



Effect of Quality Orientation and New Services Development on Organizational Performance:

“An applied study on Commercial Banks in Amman “

أثر التوجه بالجودة و تطوير الخدمات الجديدة على اداء المنظمة :

"دراسة تطبيقية على البنوك التجارية في عمان"

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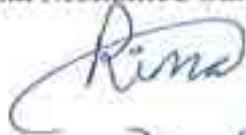
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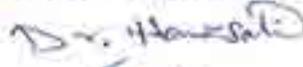


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أثر التوجه بالجودة و تطوير الخدمات الجديدة على اداء المنظمة :

"دراسة تطبيقية على البنوك التجارية في عمان"

إعداد:

ريما محمد ابو الوفا

إشراف الدكتور:

ليث الربيعي

ملخص الرسالة

تهدف الدراسة الى بحث أثر التوجه بالجودة و تطوير الخدمات الجديدة على اداء المنظمة في البنوك التجارية في عمان.

و لتحقيق اهداف الدراسة, قام الباحث بتصميم استبانة تضم (28) عبارة لجمع المعلومات الاولية من عينة الدراسة المكونة من (360) مفردة. و في ضوء ذلك جرى جمع المعلومات و تحليل البيانات و اختبار الفرضيات باستخدام الحزمة الاحصائية للعلوم الاجتماعية SPSS.

و تم استخدام العديد من الاساليب الاحصائية لتحقيق اهداف الرسالة, و منها تحليل الانحدار البسيط و المتعدد و تحليل المسارات باستخدام AMOS 7 . و بعد اجراء عملية التحليل لبيانات الدراسة و فرضياتها توصلت الدراسة الى:

هناك علاقة ذات تأثير مباشر و غير مباشر لكل من التوجه بالجودة و تطوير الخدمات الجديدة على اداء المنظمة في البنوك التجارية في عمان.

و في ضوء ذلك أوصت الدراسة بما يلي:

1. تطبيق مفهوم التوجه بالخدمة في البنوك التجارية و تطويره على جميع المستويات الإدارية لضمان أعلى مستوى من الخدمة المقدمة لزبائن البنوك التجارية في عمان.
2. التطوير الدائم و المستمر للخدمات الجديدة لتتناسب و حاجات العملاء المالية و البنكية من ناحية و لضمان بقاء البنك ضمن إطار المنافسة من ناحية أخرى.
3. الالتزام بالجودة و تطوير خدمات تلبي حاجات الزبائن تساعد على تحسين و تطور اداء البنوك من النواحي المالية و زيادة الحصة السوقية بين البنوك التجارية في عمان.

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Abstract

The study aimed to study the effect of Quality Orientation and New Service Development on Organizational Performance in commercial banks in Amman.

In order to achieve the objectives of the study, the researcher designed a questionnaire consisting of (28) statements to gather the primary information from study sample which consisted (360) individuals. The statistical package for social sciences (SPSS) was used to analyze and examine the hypotheses. The researcher used many statistical methods to achieve study objectives, such as simple and multi regression and path analysis using AMOS 7. The main conclusions of the study were:

There is direct and indirect effect for Quality Orientation and New Service Development on Organizational performance on commercial banks in Amman.

The study recommends the following points:

1. Implement and develop Quality Orientation concept in commercial banks all over managerial levels to offer superior service to the customers' in commercial banks in Amman.
2. Continuous and enduring development for new services to meet customers' financial and banking needs, beside guarantees the bank remaining into competition framework.
3. Commitment to quality and developing new services that satisfy the customers' needs which help to improve and develop the bank's financial performance and increase market share in commercial banks in Amman.

Chapter 1

General Framework

(1-1) Introduction

(1-2) Study Problem and Questions

(1-3) Study Objectives

(1-4) Study Importance

(1-5) Study Hypothesis

(1-6) Study Delimitations

(1-7) Study Limitations

(1-8) Study Terminology

(1-1) Introduction:

In recent years, building competitive advantage and measuring of organization performance has become an interesting research issue which researchers have developed and examined continually. Moreover, growing competitiveness among companies is becoming increasingly difficult for companies to survive. Therefore, efficiency and productivity have become an important issue for managers, both in the manufacturing and in the service sector. In the context of service sector, intense competition can make many firms attempt to look for strategy to develop new service to attract the customer interests. For this reason, top executives of service organization need to understand how their firms can achieve a competitive advantage and obtain superior performance over their competitors by adapting themselves to the uncertain industry environment, understanding the changing needs of customers and responding to new market entries. Besides, Quality orientation is a managerial practice oriented toward achieving high level of service quality and customer satisfaction that is essential for any service organization, (Marinova and Singh 2008 p.29)

With the emergence of high competition, increased heterogeneity of customer demands, and short product life cycle, service firms across many industries are increasingly faced with the challenge of determining how best to manage their development of new service offering (Menor and Roth 2008 p.267).

On the other hand, globalization has brought unprecedented changes in the service economy (Favalgi et.al 2005 p.212). Organizations of all sizes and structures are searching for strategies to improve performance without sacrificing quality.

The question is why some service organizations are able to achieve superior performance rather than other one? Scholars assumed that there are two key aspects for this question (Matear et.al 2004 p.284), first: what are the sources of advantages that are important in achieving superior performance in service organization, second ,how are these sources of advantage converted into superior performance.?

In response, scholars have recognized the importance of and need for new service development competence for the organization employees, and how to create systems that keep the organization in constant tuned to the change in competitive environment and dynamic market place (Menor and Roth 2008 p.267).

New service development is increasingly becoming a critical aspect of business strategy in service industry, as the economies worldwide become more service oriented, organizations recognize the need to compete on the basis of new service development (Carbonell et.al 2009 p.536). The developing of new service has become more and more vital in today's turbulent business environment and high competitive advantage in market place.

Today, organizations and customers alike demand exemplary service. Yet, the values of quality orientation that employees hold on not always coincide with those of the organization or its customers (Chiang and Birtch 2010 p.3). Because quality orientation is influenced by employees' perception about work environment, organizations valued their employees with rewards to keep them motivated, directed and quality sustained to achieve superior performance (Chiang and Birtch 2010 p.3).

Banking sector is one of the biggest service sectors in Jordan, foreign banks entered Jordanian market to compete, and equipped with new systems and modern technology in managing service and developed products that enabled these banks to share the market with domestic banks.

