



## **Benchmarking and its Impact on Improving Customer Service: An Applied Study in Travel and Tourism Companies in Holy City of Karbala**

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### **ABSTRACT**

This paper aims at defining the concept of benchmarking in improving the services provided to customers. The research community represents the travel and tourism companies operating in holy city of Karbala, and a random sample of 50 employees has been selected, distributed among 20 travel and tourism companies. The following statistical methods have been also relied on (arithmetic mean, standard deviation and Relative importance) in order to give a statistical description of the sample surveyed. The current study has set a number of conclusions, the most silent one is that tourism and travel companies' adoption of the benchmarking method in their work leads to knowing the negative factors that occur in them and the way of finding appropriate solutions for them. It is also concluded that there is an increase in the interest of travel and tourism companies in adopting and applying benchmarking as one of the tools for continuous improvement and development and not as a method of spying on other companies.

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### **Introduction**

Benchmarking is one of the administrative applications that contribute to development of management activities that want to obtain the best position in the competition compared to other competing companies with distinguished services in the same field. It is defined as a measurement and analysis methodology used by the company to search for best practices inside and outside the company in order to improve its performance. This does not mean reproducing them, but rather developing them on the one hand, the development of companies continues during the benchmarking process, and thus the gap continues despite the improvement. Therefore, it should not stop at keeping pace with the development of other companies, but rather searching for success through a future outlook that aims for the best. Improving customer service effectively depends on the satisfaction of its customers, as they are the main axis around which the competition process revolves. The customer is the one who judges the service, not the companies, because the customer needs a lot of services, and since the need for these services varies from one customer to another, so companies must know the desires and needs of customers constantly.

The research is divided into five sections, the first section includes the research methodology, the second one deals with the concept and importance of benchmarking, and the third is concerned with the elements and dimensions of customer service. The results and analysis of sample data are enlisted within in section four, while the fifth one is devoted to conclusions and recommendations.

**Section One**  
**The Methodology**  
**1.1 The Problem**

The problem lies in the presence of a state of lack of clarity in the use of benchmarking in improving customer (tourist) service in travel and tourism companies.

**1.2. The Importance of the Study**

The importance of the research can be summarized as follows:-

1. The importance of the research comes from the importance of the problem it addresses, which is how tourism companies can survive in the labour market by improving the services provided to the customer (tourist.)
2. Revealing the requirements for applying the dimensions of benchmarking in tourism companies by enhancing the method of education from others and striving towards leadership and improving the performance of tourism companies and its impact on the possibility of improving customer service (the tourist).
3. This research contributes to developing some solutions to the problems faced by travel and tourism companies, which will lead to an increase in the efficiency of these companies in providing tourism services to customers.

**1.3 Aims of the Study**

The research seeks to achieve several goals, which are as follows:-

1. Building a framework of knowledge related to the research variables, namely benchmarking and customer service.
2. Definition benchmarking in improving the services provided to customers in the research sample.
3. Measuring the impact of benchmarking on the services provided to customers.

**1.4 The Hypotheses**

The research relied on the following main hypotheses:

1. It is expected that there is a statistically significant correlation for benchmarking in improving customer service.
2. It is anticipated that there is a significant impact relationship of benchmarking in improving customer service.

**1.5 The Sample of the Study**

The research community is represented by travel and tourism companies operating in the holy city of Karbala, and a random sample of 50 employees have been selected, distributed among 20 travel and tourism companies.

**1.6 Methodology of the Study**

The research relied on the descriptive analytical approach through the use of library sources represented by books, theses, university theses and research, as well as the field method represented by the questionnaire form to explore the opinions of the researched sample.

**1.7 Statistical Methods**

The following statistical tools have been used (arithmetic mean, standard deviation, relative importance) in order to give a statistical description and in general to the answers of the research sample on the paragraphs related to each variable. The arithmetic mean and standard deviation have been extracted based on the statistical program (SPSS) and the relative importance have been extracted by dividing the arithmetic mean of each paragraph in the questionnaire by the sum of the arithmetic averages for all the paragraphs, and determine the level of the answers in the light of the arithmetic averages by determining their affiliation to any category and because the search questionnaire depends on the five-point Likert scale, there are five categories to which the arithmetic averages belong, and the category is determined by finding the length the range ( $5-1 = 4$ ) and then divide the range by the number of categories (5) ( $4 / 5 = 0.80$ ), and then add (0.80) to the lower limit of the scale (1) or subtract from the upper limit of the scale (5) and the categories are As follows (Dewberry, 2004:15):-

(1.80-1: very low, 2.60-1.81: low, 3.40-2.61: moderate, 4.20-3.41: high, 5.0-4.21 very high).

