staff training and motivation to emerge the necessary power to attain the objectives.

4. He or she should establish effective control measures to compare the actual performance with the standards to discover the performance gaps and take the corrective actions.

Food and beverage manager is responsible for ensuring high quality of product and high quality of service in relation to price, maintaining highest professional standards through maintaining an effective system of training, motivation, and promotions, organizing regular meeting with food and beverage team to ensure the smooth running of the operation. (Lacalle, Eva. 2022). In order to assume these responsibilities effectively, the food and beverage manager should seek to improve the operational performance through focusing on the quality of product and quality of service. Application of modern management methods as quality management and food safety management methods will help the food and beverage department to attain the required objectives.

2.3 Developing Services

Bayad Jamal Ali et al. (2021). mentioned that the food and beverage management should develop its services continuously in order to satisfy the changes of the customer requirements to enhance service quality by, for example,

using the technological innovations they presented a model for developing services as follows:

First step is to involve the customer to assess their needs through any form of customer research. The second step is to identify key experiential needs, including service encounters and their attributes. Third, evaluate and assess what changes will be made to meet guest expectations. Finally, establish effective communication channels for customers feedback as evaluation for the service being developed. High quality service balance is achieved by meeting customer expectations at a reasonable cost.

3. Research Methodology

In this study a quantitative method was used to collect data. Data was collected through the use of a self-administered questionnaire in order to determine how four-star hotels can develop their food and beverage division hospitality services to satisfy customers. That method directed the researcher to achieve specific research objectives, which are achieved by measuring the satisfaction or dissatisfaction of customers with the hospitality services provided to them within the hotel, and then identifying weaknesses or gaps that need to be developed.

The study focused on developing the quality of hospitality services in four-star hotels by studying the degree of guest satisfaction in a sample of hotels located in the governorate of Damascus. However, it was very difficult to sample all the hotels located in the Damascus governorate because it was beyond the researcher's ability. Thus, the samples examined

are a convenient sample (using the existing collections, which are available) The research samples were selected according to a field tour made by the researcher to the four-star hotels located in the Syrian capital, Damascus.

3.1 Sample and Population

A suitable sample was selected relating only to 7 different hotels in the Damascus governorate. Table 1 shows a summary of hotel samples. Survey forms were distributed to seven hotels in the Syrian capital, Damascus. In summary, 350 questionnaires were distributed to guests in the seven hotels, A total of 50 forms were distributed to each hotel, 270 questionnaires were received, and the responses were considered sufficient for analysis. Table 1 explores the details of the research samples population.

Table No. (1) List of The Selected Four-Star Hotel in Syria

No	Hotel CODE	Hotel NAME
1	H01	Kaisar Palace Hotel
2	H02	Queen Center Suites
3	H03	Swiss International Omayad
4	H04	Armitage Hotel
5	H05	Fardoss Tower Hotel
6	H06	Blue Tower Hotel
7	H07	Venezia Hotel

Source: Federation of Syrian Chambers of Tourism, (2022). (https://syriadiscover.net/ar/companies.)

3.2 Questionnaire Design and Development

Questionnaire design and development Based on a comprehensive literature review, a questionnaire is directed to guests staying in four-star hotels in the Syrian capital, Damascus. that was developed and adapted to assess all factors affecting hospitality services. The questionnaire is divided into two parts. The first part contains a list of 16 questions divided into three groups, the first group is food and beverage service questions, the second group is facilities questions, and the third group is guest feedback questions. The second part contains three questions for guest demographic data.

4. RESULTS & DISCUSSION

This part of the study presents a detailed analysis of the field research data, which were obtained using appropriate statistical tools, as well as providing a logical discussion and interpretation of the results as they relate to the research objectives. The purpose of this study was to develop hospitality services in four-star hotels. Study participants were hotel guests in the sample examined. Guests filled out a questionnaire regarding their levels of satisfaction with different areas related to hospitality services and their answers used to determine the results of this study. Correlations, regressions, and statistical analysis were performed. Then the objectives of the study were discussed and tested. Then, the discussion and the results are explained. SPSS/IBM (Statistical Package for the Social Sciences, version 0.25) was used to perform the data analysis. Participants.