(1-2) Study Problem and Questions

Study Problem

Offering a superior quality and services becomes an essential tool to increase the banks performance; recently, many banks entered the Jordanian banking sector, Arabic and foreign banks from different cultures compete with the local banks in attracting more customers, these banks have new services, more experience in banking sector, use an international quality standards that forced the commercial banks in Jordan to find more and new creative ways to retain their customers' and keep them loyal to the bank, in order to achieve this target, the researcher with her long experience in banking sector at senior level position believes that factors such as quality orientation and new service development affect the banks performance, and provide the banks employees' with the training and philosophy to become more professional and expert in serving the bank's customers and understand their needs.

Studies found positive relationship between quality orientation and new service development (Marinova and Singh 2008 p.36); and found a positive relationship between new service development and performance (Matear et.al 2004 p.284); (Lonial et.al 2008 p .794); (Chiang & Birtch 2010 p.3).

Although scholars have recognized the importance of quality orientation but prior researches were insufficient in several respects (Chaing and Birtch 2010 p.3). First: quality orientation was treated as dispositional antecedents for performance, second: employees values are affected by work environment. Third, current quality orientation literature focuses on the customer at the expense of the employees' attitudes which all in total affect the quality orientation and performance for the organization staff.

Recent research focused on the new product development, where the focus is on physical products attributes. However, empirical insight on new service development are not well developed or advanced (Menor and Roth 2008 p.268). On the other hand, most organizations measure performance according to effectiveness, efficiency and financial viable (MacPherson and Pabari 2004 p.7), although the quality and services offered for the banks customers enhance and increase the bank performance regarding the customer loyalty and attitude toward the banks services.

Study Questions

Regarding the above variables the study will demonstrate the following questions:

- To what extent quality orientation affects new services development in commercial banks in Amman?
- To what extent quality orientation affects organizational performance in commercial banks in Amman?
- To what extent new services development affects organizational performance in commercial banks in Amman.
- To what extent quality orientation affects organizational performance through new services developments as intermediate variable in commercial banks in Amman?

(1-3) Study Objective

The main object of the study is to clarify the effect of quality orientation, new services development on organizational performance in commercial banks in Amman. To achieve this object, the following objectives will be examined:

- Examine the effect of quality orientation on new services development in commercial banks in Amman.
- Examine the effect of quality orientation on organizational performance in commercial banks in Amman.
- Examine the effect of new services development on organization performance on commercial banks in Amman.
- Examine the indirect effect of quality orientation on organizational performance through new services development as mediator in commercial banks in Amman.

(1-4) Study Importance

Developing new services and keeping the organization service quality at certain level become an important matter to keep the organizational performance as the stockholders desire. New service developments and quality orientation provide the organization with source of advantage (Matear et.al 2004 p.284), that enable the organization to become closer to the customer financial needs and increase their expectations.

Employees in commercial banks can obtain great benefits of that study to understand the managerial perspective when developing new services and enable them to manage quality orientation toward achieving their targets and the bank overall targets.

Branch managers, marketing and branding managers and operations managers also can get great benefits of this study to comply with the management strategies and plans, at the same time enable them to provide their staff with the necessary tools to reach the banks targets and increase the overall organizational performance, because continuous development for the bank services and enhancing quality will increase sales from the bank side and customer satisfaction on the other side.

The study developed a model to clarify the nature of the relationship between quality orientation, new service development and organizational performance. An empirical research will be conducted to analyze the connection among these three variables.

(1-5) Study Hypothesis

Based on the study problems, objectives and importance, five Hypotheses will be tested as the following:

- H1: quality orientation has direct effect on new service development in commercial banks in Amman.
- H2: quality orientation has direct effect on organizational performance in commercial banks in Amman.
- H3: new service development has direct effect on organizational performance in commercial banks in Amman.
- H4: quality orientation has indirect effect on organizational performance through new services development as mediator in commercial banks in Amman.

(1-6) Study Delimitations

1. Human delimitation: marketing managers, retail managers, branch managers, operations managers and relationship managers.
2. Place delimitation: commercial banks in Amman.
3. Time delimitation: the researcher expects to complete the study by April/2012.
4. Scientific delimitation.

(1-9) Study Limitation

1. Access to the managers in commercial banks.
2. Confidentiality of commercial banks in providing information about their services.
3. Difference in the capabilities of commercial banks in developing new services regarding their capital, assets and strategies.

(1-10) Study Terminology

Quality Orientation: is the organization wide commitment to continuous improvement in the delivery of customer perceived quality, and ultimately in the achievement of customer satisfaction (Sittimalakorn and Hart 2004 p.246). There are some authors who consider it as a set of attitudes & behaviors that affects the quality of the interaction between the staff of any organization & its customers. It is also defined as sets of high quality standards; that are structured, methodical, systematic and thorough monitors and maintains quality, (Chiang & Birtch 2010, p4).

New services development: is the service firm's internal expertise or capacity to deploy resources and routines, usually in combination, to affect a desired innovation-related or new service end (Menor and Roth 2008 p.268), it can be also defined as : the extent of change to the existing service system or based on the operational process and

participants, each of these is elements of the service concept, which represents the operational blueprint that communicates to customers and employees what they should expect to receive and to give (Menor et.al 2002).

Organizational performance: Performance in the context of organization is not a broad concept, which has been used synonymously with productivity, efficiency, effectiveness and more recently competitiveness; it is also the degree to which an operation fulfills the performance objectives in order to meet the needs of the customers (Salaheidn, Ismail 2009 p.219).

This thesis will focus on performance level and new service development according to the competitors in the banking industry for the past year, both Judgmental and Subjective elements of performance will be measured for the year 2011.

Chapter 2

Theoretical Framework & Previous Studies

(2-1) Quality Orientation

(2-2) Proposition for Quality Orientation

(2-3) Quality Orientation Definitions

(2-4) Quality Orientation as Business Philosophy

(2-5) Acceptance of Quality Orientation Philosophy

(2-6) Total Quality Orientation and Total Quality Management

(2-7) Managers role in enhancing Quality Orientation

(2-8) Why Quality Orientation not Service Quality

(2-9) New Service Development

(2-10) New Service Development Strategy

(2-11) Customers and Employees involvement in New Service Development

(2-12) New Service Development in Banking Sector

(2-13) Organizational Performance

(2-14) Bank Performance

(2-15) Jordanian Banking Sector

(2-16) Study Variable Relationship

(2-17) Previous Studies

(2-17) Previous Studies Contribution to the Research.

Theoretical Framework

(2-1) Quality orientation

Corporate managers are faced with many salient issues in their attempt to increase stakeholder value within the current business environment. One of the most pressing concerns facing today's manager is how to maximize shareholder wealth in a dynamic global market where consumers demand increasingly better quality, higher value products. Studies found that quality above all other factors "drives market share," and ultimately tends to result in superior organizational and financial performance (Morgan et.al 1995 p.1). Quality has become such a critically important economic and social issue that many advanced countries such as Sweden, Japan and the United States, are developing and adopting national level economic metrics of customer satisfaction. These aggregate measures of quality may tend to become as important as leading economic indicators such as interest rates or unemployment rates. If quality has become a new business philosophy as implied by several authors and a critical issue facing advanced societies, what defines the quality orientation? What is the conceptual domain of the quality construct? Does a quality philosophy integrate or supersede other business orientations? Although many of these authors have implicitly proposed this new philosophy, none have determined precisely what this new orientation is.