## Section Two Benchmarking

### 2.1 The Concept of Benchmarking

The concept of benchmarking is based primarily on comparing the business applications of a particular economic with the corresponding standards approved by the leading economic units in the same field of work for the purpose of creating applications that serve as new and improved business standards that lead to obtaining the product or service that is better than the contribution of benchmarking in helping The economic units to reach a position that makes them the pioneers in their field of work (Al-Nuaimi,2007: 99) . it is also, as (Al-Zoba'i,2011: 15) defines practicing the important aspects in the company, measuring and comparing them with similar ones in other companies in order to find measures of relative performance and help in setting goals Abdul-Fattah Jassim Zaalán Muhammad says that the success of the benchmarking process is achieved through its ability to find, know and understand the internal processes of the organization and focus on improving its performance (Mohammed, 5: 2004). While Homsí (2016:29) sees that benchmarking is a management tool that requires the tendencies of the organization's senior management to adopt successful change processes from simulating producers and management practices in those organizations with the most successful organizations in order to formulate ideas or adopting new applications to improve performance.

Benchmarking it is a continuous process that includes measuring the products (services) and working methods of an organization and comparing them with competitors or with those who can be classified as leaders of the sector in which the organization operates, or it is the art of searching for reasons behind the superiority of other companies in performance and guiding their practice in improving performance The appointed company (Issa, 2010: 3). As seen by (Blaskeh and Meziani, 2013: 57), it is a technique and an organized method for learning from others and bringing knowledge from them through observation of distinct performance models that may be available within the organization or other organizations that have gained experiences in certain areas of work and with which a comparison can be made in a legitimate manner. Al-Shaabani et al. (2013:141) states that it as a continuous process to improve activities, products and services in light of the best performance levels found in competing economic units or similar operations within the company. This has been defined linguistically by Maryam, where she says that it is a method of classification and arrangement in order to determine the most effective applications and practices in an activity or a job and take it as a goal to which it rises (Maryam,2014: 74).

It is the means used to collect information for the economic unit about the best practices of other economic units (Al-Juhaimi, 2016:13). Taleb and Muhammad (2009: 30) point out that it as a process of focusing on the internal activities that refer to continuous improvement. Benchmarking is a continuous update of the levels and features of competition within the markets, which is a positive improvement through learning with others (Al-Mousawi and Salman, 2008: 7). Kadhim (2006: 23) remarks that it is a measurement process for the performance of the product or service and its application, as in the competing economic units or the leading units in the sector.

### 2.2 The Importance and Objectives of Benchmarking

#### 2.2.1 The Importance of Benchmarking

The importance of benchmarking can be determined through the following:-

1. *Cultural change*: - By applying benchmarking in a good way, the economic unit can set realistic goals in a way that contributes to providing guarantees to customers of the credibility of these goals and the unit's pursuit of achieving them.
2. *Performance improvement*: - Identifying performance gaps compared to the leading units enables the unit to choose the necessary criteria to evaluate its performance (Al-Nuaimi, 2007:105).
3. *Meeting customers' requirements*: - The importance of the benchmarking role is helping holistic thinking towards achieving the overall performance goals.
4. *Ensuring the adoption of best practices*: - Through research and continuous evaluation of the external and internal environment, best practices are adopted at the operational level, which explains why benchmarking is sometimes called creative simulation.

5. *Human resources training*: - Conducting the benchmarking process requires identifying the need for efficient cadres to participate in the activities of problem solving and improving operations. (Muhammad, 2004:9).

### **2.2.2 Benchmarking Objectives**

The benchmarking objectives can be summarized as follows:-

1. Helping the company to be at the forefront through the differentiation of its products by identifying those areas that are most necessary in enhancing the company's competitive advantage and making the necessary improvements to its products and integrating the best practices in the organization and its employees to adopt change.
2. Using the results of benchmarking to overcome and reduce errors and problems within the company and provide the organization with the possibility of adopting best practices in order to be one of the leading organizations in the future.
3. Knowing the gap between the performance of the organization and its counterparts in other competing organizations, which can be considered the basis for setting internal goals and knowing the performance indicators.
4. Continuous improvement of internal processes by benefiting from the expertise and experience of other organizations and studying how others implement their performance and identifying shortcomings and internal activities and working to avoid them.
5. The company's quest to become the biggest competitor by finding new ideas and improvements that are better than those practiced by competitors.