4.1 The Characteristics of the sample:

A total of 270 samples were received according to the following variables (see Table 2). (161 males, 109 females) ranging in age from 17-60 years (mean age 34.69 years, 8.24 years). Most of the samples were unrelated to a job, such as housewives (119), followed by self-employed people (59), employees (49), and finally unproductive people, students (31), and retirees (12).

Table No. (2) Characteristics of the sample

	Respondents (n = 270)	
Variables	**No.**	**%**
Age		
Min. – Max.	15-60	
Mean ± SD.	34.69 ±2.45	
Age groups		
Up to 20	45	
20-30	51	
31-40	70	
41-50	49	
51-60	55	
total	270	
Gender		
Male	161	59.62
Female	109	41.38

Total	270	100
job		
Retired	12	4.4%
Student	31	11.48%
Home Wife	119	44.07%
Employed	49	18.14%
Free Lancer	59	21.85%
total	270	100%

Data Analysis

Using IBM SPSS software package version 25.0, data were loaded into the computer and evaluated. The range (minimum and maximum), mean, standard deviation, and median were used to characterize quantitative data. At the 5% level, significance of the results was determined.

The used tests were:

1- Descriptive analysis, where the data are tabulated, presented, and analyzed together with average means, standard deviations, coefficients of variation, and rankings based on the values with the highest levels of homogeneity. When necessary, the findings were tallied, and an identification code was chosen at random.

2- **Chi-square test**

For categorical variables, to compare between different groups.

3- **Student t-test**

For normally quantitative variables, to compare between two studied groups.

4- One Way ANOVA:

For examining the effect of demographic variables with three or more levels.

5- Scheffe Test:

for comparing discrepancies after the fact. Using the SPSS Data Analysis Software, data were analyzed to get the answers to the study's questions. According to the study's questions, the findings are displayed.

Table No. (3) Food & Beverage Questions

item		Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly Dissatisfied	mean	X2
Food service staff consistently courteous with you	freq	23	47	27	88	85	2.38	71.40**
	%	8.5%	17.4%	10.%	32.6%	31.5%		
Prompt food and beverage service and hygiene	freq	4	49	75	101	41	2.53	98.96**
	%	1.5%	49%	27.8%	37.4%	15.2%		
Prompt tray clearing	freq	7	22	23	113	105	1.93	190.296**
	%	2.6%	8.1%	8.5%	41.9%	38.9%		
Correct temperature of food	freq	15	39	97	79	40	2.66	81.778**
	%	5.6%	14.4%	35.9%	29.3%	14.8%		
Appropriate choice of food	freq	29	55	45	97	44	2.73	49.185**
	%	10.7%	20.4%	167%	35.9%	16.3%		
Food of an appetizing color	freq	22	60	21	83	84	2.45	72.37**
	%	8.1%	22.2%	7.8%	30.7%	31.1%		
Adequate portion sizes	freq	65	75	77	38	15	3.50	53.11**
	%	24.1	27.8	28.5	14.1	5.6		
Delicious food with	freq	41	62	37	92	38	2.91	41.14**

a good taste	%	15.2	23.0	13.7	34.1	14.1		
Food service tools (crockery, spoons, plates...etc.) in good condition	freq	56	79	60	55	20	3.35	33.74**
	%	24.1	27.8	28.5	14.1	5.6		
Extras for purchase in the room	freq	41	62	37	92	38	3.11	20.630**
	%	15.2	23.0	13.7	34.1	14.1		

The item "Prompt tray clearance" has the lowest mean in this dimension, while "Adequate portion sizes" has the greatest mean among items in this dimension (3.50). (See Table 3).

Table No. (4) Facilities Questions:

item		Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly Dissatisfied	*M*	
Were the seats comfortable	freq	11	66	52	88	53	2.60	58.40**
	%	4.1	24.4	19.3	32.6	19.6		
Was the music volume to your liking	freq	28	54	51	106	31	2.78	72.55**
	%	10.4	20.0	18.9	39.3	11.5		
Were the bathrooms	freq	24	41	67	96	42	2.66	58.25**
	%	8.9	15.2	24.8	35.6	15.6		

The item "Were the seats comfy" has the lowest mean in this dimension, while the item "Was the music volume to your taste" has the greatest mean among the things in this

dimension with a mean of (2.78). Guest Comments. (See Table 4).