(2-2) Proposition for a Quality Orientation

The quality orientation appears to be an emerging business philosophy, developed as firms have sought competitive advantages by creating customer satisfaction through quality and superior value. The existence of this new orientation has been suggested in

previous studies, although none have explicitly defined what this orientation is.

Gummesson proposes that "quality has become the integrator of the (traditional) production and marketing orientations.

“Kotler’s "total quality marketing" principle suggests that the quality and marketing orientations are linked through customer satisfaction and implies that quality is an alternative business orientation by stating that "quality management is more than a unifying objective and mechanism, it is a philosophy." The fact that well-managed firms appear to adopt a quality perspective suggests that the quality orientation may be the current "state-of-the-art" business philosophy. It appears that to address the needs of the dynamic environment of the 1990s, an alternative business orientation is needed (Morgan et.al 1995 p.1).

This new orientation, purporting to describe an organizational commitment to competing on the basis of quality, is defined as the quality orientation.

The quality orientation is a construct that describes an organizational philosophical commitment to developing and maintaining a competitive advantage based upon a quality focus.

(2-3) Quality Orientation Definitions:

Some authors consider quality orientation as a set of attitudes and behaviors that affects the quality of the interaction between the staff of any organization and its customers, It is also an individual level disposition set of values, beliefs and perceptions, and it reflects the service providers level of commitments to the customer, thus quality orientation plays a fundamental role in service delivery (Chiang and Birtch 2010 p.4).

Quality orientation is also understood as the organization- wide –commitment to continue improvement in the delivery of customer perceived quality and ultimately in the achievement of customer satisfaction (Sittimalakorn and Hart 2004 p243). Where Marinova and Singh 2008 identified quality orientation as management practices oriented toward achieving high level of service quality and customer satisfaction.

Recent empirical evidence suggested that firms that managed to achieve quality orientation enjoy superior long-term financial returns highlighted that successful implementation remains a key challenge (Marinova and Singh 2008 p.28). These studies also suggested that service organization have a strategic imperative to pursue improved quality, where understanding the mechanism that intervenes between quality orientation and performance appears to be essential to manage the conflict that arise in adopting quality orientation.

Prior studies indicated that within an organizational unit employees' interpretation of managerial decision and priorities may result in perception of practices in use that differs from what managers intended (Marinova and Singh 2008 p.29). This is why managers should cooperate with their employees, hold frequent meetings to discuss and take a feedback about certain quality behavior or attitudes, direct them to identify the management intention toward quality to become oriented with the management. At the same time managers should give their frontlines employees' autonomy so they can solve any problem or conflicts that could face them, which could enhance the quality orientation development and generate new ideas and enable the managers to combine the employees experience with the management perspective.

Quality orientation is an organization's philosophy or culture, which not only is a quality practice tool for eliminating defects and improving processes but also represents the shift of corporate vision and value toward quality at all levels (Wang and Wei 2005 p.1165).

Organizations as systems can be more effective if subunits collaborate with one another rather than emphasize their own outcomes over those of others. Quality orientation thus emphasizes that the attention to quality should permeate all levels of the organization from top management down to all corporate functions, with teamwork or inter-functional cooperation as the main principle. Senior managers who pursue quality and are involved actively in quality efforts can transform and reinforce the value and vision of quality orientation in the firm.

Quality orientation affects business performance either by reducing cost or by improving customers' loyalty and attracting new customers, which in turn influence profitability (Sittimalakorn and Hart 2004 p.246). Quality orientation enhances features of organizational performance such as return on investment, profits, sales volume, market share and sales growth. Moreover, studies found a strong linkage between quality orientation and business performance (Sittimalakorn and Hart 2004 p.247).

Quality orientation plays a fundamental role in service delivery, and high level of quality orientation engenders behaviors that foster service excellence and customer satisfaction (Chiang and Birtch 2011 p.4). Quality orientation is an individual level disposition, set of values, beliefs and perceptions characterized by a desire to provide high standards of service in order to satisfy the organization strategies and customer demands.

Organizations with high quality orientation should be able to offer a more affordable product value/price ratio to increase the customer retention rate and market shares. Of

course, all firms to some extent track key market conditions and activities and try to improve customer satisfaction; however, only those with high quality orientation and who are serious about systematically planning and monitoring the improving outcomes can obtain the desired performance (Wang and Wei 2005 p.1166).

(2-4) Quality Orientation as Business Philosophy

Scholars noted that not only the customer focus on quality is important; it is a key drive of market share and leads to higher financial performance (Mehra, Satish et.al 2010 p.952). More specifically, focus on quality is particularly important in service industry which consistently faces a chaotic business environment. Because of this and the fact that achieving high level of quality significantly affects performance in today's global economy, many service firms adopt quality orientation philosophy. Such an adoption gives business a competitive advantage by creating customer satisfaction through superior value.

Quality orientation was developed when organizations began to seek competitive advantage through the creation of customer satisfaction with quality. However, while the existence of such philosophy has been discussed in prior studies, none of these studies identified it exactly (Mehra, Satish et.al 2010 p.953). For example, some scholars proposed a concept of quality that has assimilated two traditional business orientations:

- Production orientation.
- Marketing orientation.

Where (Kotler) suggested that both quality and market orientation were connected by the concept of customer satisfaction.

In addition, it was implied that focus on quality could be an alternative orientation when it was explained that it has become more than just a business objective and how it can be considered philosophy.

This philosophy, which is a firm wide-commitment to compete on basis of quality, can be defined as quality orientation. In other words, quality orientation depicts a philosophical commitment to develop and maintain a sustainable quality-based competitive advantage leading to increased business performance.

(2-5) Acceptance of the Quality Orientation as a Business Philosophy

The vast increase in the level of domestic and international competition, and the rise of complex business technologies, produced the precursors of the quality-bases philosophy. Specifically, the actions of Japanese business played a large role in the development of a quality based philosophy, with their efforts to rebuild themselves after War World 2 being a major catalyst. Deming (1986) was the first to note that customers are a vital part of a firm's business philosophy. He suggested that the first step in focusing on quality is to assess customer needs and that the satisfaction of such needs must be a firm's primary goal. Because of focusing on satisfying customer needs, resulted into the importance of a firm-wide commitment to quality, the quality orientation enjoys large scope of organizations in service industry.