## **2.3 The Benefits and Obstacles of Applying Benchmarking**

### **2.3.1 Benchmarking Benefits**

Kadhim (2006: 26) mentions a number of benefits of benchmarking. The external focus of the benchmarking method directs all improvement efforts in economic units towards providing a new product (good or service) in the fastest time, with the best quality and at the lowest cost to satisfy customers.

1. The benchmarking method teaches the management of the economic unit how to learn and continue in education, and therefore it will be in a state of constant search for new ideas, new ways, and new ways of working. Thus, the ideas, experiences, knowledge and skills of unit management will always be renewed, developed and far from obsolescence.
2. The benchmarking method creates the ambition of the management of the economic unit so that the unit is distinguished in the sector to which it belongs in order to move towards change to everything that is better and new.
3. The external focus of the benchmarking method creates external competitive tool measures that necessarily increase the adequacy and effectiveness of internal performance measures and make them more competitive.
4. The benchmarking method helps the management of the economic unit to identify the strengths and weaknesses within the unit, and thus it will work to strengthen the strengths and maintain them in a competitive position, and at the same time it will work to identify the causes of the weaknesses and try to overcome and strengthen them and make them in a competitive position.

### **2.3.2 Benchmarking Obstacles**

There are a number of obstacles that prevent the success of benchmarking and are due to a number of mistakes that are practiced in companies in general and which fail to avoid when applying, the most important of which are (Al-Hijimi · 2016: 25)

1. Their lack of ethical and behavioral rules.
2. Understand the benchmarking process as a form of research.
3. Lack of in-depth research and the right choice of partner.
4. Choosing topics that are difficult to measure and intangible.
5. Belief in the existence of a practically measurable benchmark.
6. Choosing an issue for benchmarking that is inconsistent with the overall strategy or with the objectives of the economic unit wishing to improve

## 2.4 Types of Benchmarking

Benchmarking can be classified as follows:-

1. *External Benchmarking*: - It includes the better benchmarking than competitors and non-competitors in the same field of work of the organization or in another field and includes:
  - *Competitive benchmarking*: - It is based on direct comparison with the best competitors to search for the best performance and it is called benchmarking in performance.
  - *Functional benchmarking*: - It is based on comparing certain areas with distinguished (leading) organizations such as management, customer service, and sales operations.
2. *Internal benchmarking*: - It includes searching for partners from within the same organization. The main advantages of internal benchmarking are easy access to sensitive information and data.
3. *Global benchmarking*: - Partners from other countries are used because the best practitioners are located in other parts of the world and there are few benchmarking partners within the same country to reach correct results (Homsy, 2016: 55).
4. *Operational Benchmarking*: - This style focuses on vital activities, as it is agreed with partners who perform similar tasks (Issa, 2010:11).
5. *Horizontal benchmarking*: It is based on comparing operations or work methods between institutions located in different sectors.

## 2.5 Steps of Benchmarking

The benchmarking process passes through four main stages, (Al-Zoba'i, 2011: 20), which are as follows:

1. *Planning*: It includes defining special operations for benchmarking, identifying companies, defining operations performance measures for the purpose of analysis, and finally collecting the necessary data for comparison.
2. *Analysis*: It implies determining the gap between the current performance of the company wanted to build a quality and competing companies, and determining the performance gap.
3. *Integration*: In this step, the objectives are set within the framework of supporting the managers responsible for providing the various resources.
4. *Application*: It is the last step as multiple work teams are developed with the development of procedural plans and the assignment of work to the teams in order to implement those plans while monitoring and examining progress in preparation for re-conducting the benchmarking again.

## Section Three Customer Service

### 3.1 The Concept of Customer Service

The concept of customer service is one of the common and complex concepts in administrative literature, on which a general and acceptable trend has not been reached among researchers whose views have been identified in this regard. Al-Dabbagh (2007:61) indicates that the service is those intangible activities and events that aim to satisfy the needs of the final consumer or industrial user in return for paying a sum of money without this service being associated with the sale of a commodity. Al-Mizhar (2006: 17) states that they are renewable and non-renewable activities. Tangibility that is the main purpose of the transaction, which is designed for the purpose of satisfying customers and their desires.