Table No (5) Guest Feedback:

item		Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly Dissatisfied		
Prices are competitive	freq	25	99	64	6	22	3.16	74.55**
	%	9.3%	36.7%	23.7%	22.2%	8.1%		
The menu has a good selection of items	freq	22	110	65	62	11	3.25	114.70**
	%	8.1%	40.7%	24.1%	23%	4.1%		
How likely is it that you would come back?	freq	21	51	79	84	35	2.77	55.25**
	%	7.8%	18.9%	29.3%	31.1%	13%		

The item "How likely are you to come back" has the lowest average value in this dimension, the item "Menu is well-stocked" has the highest average value among the items in this dimension, The average value is (3.25). (See Table 5).

show that there are significant differences in basic conceptual dimensions and total scores between graduate and non-graduate groups. The t-test results show that at the 0.05 significance level (t = 17.52 df = 268, p 0.001), the mean total scores for basic ideas differ between men and women (M = 51.93 SD = 824, n = 161 and M = 34.40 SD = 6.44, n = 109) for both sexes. From these results, it was confirmed that

there is a difference in satisfaction between men and women, as shown in Table (6).

Table No. (6) *Group differences between males and females' group*

Outcome	Group							
	males			females				
	M	SD	n	M	SD	n	t	(η2)
1. Food & beverage	32.42	5.90	161	20.47	1.74	109	17.591**	0.53
2. Facilities	9.41	2.90	161	6.04	1.90	109	10.615**	0.27
3. Guest Feedback	10.09	2.2	161	7.88	2.2	109	8.497 **	0.21
4. Total	51.93	8.24	161	34.40	6.44	109	18.672**	0.56

ᵗp: Value for Student t–test

**: Statistically significant at $p \leq 0.01$ *(η2) Eta Square*.

Age group differences in the questionnaire:

A one-way ANOVA was performed to examine the effect of age group. One-way independent ANOVA results showed no significant main effect of age. The F ratios of subscales and total scores were not significant.

The univariate result was not significant for age indicating that there is no difference in total score and dimensions. D1,

$F = 0. 501$, $df = (269)$, D2, $F = 1.424$, $df = (269)$, D3, $F = 2.262$, $df = (269)$, total score, $F = 1.135$, $df = (269)$, indicating that there are no differences in the dimensions among age groups. (See Table 7 and 8).

Table No. (7) Age group differences in the questionnaire

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Food & beverage Questions	Between Groups	129.950	4	32.487	.501	.735
	Within Groups	17176.850	265	64.818		
	Total	17306.800	269			
Facilities Questions:	Between Groups	52.466	4	13.117	1.424	.226
	Within Groups	2441.700	265	9.214		
	Total	2494.167	269			
Questions for Guest Feedback:	Between Groups	49.493	4	12.373	2.262	.063
	Within Groups	1449.707	265	5.471		
	Total	1499.200	269			
total	Between Groups	594.874	4	148.719	1.135	.340
	Within Groups	34724.492	265	131.036		
	Total	35319.367	269			

The F value indicates no difference in dimension between age groups. All F-values are irrelevant.

Table No. (8) Descriptives (Age group differences in the questionnaire)

		N	Mean	Std. Deviation
Food & beverage Questions	Under20	45	27.40	8.66
	20-30	51	27.82	7.89
	31-40	70	26.99	7.88
	41-50	49	28.94	7.97
	51-60	55	27.15	7.97
	Total	270	27.60	8.02
Facilities Questions:	Under 20	45	8.31	3.13
	20-30	51	8.49	3.13
	31-40	70	7.67	3.28
	41-50	49	8.55	2.68
	51-60	55	7.49	2.83
	Total	270	8.06	3.04
Questions for Guest Feedback:	Under 20	45	9.16	2.49
	20-30	51	9.18	2.36
	31-40	70	8.81	2.56
	41-50	49	10.06	1.92
	51-60	55	8.98	2.25
	Total	270	9.20	2.36
total	Under20	45	44.87	12.74
	20-30	51	45.49	11.48
	31-40	70	43.47	11.67
	41-50	49	47.55	10.73
	51-60	55	43.62	10.61
	Total	270	44.86	11.46