Based on this philosophy, researchers found six indicators that affect banking industry quality orientation concept (Mehra, Satish et.al 2010 p.956):

1. Enhancing training: which assumes that well educated and continuously trained employee is a vital to provide quality to customers and developing

competitive advantage and enhance the interaction between customer and employee.

2. Educating and retraining employees: human resource management effectiveness has a significant impact on quality orientation and that organizations with more educated and trained employees have more effectiveness than competitors in banking industry.
3. Job enlargement: by designing jobs that with additional responsibilities leads to a firm with strong influence on motivation and performance which influence quality. Because motivated employees performing at a high levels will improve the firm ability to deliver quality service to its customers.
4. Quality control procedures: adoption of quality control procedures within the firm improved its level of quality.
5. Establishing a teamwork structure: creation of environment for employees and encouraging of cooperation between teams of employees lead to substantial effect on both level of learning and innovations that employees undertake.
6. Financial incentives: presence of financial incentives for employees has a significant impact on the ability of a firm to provide quality service to its customers. Monetary incentives gives employees the motivation to put extra effort into making sure that they do their best and it also impacts customer satisfaction, which results in higher level of business performance.

These points in adopting quality orientation philosophy proved that the implementation of such philosophy will positively impact the bank performance and demonstrate that banks can improve their performance if they implemented these six indicators of quality orientation.

(2-6) Total Quality Orientation & Total Quality Management:

Total quality management is perceived as *an organization-wide commitment to satisfying customer by continuously improving every business process involved in delivering goods and services.*

Where total quality orientations defined as: *the organization-wide commitment to continuous improvement for delivery of customers-perceived quality and ultimately customer satisfaction.*

In other words and to explain the difference between the two definitions, total quality orientation is a continuous improvement for achieving customer perceived quality and ultimately customer satisfaction and the measurement here in only by the assessment of these two factors mentioned above without referring to the whole organizations process on continuous improvement of the total quality management and have more focus on these two factors (Iris, Jackson 1996 p.18).

(2-7) Managers role in enhancing Quality Orientation

Meeting customer service standards places numerous demands upon employees. Service employees need knowledge and access to information to help solve customer problems and they need to be able to deal with angry customers, even in situations where the customer is rude, the employee is exhausted, or both. In short, customer service work is often stressful and emotionally draining, leading some to describe it as “emotional labor”. Without the right support structures and guidance, this potentially stressful work environment can take a negative toll on employees and customers alike (Salvaggio et.al p.1742. 2007).

When quality orientation emphasized, unit managers need to grant front line employees increased autonomy to help them cope with the inherent tension of quality and productivity oriented tasks. The mindset of individuals will form a social reality with a quality focus at all levels of the organization.

Manager’s personality and characteristics play an important role in delivering higher quality orientation (Salvaggio et.al 2007. P1742). Studies found that five traits in the manager’s personality have positive effect on employees toward achieving quality orientation, according to this study these traits are:

1. Openness to experience (e.g., cultured, intellectual).
2. Conscientiousness (e.g., careful, dependable).
3. Extraversion (e.g., outgoing, sociable).
4. Agreeableness (e.g., pleasant, nice).
5. Emotional stability of anxiety and tense.

If the manager holds some or all of these traits, employees will be more motivated toward accomplishing their job, inspired by their manager actions in treating customers; will be more oriented toward on the job training presented by the manager which helps them do their job better and eventually deliver positive quality orientation and be able to understand the management perspectives and strategies toward serving the bank customers.

The value of employees hold and attach to service are prerequisite to creating a satisfactory service encounter, employees are more willing to perform the type of service activities and behaviors that personally value and agree with. At the same time, they derive a sense of job satisfaction from performing activities and behaviors that they personally value and be responsible for (Chiang and Birtch 2010 p.5).

Strong quality orientation represents an employee's commitment to perform service at high standard. However, when the employees perceive that their quality orientation differs greatly from their organization's service orientation, they tend to be more frustrated and develop a high job turnover intentions, this is why quality oriented organization with continuous improvement for its employee's value and working conditions create more job satisfaction and reflect higher organization performance.

Knowledge of business and results of continuous learning can then be transformed more effectively into practical quality improvements with any possibility. Continuous improvement means a commitment to relentless examination of technical and administrative processes in search of better methods to meet customer expectations. Based on the assessment and analysis of reliable information, it will be more likely for

firms to make either incremental or breakthrough improvements that are critical for sustainable total quality (Wang and Wei 2005 p.1165).

(2-8) why Quality orientation not service quality?

Three forces dominate the prevailing marketing environment in the service sector (Sachdev and Verma 2004).

1. Increasing competition from private players.
2. Changing and improving technology.
3. Continuous shifts in regulatory environment.

This led to the growing customer sophistication requirements, which required firms to set higher standards of customer service, this continuous evolving in customer perceptions of the customer against services delivered by service sector required the organizations to establish measurements to measure customer satisfaction.

To understand the concept service quality, scholars suggested that service quality has a relationship among cost, profit, customer satisfaction, customer retention, behavioral intention and positive word of mouth.

All these factors affect quality which influences the customer buying decisions, though; studies indicated two service quality indicators that influence customer's internal and external perspectives.

Regarding these indicators, scholars depict five factors that affect service quality and can be a measurement of customer satisfaction as follow:

1. Tangibility: physical facilities, equipment, and appearance personnel.
2. Reliability: ability to perform the promised service dependently and accurately.
3. Responsiveness: willingness to help customer and prompt service.

4. Assurance: knowledge and courtesy of employees and their ability to inspire trust and confidence.
5. Empathy: caring, individual attention the firm provides to its customer.

These measurements now become standards that should be available in any service industry that can't be separated from the firm successful process in market, and become an essential strategic perspective for the top management, but with increasing competitions in service sector and providing differentiate and superior service to the customer, organization realized the awareness of developing new concept and perspective to continuously keep this high level of customer service, which came out with quality orientation concept as a continuous process related to the organization commitment toward its customers in delivering high level of service and the delivery of perceived quality.

Quality orientation has become more than just standard as service quality dimensions, it has broaden by top management to be a commitment toll for the customers, with continuous follow-up his needs, track his banking transaction in order to make products and service that suit his financial needs, maintain and fix the customer complaints and problems and being proactive to achieve ultimate level of quality.

Quality orientation becomes involved in employees' attitude and perception, the new top management perspective provides the front line employees, call center and sales agents with continuous training courses to create and develop the potential for these employees to maintain superior continuous service. Quality Orientation has become an art more than being business standards.