### 3.2 The Importance of Customer Service

The importance of customer service is the decisive success factor for companies today, when goods have become equal in their characteristics and quality. The factor that distinguishes the quality of customer service will be the transition from the brand and focus on the goods to focusing on the customer, and this requires a customer-oriented philosophy from the entire company and those companies which is able to provide good customer service that enables it to gain a competitive advantage. Current research has shown that customer service is higher than price and product quality. The significance of customer service crystallizes to gain a competitive advantage and customer service which plays an important role in developing and maintaining customer loyalty, satisfaction and enhancing the marketing mix when the company offers products with similar qualities and prices to competing companies that are relatively easy for competitors to repeat promotional efforts (Al-Taweel and Al-Janabi , 2015: 81).



### 3.3 Customer Service Goals

Among the customer service objectives are the following:-

1. The main objective of customer service is to satisfy customers and gain their confidence and desires to continue dealing with the organization to ensure the benefit of the financial returns obtained from them in exchanging the goods and services provided by the organization, which is directly reflected on the sales force and achieves another competitive advantage that operates in the same sector.
2. Responding to all inquiries raised by customers in a timely manner, as they are answered with an appropriate response with a high degree of credibility, accuracy and clarity.
3. Providing services, delivering goods on time and fulfilling the promises and commitments made by the company to avoid losing the customer's trust.
4. Good, kind and humane treatment that befits customers and their level and not to discriminate between them on any racial or religious basis.
5. Providing high quality goods and services according to the required specifications and within the specified cost, and to ensure honesty and high credibility in financial transactions in particular.
6. Attracting and winning new customers by building a strong reputation for the organization and applying core values with precision, which increases the number of customers and increases sales and profits.
7. Employing a group of employees who are able to deal with customers constantly and in an appropriate manner, as they must be qualified for this profession, and they must have high abilities to communicate with others.

### 3.4 Elements of Customer Service

They are elements related to the process of providing services to customers, and they are as follows (Al-Mousawi, 2012: 118-119):

#### 1. *Previous items for dealing*

The previous elements of dealing with the organization's questioning of itself about the aspects that are related to the organization's policy or programs include:

- Is the service policy defined inside and outside the organization?
- Is it easy to contract or perform work with others?
- Are the service management organizational structures appropriate?
- Is it possible to rely on special service delivery systems to meet the different needs of customers?

#### 2. *Elements of dealing*

It includes direct customer service in the performance or completion of physical distribution functions such as various products and services, management of demand lists of information, as well as reliability of delivery and the environment (the environment) and includes answering the following questions- :

- How long does the service provision process (waiting time) take?
- How reliable can the waiting time be?
- What percentage of the order can be met out of stock?
- How long does it take to obtain information about an order?

### 3.5 Dimensions of Customer Service

The dimensions of customer service consist of three basic dimensions, which are as follows (Gallab, 2004: 72-73):

- ✓ *The human dimension:* - Every customer has his human needs, respect, sympathy, personal interest, and direct contact with the customer.
- ✓ *The professional dimension:* - The organization, in times of economic depression, works on winning its customers and obtaining their loyalty and trust in it in order to meet a wide range of needs and desires of its customers by increasing the sources of service improvement such as training or employment, reliability and increasing security.
- ✓ *The invisible side:* - These are the invisible needs, such as the policies of friendship with the customer, the efficiency of operations, and the increase in the desire of service providers and customers to make possible efforts.

### Section Four

#### Descriptive Analysis of the Questionnaire Data

The researcher relies on the questionnaire mainly in the current research, after presenting it to a group of specialists in order to evaluate it. The Likert pentagonal scale has been used to measure the paragraphs of the scale distributed over five paragraphs, and for each paragraph the weight are strongly agreed (5 degrees), agreed (4) degrees), neutral (3 marks), disagree (2 degrees), and do not strongly agree (1 degree). The following is an analysis of the axes of the questionnaire:

1. The results of the descriptive statistical analysis of the response of the research sample's vocabulary towards the research variables (resolution paragraphs) In this section, the arithmetic mean, standard deviation, relative importance and level of the research items (research variables) will be extracted.