Job differences in the questionnaire: A one-way analysis of variance was performed to examine the effect of job group. The results of the One-Way Independent ANOVA indicated a significant main effect of Job at the 0.05 level. Subscale F-ratios and total scores were significant except for

the first dimension (questions about food and drink). The univariate results are significant for jobs, suggesting that there is a difference in total scores and dimensions except for the first dimension. D1, F=1.630, df= (269), D2, F=2.754, df= (269), D3, F=3.212, df= (269), total score, F=2.807, df= (269), specialty Differences in dimensions between house groups. Schefee's results show the difference between employers and housewives. (See Tables 9 and 10).

Table No. (9) Job differences in the questionnaire

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Food & beverage Questions	Between Groups	415.600	4	103.900	1.630	.167
	Within Groups	16891.200	265	63.740		
	Total	17306.800	269			
Facilities Questions:	Between Groups	99.547	4	24.887	2.754	.028
	Within Groups	2394.619	265	9.036		
	Total	2494.167	269			
Questions for Guest Feedback:	Between Groups	69.329	4	17.332	3.212	.013
	Within Groups	1429.871	265	5.396		
	Total	1499.200	269			
total	Between Groups	1435.862	4	358.965	2.807	.026
	Within Groups	33883.505	265	127.862		
	Total	35319.367	269			

The F-values show differences in dimensions by occupation, except for questions about food and drink. All F values are significant except for the first dimension.

Table No. (10) Descriptives (Job differences in the questionnaire)

		N	Mean	Std. Deviation
Food & beverage Questions	Retired	12	24.75	6.73
	student	31	24.81	8.05
	House wife	119	28.26	7.93
	employer	49	28.29	8.36
	Free lancer	59	27.75	7.95
	Total	270	27.60	8.02
Facilities Questions:	Retired	12	6.92	1.68
	student	31	6.68	2.41
	House wife	119	8.51	3.21
	employer	49	8.12	2.98
	Free lancer	59	8.03	3.07
	Total	270	8.06	3.04
Questions for Guest Feedback:	Retired	12	7.58	1.78
	student	31	8.45	2.35
	House wife	119	9.56	2.27
	employer	49	9.43	2.39
	Free lancer	59	9.00	2.44
	Total	270	9.20	2.36
total	Retired	12	39.25	8.97
	student	31	39.94	11.80
	House wife	119	46.34	11.23
	employer	49	45.84	11.39
	Free lancer	59	44.78	11.53
	Total	270	44.86	11.46

Differences according to hotel:

A one-way analysis of variance was performed to examine the effect of hotel differences within groups. The results of the One-Way Independent ANOVA indicated that there was a significant hotel main effect at the 0.05 level. Subscale F-ratios and total scores were significant except for the first

dimension (food and drink questions). The univariate results are significant for jobs, suggesting that there is a difference in total scores and dimensions except for the first dimension. D1, F=269.209, df= (269), D2, F=53.560, df= (269), D3, F=22.164, df= (269), total score, F=495.839, df= (269), specialty Differences in dimensions between house groups. Schefee's results showed a difference between H03 and H01 (see Table 11).

Table No. (11) Differences according to hotel

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Food & beverage Questions	Between Groups	14883.435	6	2480.572	269.209	.000
	Within Groups	2423.365	263	9.214		
	Total	17306.800	269			
Facilities Questions:	Between Groups	1371.633	6	228.606	53.560	.000
	Within Groups	1122.533	263	4.268		
	Total	2494.167	269			
Questions for Guest Feedback:	Between Groups	503.477	6	83.913	22.164	.000
	Within Groups	995.723	263	3.786		
	Total	1499.200	269			
total	Between Groups	32450.651	6	5408.442	495.839	.000
	Within Groups	2868.716	263	10.908		
	Total	35319.367	269			

The F-value indicates that there are differences in dimensionality between hotel groups. All F values are significant.