Quality orientation falls into the category of internal orientation, and proved to be linked to business performance (Sittimalakorn and Hart 2004 p.248). Quality orientation can improve the profitability when the organization has a high level of services, attaining high level of quality orientation also create the potential to achieve the cost advantage by increasing productivity and reducing cost. To achieve quality orientation it is important for a firm to link meaningful measures of customer satisfaction with internal improvement processes and to transform market intelligence into internal activity metrics in managerial processes (Wang and Wei 2005 p.1165). As such, the information gathered from the market can be utilized strategically to improve quality. On the other hand, the dissemination of market information can enable visionary quality strategy and inter-departmental cooperation, giving managers greater ability to monitor customer requirements and satisfaction. Consequently, they will be able to lead their organizations toward quality improvements that link closely with customer value and competitive advantage. With the same understanding of customer requirements, the communication among different departments will be more effective and the process improvement across these departments can be achieved more efficiently.

The benefits of quality orientation are not limited to product quality and customer satisfaction; it can reduce cost and increase efficiency through process improvements. The links of higher quality to lower costs and to higher market shares imply competitive advantage due to satisfied and loyal customers, thus providing the firm with the rationale for engaging in continuous improvements.

From all these scholars' suggestions and studies, the importance of quality orientation seems to be an essential indicator on the organizations performance, and improving the

organizations services. If organizations do not choose to develop better quality orientation and adopt quality orientated management practices, they won't be able to position themselves in the market (Awan *et.al* 2010 p.92).

In this study the researcher will test the quality orientation effect on organizational performance and new service development in domestic commercial banks in Amman.

(2-9) New Service Development

Menor and Roth (2008 p.268) identified new service development as the service firm's internal expertise or capacity to deploy resources and routines, usually in combination, to affect a desired innovation-related or new service end. From this definition, it is apparently obvious that organizations combine their best expertise and capabilities to develop new services that meet the customer needs and affect in the organization performance.

In a highly competitive marketplace, organizations need to adopt strategies and to create product and service values that are targeted at interesting and satisfying the customers. The development of a service product is different from the development of a tangible product. For the importance of developing new service at present time, little is understood about how new services should be developed. Many service firms face hypercompetitive environment. Therefore, service firms need to continually innovate, to make an effort for the creation of new ideas and new products (Oncharoen & Ussahawanitchakit 2009 p.1).

As a result, they are beginning to take the development of new service much more earnest. Thus, there is a growing body of knowledge on the new service development activities of service firms. Previous research suggests that competing in rapidly changing

markets often requires the ability to quickly develop and deploy new offerings. Service firms pursuing a strategy reliant upon innovation are under constant pressure to develop more effective new service development methods, make better use of their resources, and beat their competitors to market with the next great idea.

A service's characteristic intangibility, heterogeneity and simultaneity would indicate that the initiation strategies pursued by a service business would differ somewhat from those adopted by tangible product developers (Lee & Chen 2009 p.1669).

New service development has received considerable attention from researchers over the years (Lonial et.al 2007 p.795). But while the development of new services has long been considered by scholars and managers as an important competitive concern in many service industries, it has remained as one of the least understood topics in the service management and innovation literature (Lonial et.al 2007 p.795).

Since new service development activities are integrated across various departments within the organization, the problem solving capabilities are potentially improved by employees working towards the common objective of creating superior value for the customers through the development of new services.

Positive relationship has been found between new service development and financial performance (Lonial et.al 2007p.799). This is why organizations seek to develop new services to remain superior in the industry and achieve the organization objectives.

New service development is a complementary dimension related to the service firm that is categorized into four points (Menor and Roth 2008 p.268):

1. Use of formalized process: which is conceptualized as the availability and use of systematic new service development practices and routines, and it indicates the existence of a formalized process for conducting innovation efforts.
2. Market acuity: the ability of service organization to see the competitive environment clearly, and thus to anticipate and respond to customers' evolving needs and wants. Market acuity is valuable because it requires the organization to continuously search for information about customer needs and competitors offerings and using this information to create superior new services.
3. New service development strategy: appropriately positions the role of development within the overall business strategy and enable management to plan for and to make available adequate resources for specific new service development efforts. It also ensures that new services offering match customer expectations and demands, new service development strategy considered to be the success of the organization alignment with development strategy and the organization's overall business strategy.
4. Information technology: using the information technology to facilitate and improve organization coordination activities and information processing during new service development efforts. It also enables the creation of services that are more responsive to customer needs. On the other hand, information technology represents a tool that makes greater new service development possible through improved information processing.

The complementary of new service development resources is the basis for strategic value, because it creates a more complex innovation (Menor and Roth 2008 p.270). The role of

any business unit or manager is to put all these pieces together, and to deliver it to the employees to understand the new service development strategy to achieve superior organization performance and make the quality orientation go toward the organization objectives.

To achieve this superior advantage, managers should hold weekly meetings to discuss the new serviced developed, integrate the process with the banks employees to enhance the understanding of the new services in order to offer and deliver better service than competitors.

Candi, Marin (2010 p.159) suggested four benefits for new service development for the organizations which are summarized as follows:

1. Attracting new customers.
2. Creating and fostering a positive image in the organization's industry.
3. Retaining existing customers.
4. Doing service at lower cost.

(2-10) New Service Development Strategy

New service development strategy is defined as the ability of firms to analyze situations and determine direction in doing new service development strategy through the process of searching for customer need and want, market demand, and competitor analysis through intent to develop new process to create services (Oncharoen & Ussahawanitchakit 2009 p.3).

New service development strategy is exactly the same as the overall business strategy with new service/products and service design/delivery decisions. As such, a new service development strategy enables management to plan for and make available the appropriate resources for specific new service development efforts. That is, to say the most consistently held prescription for development success is that the firm's new product or new service strategy must be related to the overall business strategy. A prior study suggests that competing in rapidly changing markets often requires the ability to quickly develop and deploy new offerings. Thus, strategy in innovation determines the product and markets of interest to firm.

Studies found that service firm that is successful at developing new service overtime tends to have a clear strategy for their new service. Therefore, new service development may be undertaken to prepare for the future by attracting new customers, improving the firm' image or operating up a new market.

A successful new service development strategy affects the organizations in several ways and has positive effect on (Oncharoen & Ussahawanitchakit 2009 p.6):

1. Initial service operations: refers to the procedures to searching of possible idea and see the way to expand the product of service which demonstrate endeavor to present new service of organization earlier than competitors.
2. Outstanding service outcomes: refers to the outcomes of service operation that are more excellent or prominent than competitors that accepted both internal and external organizations.
3. Diversified service form: refers to the organization ability to look for tactics to use to create new service form to deliver diversification of service to customer by emphasizing the creation process to respond to customer's satisfaction.
4. Positive influence on differential service response: refers to the activities that the organization response to service which distinguish from rival by emphasizing the intentional and willing to response in order to pay extreme attention to service through rapid service and always to be pleased for the on time service.
5. Business growth: the growth of the organizations performance which is affected by internal and external factors in the business environment.