Table (1) Results of the descriptive statistical analysis of the independent variable (reference comparison)

N.	Questionnaire paragraphs	Relative importance	standard deviation	Arithmetic mean	answer level
1	Tourism companies seek to achieve leadership by satisfying the needs of individuals and groups and encouraging them to give	10%	0.63	4.27	high
2	Leadership contributes to tourism companies obtaining the best competitive position by closing the negative performance gap.	10%	0.80	3.93	high
3	Tourism companies meet the needs and desires of their customers by providing high quality services.	10%	0.72	4.39	high
4	Tourism companies seek to design and provide services that exceed those offered by competitors	10%	0.61	4.45	high
5	Tourism companies want to know the reactions of their customers towards the services provided to them	10%	0.79	4.22	high
6	Tourism companies seek to bring joy and pleasure into the hearts of customers by providing exceeding expectations in order	10%	0.94	4.10	high

	to make the customer happy.				
7	Tourism companies are looking for the distinct way to improve their operations compared to competitors	10%	0.67	4.29	high
8	Tourism companies seek to continuously change their various services according to the changing requirements and needs of customers	10%	0.74	4.02	high
9	Tourism companies focus on making integrated marketing efforts to achieve or exceed customer expectations for service.	10%	0.83	3.91	high
10	Tourism companies follow a consistent approach to work that includes developing their services in the field of total quality.	10%	0.95	3.91	high
	<b>Total</b>	<b>100%</b>	<b>7.68</b>	<b>41.49</b>	
	<b>Average response for all items</b>		<b>0.768</b>	<b>4.149</b>	

The results of the descriptive statistical analysis of the paragraphs of the questionnaire are related to the first variable (reference comparison) in Table (1), it is shown that the trends of the research sample are positive towards all paragraphs, because the arithmetic averages for the performance of the individuals of the research samples are greater than the average of the measurement tool (the hypothetical arithmetic mean equal to 3 for Likert scale The quintile), the standard deviation is less than half of the arithmetic mean and the relative importance is close and high, and the level of the answer that represents the agreement of the sample and its consistency with the paragraphs of the questionnaire is high, where the average response to the reference comparison variable is (4.149) and the standard deviation (0.768), and this indicates that tourism companies seek to design and provide services that are superior to those offered by competitors.

Table (2) the results of the descriptive statistical analysis of the dependent variable (customer service)

N.	Questionnaire paragraphs	Relative importance	standard deviation	Arithmetic mean	answer level
1	Tourism companies seek to quickly meet the demands and needs of customers and complete them without delay	10%	0.64	4.50	high



2	The tourism company has the desire and readiness to provide immediate assistance to the customer	10%	0.69	4.39	high
3	The tourism company has the ability to create and gain the trust of its customers in the long-term services it provides.	10%	0.80	4.37	high
4	The service provider enjoys efficiency, honesty and integrity in a way that achieves confidence and reassurance for the company's customer	10%	0.66	4.39	high
5	The company provides furniture, decoration and the appearance of the employees in a decent way that gives customers a mental perception and creates comfort in their souls.	11%	0.95	4.04	high
6	The company is keen to provide all amenities to the customer while waiting for the service	9%	0.75	4.08	high
7	The company's employees seek to establish a good relationship with customers.	9%	0.67	4.20	high
8	The company is keen to provide more than one service to customers with the same interest and find solutions to their problems.	11%	0.57	4.20	high
9	The company's management resorts to creating a good impression on the customer's mind in order to keep it.	10%	0.69	4.18	high

10	There is mutual trust between the company and customers regarding the performance of the employees and their provision of the service as required.	<b>10%</b>	<b>0.60</b>	<b>4.27</b>	high
<b>Total</b>		<b>100%</b>	<b>7.02</b>	<b>42.62</b>	
Average response for all items			<b>0.702</b>	<b>4.262</b>	

The results of the descriptive statistical analysis of the paragraphs of the questionnaire related to the variable (customer service) in Table No. (2) has shown that the trends of the research sample are positive towards all paragraphs, because the arithmetic averages for the performance of the research sample individuals are greater than the average of the measurement tool (the hypothetical arithmetic mean equal to 3 for the Likert five-scale ), the standard deviation is less than half of the arithmetic mean, and the relative importance was close and high, where the average response to the customer service variable is (4,262) and the standard deviation (0.702), and this indicates that tourism companies are keen to provide more than one service to customers with the same interest and finding Solutions to their problems, and this is what the figure shows (1)



Figure (1) The average of the answers to the independent and dependent research variables

## 2. Testing the research hypothesis

This paragraph is related to knowing the correlation between the independent variable (reference comparison) and the approved (customer service) for the research sample. The Pearson correlation coefficient to determine the type of relationships between the research variables, using the statistical package (Spss21), which tests the correlation between the main and sub-variables. (T) calculated with the tabularity, and the strength of the correlation coefficient is judged in light of the rule (Cohen & Cohen, 1983).