Table No. (12) Descriptives (Differences according to hotel)

		N	Mean	Std. Deviation
Food & beverage Questions	H03	38	40.00	2.61
	H01	38	37.50	4.48
	H05	27	33.33	2.60
	H02	65	27.92	3.34
	H06	56	22.86	1.87
	H07	26	19.15	2.22
	H04	20	12.80	2.71
	Total	270	27.60	8.02
Facilities Questions:	H03	38	12.61	1.46
	H01	38	11.26	2.68
	H05	27	8.74	1.85
	H02	65	8.05	2.41
	H06	56	6.71	1.73
	H07	26	5.54	1.36
	H04	20	4.00	1.30
	Total	270	8.06	3.04
Questions for Guest Feedback:	H03	38	11.22	1.35
	H01	38	11.47	2.38
	H05	27	9.52	1.60
	H02	65	9.34	1.62
	H06	56	7.91	2.33
	H07	26	8.31	.93
	H04	20	6.80	2.78
	Total	270	9.20	2.36
total	H03	38	63.83	3.87
	H01	38	60.24	5.78
	H05	27	51.59	.97
	H02	65	45.31	2.96
	H06	56	37.48	1.49
	H07	26	33.00	1.13
	H04	20	23.60	4.92
	Total	270	44.86	11.46

Conclusions:

The current study was designed to improve the quality of food services provided in four-star hotel restaurants, with a focus on some of these hotels in Syria. The study provides an introduction to the hospitality industry and food services in general and its importance, in addition to identifying the positive and negative aspects of the quality of food service provided in such restaurants in order to know the factors that affect the quality of food service. The researcher relied on a closed questionnaire distributed randomly to a sample of four-star hotel restaurant guests in order to reveal their views on the quality of the actual food service provided. The hotels examined were selected from among the four-star hotels in Syria.

The results of the study also provide valuable insights for academic researchers as well as hospitality industry experts in Syria. The study model reinforces previous research findings as well as providing an enhanced understanding of the interrelationships between hospitality service quality and guests satisfaction. In addition, the results of the current study presented several effects that four-star hotels in Syria could use.

The analysis of the questionnaire also showed some problems and deficiencies affecting the quality of food services provided, as respondents complained about lack of hygiene, slow food service, bad staff behavior, lack of a variety of food offered, expensive food prices, unavailability of some menu items, etc.....

Study recommendations:

This study included a number of recommendations for the management of the food and beverage department, which may help managers to better meet the requirements of guests with regard to hospitality services, improve service quality and achieve guest satisfaction. These recommendations are as follows:

General Recommendations:

1 -Hotel establishments must develop effective future plans to face the economic challenges and the sanctions imposed on Syria.

2 -Employing experts from the field of hospitality or Syrian tourism and hotel faculties to manage the hospitality department and provide the necessary support to limit their migration outside Syria.

3 -Improving the quality of service provided and focusing on having competitive advantages in providing food and beverage services.

4 -The hotel establishment must link and coordinate between all the departments within it to ensure raising the executive performance of the workers by conducting periodic training and qualification programs that help raise the level of workers' performance and maintain the high level of performance in the long term. Which leads to maintaining the level of quality of hotel service formed by customers.

5- Hotel establishments must improve the infrastructure by using contemporary devices and equipment that compete with local and foreign hotel establishments for the same classification, which helps meet the needs and desires of

customers at the required speed and with the same desired quality, which in turn leads to improving the quality of services provided and obtaining a good opportunity to improve revenues.

Recommendations for the Department of Food and Beverages:

1 -The food and beverage department should organize training and practical courses for all employees who have direct contact with guests on how to:

•Dealing with guests in order to improve the quality of service and achieve guest satisfaction

•Maintain clean food and personal hygiene

•Serve food in a decent manner

•Clean facilities and public areas

2 -Providing the food and beverage department with modern technological means, restaurants, food production places, and so on

3 -Taking the opinions of guests continuously to prepare meals and present them in an attractive and delicious manner in accordance with their desires.

4 -Continuously evaluating the quality of hospitality services provided to guests and paying attention to guest comments.

5 -Maintaining a balance between traditional dishes and innovative modern dishes

6 -The use of local products in making dishes

7- Pricing the services according to an approved plan that is accepted by the customers. The prices are competitive with the prices of similar hotel establishments, which can affect the customers' feeling of fairness in the price of the service

provided to them, meaning that the price of the service provided is commensurate with the value of this service from the customer's point of view.

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