All these factors have positive impact at the same time on the organization:

- Service performance: measurement of new service development strategy should dictate the way of performance by focusing on firm growth which is more appropriate for more innovative strategies.
- Customer relationship: the process whereby the organization builds a long-term relationship both prospective and current customer by interacting and giving information about new service of the organization to their customer through

attracting, maintaining, enhancing customer loyalty, and welcoming to hear customer complains.

Taking into consideration that external and internal environment has a moderate role on new service development strategy.

New service development is important for service organizations, and should yield positional advantage (Matear et.al 2004 p.284), it enhances the relationship with customers and the image of the firm. On the other hand, cooperation with customers can be seen as a bridging strategy to secure access to the critical resource of information on customers' needs (Carbonell 2009 p. 538).

(2-11) Customers & Employees involvement in New Service Development

Customer involvement has long been considered important for successful product and service development, but despite its acknowledged importance, there has been little empirical work about the effectiveness and outcomes of interacting with customers (Carbonell 2009 et al. p 536). To the extent that customer involvement is a critical issue for new service development, there is a pressing need to explore the wider performance benefits associated with engaging customers in the new service development process.

Technology plays a critical role in new service development (Carbonell et al 2009 p.537) For one thing, many service innovations use technological advancements as a means of creating new and improved services. For another, the rapid pace of change in technologies is causing constant shifts in the way the services are designed and delivered.

It is argued that customer involvement in the development process could help reduce the uncertainty created by technological changes and the application of new technologies to the development of new services.

According to the resource dependence theory, information on customer needs and wants might be used as resources for the companies for successfully developing new service.

Where other views suggest that in new service development showed that technical problems often stem from the lack of understanding of the customer requirements. In similar views, reports that failure to understand customer needs will lead to poor service quality (Carbonell et al 2009 p. 539).

Close interaction with customers during the development process can also reduce development cycle time and affect the innovation time positively. With the new service development, seeking of continual customer feedback during development validates and confirms the service design.

Studies found that involvement of customers in new service development has positive effect on (Carbonell et al 2009 p.539-549):

1. Quality.
2. Innovation speed and time.
3. Competitive superiority.
4. Sales performance.

The development process won't succeed with listening to customers and assessing their feedback about the banks services, where the employees role arouse to record, observe and listen to the customer's needs, which requires good aptitude and preparing for the

banks employees to transfer the information about their customer to the upper managerial level in order to complete the development process for the new service the banks offers.

Employees should be aware of the development process, and understand the cycle to fill in the gap and stand behind any defect that could affect the new service development process; at the same time being quality oriented facilitates the communications between the customer and the bank through their employees.

Its parallel part between customer and employee, the absence of any part will cause failure to the new service development process.

Failure rates of new service development process is high due to the lack of an efficient development process and the lack of customer orientation and input (Lee and Chen 2009 p.1669), in 1972 Quality Function Deployment developed to maintain and increase customer satisfaction ratio, this concept summarized in developing a framework that identifies the voice of the customer and translate it into product or service design (Lee and Chen 2009 p.1671). It involves the collection and analysis of customer needs, customer perception of the importance of the needs and performance of the company and its main competitors. On the other hand, it requires technical side from the organization to measure and analyze these needs and evaluates the relationship between the customer and the organization, to implement quality function deployment framework a matrix called “House of Quality” that consists of six different major parts (Lee and Chen 2009 p.1671):

1. Customer needs: is a list of customer wants and requires well organized activities from the organization to obtain customer needs through direct contact with employees, researches and interviews.

2. Design requirements: is a measurable requirement to specify what the House of Quality characteristics.
3. Planning matrix: illustrates the interpretation of market research data detailing the customer perception and needs and how it can assist in developing new services that fit the customer wants.
4. Interrelationship between customer needs and design requirements: indicates the level of relationship between customer needs and design requirements.
5. Design requirements correlation: keeps the house of quality team on track for any improvement for the design matrix.
6. Action plan: is the output of the house of quality design which identifies priority of the customer needs and has impact on customer satisfaction.

Quality function deployment and House of quality matrix used to enhance new service development and interact with the customer to offer more suitable services that fit the customer's needs. For any organization looking for superior customer service and quality, it has to adopt method and designs that meet the organization capabilities and evaluate the organization employees' potential to collect enough information about their customer, which in the end of the day will result in new services and products that will be developed to satisfy the customers. Since the front line employees are the services provider and have direct contact with the customers, it is important to train these employees and meet them to make sure they understand and evaluate customer needs and they are at the same time quality oriented.

In the end, designing matrix and conducting research minimize the failure of new service development (Lee and Chen 2009 p.1685).

(2-12) New Service Development in Banking Sector

Banking can use different ways to innovate and reflect development in services offered to the customers through seven changes:

1. Style changes represent the simplest type of innovation, typically involving no changes in either processes or performance; it is like changing in the branch painting, employees' uniform, new color scheme, or new bank check design.
2. Service improvements are the most common type of innovation. They involve modest changes in the performance of current services, including improvements to either the core service or to existing supplementary services.
3. Supplementary service innovation takes the form of adding new facilitates, by enhancing the service elements to an existing core services.
4. Process line extension: represent new ways to deliver services that already exist, either with the intent of offering more convenience & different for existing customers.
5. Product line extensions are additions to the current banks services or products; it is designed to attract new customers with different needs (or both).
6. Major process innovations: consist of using new processes to deliver existing core services in new ways with additional benefits.
7. Major services innovations: usually include both new services characteristics and radical new process. Service innovation can occur at many different levels, not every type of innovation has an impact on the characteristics of the service or is experienced by the customer.(Lovelock and Wirtz, seventh edition,p122,123)

(2-13) Organizational performance

Organization

Organizations are a social entity that is goal directed and deliberately structured (Daft, Richard). *Social entity* means being made up of two or more people, *goal directed* means designed to achieve some outcomes, such as profit, win pay increase for members, meet spiritual needs, or provide social satisfaction, where *deliberately structured* means that tasks are divided and responsibility for their performance is assigned to organization members. These definitions are applied for all organizations, including both profit and non-profit organizations.

Performance

Performance is the organization ability to attain its goals by using resources in efficient and effective manner.

Effectiveness means the degree to which the organization achieves a stated goal, where efficiency means the use of minimal resources, raw material, money and people to produce a desired volume of output.