As follows:-

- Low correlation: If the value of the correlation coefficient is less than 0.10.
- The correlation is moderate: if the value of the correlation coefficient is between 0.10-0.30.
- The correlation is strong: if the value of the correlation coefficient is higher than 0.3

**First hypothesis test:**

Table (3) shows that there is a positive and strong correlation between the benchmarking variable and the customer service variable. The data shown in the table show that the value of the correlation coefficient is strong and significant at the level of 1% ( $0.01 > r = 0.657$ ), confirming the validity of the first hypothesis in general.

Table No. (3) Pearson's correlation coefficient between the independent variable and the dependent variable

	Benchmark	customer service
<b>customer service</b> Pearson	<b>.657**</b>	1
Correlation Sig. (2-tailed)	<b>.000</b>	
N	<b>48</b>	48

**\*\* Correlation is significant at the 0.01 level (2-tailed).**

**The second hypothesis test**

This paragraph aims at testing the impact hypothesis for the purpose of determining the possibility of its acceptance or rejection according to what is specified for it in the research methodology, as it will be investigated using the statistical package (Spss21) as follows:-

Table No. (4) Estimating the parameters of the multiple linear regression model to measure the impact of benchmarking on customer service

Standardized Coefficients	R2	significant T regression coefficient	The calculated T value of the regression coefficient	Customer service		dependent variable
				$\beta$	constant	independent variable
<b>0.604</b>	<b>0.383</b>	<b>0.001</b>	<b>3.476</b>	<b>0.259</b>	<b>1.354</b>	<b>Benchmark</b>

It is clear from the above table that there is a significant effect relationship for the reference comparison in the customer service calculated for the coefficients, as the value of the regression coefficient amounted to (259). On the validity of the second hypothesis, as it is inferred from the value of the coefficient of determination of (0.383) that the model explains the rate of (38%) of the changes that occur in the reference comparison variable. As for the percentage of (62%) it is attributed to the contribution of other variables that are not included in the research model. By tracing the path of the Standardized Coefficients, it is found that the benchmarking variable had the greatest impact on the customer service variable, as the value of the standardized coefficient of regression was (0.604).

**Section Five**

**Conclusions and Recommendations**

**5.1 conclusions**

1. The interest of travel and tourism companies in benchmarking requires them to process continuous search and change resulting from simulating the most successful companies in the field of business in order to reach the best competitive position to achieve customer expectations for service, increase profits and outperform other companies. .
2. The reliance of travel and tourism companies on the benchmarking method in their work leads to knowing the negative factors that occur in them and how to find appropriate solutions for them.
3. Benchmarking works by influencing customer service, which means that benchmarking has a significant impact on customer service

4. Travel and tourism companies are keen to meet all the needs and desires of the customer as it is the secret of their success and an indicator of the company's progress
5. The customer's dissatisfaction is considered a negative indicator in the company's work, so travel and tourism companies are keen to achieve customer satisfaction because it achieves guarantee, survival and growth for it.
6. Improving customer service requires companies to provide services characterized by flexibility, accuracy, and low price and to complete them without delay in order to gain the confidence of their customers and provide all the comforts for customers such as furniture and decoration and sympathy with them in an effort to attract many of them and the customers of other companies.
7. Benchmarking helps travel and tourism companies develop a plan or strategy for tourism services provided to customers that contribute to improving customer service.

## **5.2 Recommendations**

1. Increasing the interest of travel and tourism companies in adopting and applying benchmarking as a tool for continuous improvement and not as a method of spying on other companies.
2. The necessity of periodically surveying customers' opinions through the questionnaire, as they are among the factors for the development of the company.
3. Increasing attention to the customer and meeting all his needs and desires as the secret of the company's success.
4. Encouraging benchmarking work as an important and basic component of travel and tourism companies.
5. Disseminating the topic among all employees of the companies through explanatory seminars in which the benchmarking, its importance and the benefits achieved by the company are explained.
6. The use of specialized consulting expertise, whether in seminars within the company or sending some employees to participate in courses to gain new information and experiences.

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