The main responsibility of the manager to achieve high performance, and allocate and do best use for the organizational resources.

Organizational performance

Organizational performance is affected by three general elements as shown in the chart below (Macpherson and Pabari 2004 p.8):

1. Environment.
2. Organizational capacity.
3. Organizational motivation.



Figure 2-1

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- **External Environment:** Organizations exist within certain external contexts or environments that facilitate or impede their performance. Key factors in the policy or regulatory environment, and in the economic, political, socio-cultural, environmental and technological contexts, affect how the organization does its work, or how the work is done.
- **Internal Motivation:** Internally, performance is driven by the organization's motivation to perform, which refers to the organizational culture, history, mission, values and incentive systems. These factors affect the quality of work, the nature

- of how the organization competes, and the degree of involvement of internal stakeholders in decision-making processes.
- Capacity: Performance is driven, in part, by organizational capacity, which we now understand as existing in seven basic areas: strategic leadership, human resources, financial resources, infrastructure, programming and process management, and inter-institutional linkages. Each of these seven capacity areas may be described in sub-components, as for example in the organization's strategic leadership capacity which is understood as its structure, governance, leadership, strategic plans and niche management. Human resources, financial resources and infrastructure are seen as resources as well as the management of these resources. Organizations also have capacities that result from the relations, partnerships and alliances they have established with other organizations—referred to as inter-institutional linkages.

High impact service operation management research attempts to explain how and why performance differs among service organizations, they have found that internal focus on competitive advantage conferred by unique, inimitable resources and provide a theoretical lens through which to understand the organization heterogeneity (Menor and Roth 2008 p.269). Organizations consist of a bundle of resources, competencies, and capabilities that form the basis to achieve competitive advantage, these resources include all tangible and intangible assets, including organizational and operational processes, information, and technology, that enable the firm to formulate and implement strategies that improve the organization efficiency and effectiveness.

In order to assess the organization performance, it is crucial for any organization to identify its key performance indicators. Performance indicators are metric that show the state of the organization and they can be monitored and analyzed to give a clear view of the organization performance (Popova and Treur 2007 p.292). The set of possible performance indicators is large, divers and domain and is company specific. Finding the key performance for the organization is difficult, for some organizations number of customers is key performance indicators, for other, profitability is the key performance. While identifying the organization's key performance indicators and the objectives for desired or expected performance, the organizations should be aware of how these indicators are related to each other.

Most organizations view their performance in terms of effectiveness in achieving their mission, purpose or goals. At the same time, a majority of organizations also see their performance in terms of their efficiency in deploying resources. This relates to the optimal use of resources to obtain the results desired. Finally, in order for an organization to remain viable over time, it must be both financially viable and relevant to its stakeholders and their changing needs (Macpherson and Pabari 2004 p.7).

Performance defined as: the degree to which an operation fulfills the performance objectives in order to meet the needs of the customers (Salaheidn, Ismail 2009 p.219).

It's well known that performance is a multidimensional construct, consisting of two broad measures (Favalgi et.al 2005 p.214):

1. Judgmental performance (e.g. customer service loyalty).
2. Objective performance (e.g. return on assets).

Scholars have noted that the while judgmental measures of performance provide the link to profitability, objective measure of performance provides the link to profitability in service organizations (Favalgi et.al 2005 p.214).

Service organizations judgmental and objective performance can be enhanced by improving the organizations CRM, customer retention, lifetime value and loyalty. For each performance type depends on the service organization strategies flexibility and the adaptability to the environment.

On the other hand, scholars found that performance is related to the organizations products, service quality and price position (Matear et.al 2004 p.286). Where the same study by (Matear et.al 2004 p.286) found that new service development has a direct effect on the organizational performance, Sittimalakorn and Hart (2004) found that quality orientation has a direct effect on business performance. Traditionally, success of business performance has been measured financially. Profit, market share, earnings and growth have been regarded as critical indicators of business performance (Dilber et.al 2004p.223). On the other hand, emphasis on human resource development results into several positive individual and organizational outcomes such as high performance, high quality individual and organizational problem solving (Hassan et.al 2006p.6).

Performance measurement is a critical factor for the effective management, this may stem back from the fact without measuring something, it is difficult to improve it. Previous studies indicated many performance measurements aspects like (Salaheldin 2008 p.219): corporate performance, business performance, operational performance, financial performance, non-financial performance, innovation performance, and quality performance.

Others measure performance by two dimensions:

1. Operational performance: which reflects the performance of the internal operations for the organization in terms of cost reduction, improving the quality of services, flexibility, and productivity?
2. Organizational performance: which is measured by financial measures and non-financial measures.
 - Financial measures such as: revenue growth, net profit, and return on assets.
 - Non-financial measures such as: investments in research and development, capacity to develop a competitive profit, new service development, and market orientation.

Successful companies have differential advantages in terms of product, services and overall company reputation. Studies suggest that product quality, service quality and price position in the market will all lead to superior performance (Matear et al 2004 p.286). Innovation and improvement of services will be generated by skilled employees, superior information technology, and aligned organizational procedures. An organization invests in acquiring these capabilities, their success or failure can't be measured in the short run by financial measures only (Hernaus et al 2005 p.6). In other words, organizational performance is far wider concept than just profit and it can't be evaluated without taking into consideration the organization goals and objectives.

(2-13) Banks Performance

Because banks are companies, their shareholders as rational investors usually expect to receive some income as return on their investment. The ability of the bank to pay dividends will depend to a large extent on its financial performance.

Organizations all over the world keep seeking for a mechanism which ensures good investment climate and financial stability in the face of growing crises witnessed by the global economy, especially in banking sector (Al Hawary, Suliman 2011 p.35).

Banks are a vital pillar of economic activity and which enjoy a dominant position since they are main financing tools for the economy growth. In addition, banks face many risks related to credit, liquidity, interest rate, exchange rate. All these prior factors demand the bank to establish policies and procedures to confront these challenges, banks performance depends on such factors, and so keeping the banks performance in a high level will enhance chances for survival through severe economic conditions.

Banks performance may be defined as the reflection of the way in which the resources of a company (bank) are used in the form which enables it to achieve its objectives. It is also defined as the employment of financial indicators to measure the extent of objective achievement, contribution to making available financial resources and support of the bank with investment opportunities (Al Hawar, Suliman 2011 p.39). The percentages used to evaluate performance vary by the need for financial analysis. Banks performance could be measured by several indicators like: ROI (return on assets), ROE (return on equity), profitability ratio and net interest margin. Any bank that intends to survive and prosper must assess its innovation capabilities and take strategic action to improve its innovation skills (Asikhia, Olalekan 2010 p.270).

A bank should also differentiate itself from its competitor and / or possess relatively low cost position or some acceptable level of both, establishing a winning strategy for banks will be the one woven around the innovative and proactive management that listens to its customers and develop new services and more options for them, apply more flexibility to the frontline employees to transfer the customer suggestions and complaints to the management and decision makers in the bank, get the employees involved in developing new services process and take their vision and opinions into consideration, which will assist the banks management to set better strategies and enhance performance, banks with management that can articulate and consistently conceptualize the variables in the environment of operations have been found to be successful in realizing the customers desire and becoming a market leaders (Asikhia, Olalekan 2010 p.270).

(2-14) Jordanian Banking Sector

Banks constitute a major component of any economy and a tributary of development and advancement being the outcome of a set of functions performed by these financial institutions. Banks collect funds in the form of deposits and provide finance for businesses without forgetting other services as an executioner of payment systems. In addition, their role as a financial mediator is very sensitive and important for markets' easy and good flow. Under circumstances of financial difficulty in the market, in particular, these institutions are expected to make available credit and liquidity. Therefore, the continuation of any economy depends on the safety and strength of its banking system. As a major part of any financial system, the banking sector plays an important role in economic growth. Such a role is evident through the sector's importance in the mobilization of savings and turning them into more efficient investment

enterprises. Furthermore, the banking sector plays a major role in the consolidation of the monetary policy.

The banking sector in the Hashemite Kingdom of Jordan has made good progress a short period compared with numerous other developing countries, especially due to the attention enjoyed by the political authorities in this country. Despite the crises witnessed by Jordan as well as unstable global circumstances, this sector has been managed to a great extent with a view to maintaining its stability under the policies pursued by the Jordanian Central Bank aiming at maintaining a sound and strong banking system so as to provide an attractive investment environment, which is reflected by non Jordanians' equity in Jordanian banks, rising from 38.6% in 2003 to 50.6% by the end of the first half of 2008, which reflects investors' confidence in the banking system, in particular, and the Jordanian economy, in general.

The banking system in Jordan consists of 23 banks operating in Jordan, including 15 Jordanian banks: 13 commercial banks and two Islamic banks as well as eight branches of foreign banks. These banks conduct their activities through 585 branches and 69 representative bureaus throughout the Kingdom. Jordanian banks also operate abroad 131 branches. The banking system in Jordan accounts for 21.2% of GDP, which demonstrates the vitality of this sector and the crucial role it plays in the Jordanian economy.

Banks play a crucial role as financial intermediaries. Effective financial intermediation allocates savings best among competing firms for funds. Competitive financial intermediation not only benefits savers but also allows the capital to flow use to provide the maximum value. Savings and investments are connected through security market intermediation, finance corporations, institutional investors such as insurance companies,

pension funds and mutual funds, as well as bank intermediation .Securities market intermediation, at its best form, is more efficient than bank intermediation since there is no permanent middleman between the owners and the users of funds.

Strong banking sector is important to every country to stimulate economic growth and to maintain stability for the whole financial system.

(2-15) Variables Relationship

The researcher will test the relationship of the study variables (quality orientation, new service development and organizational performance). A direct relationship will be tested between quality orientation and new service development and organizational performance, and the effect of new service development on organizational performance.

Where the indirect effect of quality orientation on organizational performance through new service development will be tested in the domestic commercial banks in Amman.

The combination of prior variables will demonstrate new method to enhance the organizational performance, which is the management most concern and interest in banking sector in Amman.

(2-16) Previous Studies

(Kevin, Pedrcik and Bush 1996). A quality tools for health Insurance.

A new scale measures” quality orientation from the customer’s point of view.

This study defines a company’s quality orientation as “all process- related activities that can be discerned by customers. This even includes certain processes internal to the company that can be seen and evaluated by customers, it provides that scale development centered on customer rather than employed perception, because the scale measures customer perceptions of quality in comparison with the firm’s closest competition; it provides managers with information for bench marketing performance relative to others in market place. The research was conducted on four focus groups sessions each one was made of 10-15 employees consisting of line employees and customer services.

The study contribution for this study is by identifying quality orientation concept and its effect on service sector. This study was conducted in health sector in the United States of America.

(Sittimalakorn and Hart 2004) Market orientation versus quality orientation: sources of superior business performance.

This study attempts to investigate the comparative consequences of market orientation and quality orientation, the research idea stems from academic findings that not only does market orientation; but it has similar characteristics at a conceptual level to quality orientation. Evidence shows that market orientation and quality orientation are sources of superior business performance, the research examined the direct effect and mediating effect of market orientation and quality orientation on business performance and also discovered whether the two business orientations are related. A total of 1482 sets of

questionnaires were distributed across industry sectors to CEO's. Overall respondents' rate was 20 % and considered fair.

Study contribution for this study is measuring the effect of quality orientation on business performance and evaluating these two variables which are the prime variable of this thesis.

This study was conducted in industrial sector in Thailand.

(Matera, Gray and Garrett 2004) **Market orientation, brand investment, new service development, market position and performance for service organizations.**

This study investigates how three marketing related sources of advantage- market orientations, new service development, and brand investment contribute to service firm performance by operationalising the source position performance frame work in a multi-sector sample of service organization. New service development and brand investment were found to contribute to the attainment of positional advantage and thence to performance. The study also found that market orientation doesn't contribute directly to positional advantage and performance, and found that cost, brand and new service success position contributed to the firm performance. A total of 2034 service organizations were contacted by post to fill out the questionnaire, responses were returned from 398 organizations.

Study contribution for thesis by identifying the new service development variable and its effect on business performance, which represent a primary variable of this thesis. This study was conducted in Services organizations in New Zealand.

(Favalgi et al 2005) **Market orientation, strategic flexibility focus and performance: implications for service provider.**

This article proposes investigating implications for service providers who adopt a market orientation. It hopes to extend current thinking by integrating market orientation and market strategic flexibility. A model is extended to apply to services marketing. The “strategic wheel of service performance” provides a framework to discuss the managerial implications from integration of market orientation, strategic flexibility, competitive advantage, and service Performance. The study findings indicated that market orientation should be higher level of customer relationship management, retention, satisfaction, loyalty and life time value; the study also suggested that developing a market orientation has the potential to provide several positive financial and strategic performance consequences for service firms who are successful at integrating this philosophy across their organizations.

Study contribution for this thesis is by identifying performance concept and its effect on service industry, it represents a primary variable of the study components.

This was conducted in services sector in USA.

(Hassan, Arif et.al 2005) **Human resource development practices as determinist of HRD development and quality orientation.**

The aim of the study was to determine employees’ perception of human resource development practices, to explore whether ISO certification leads to any improvement in HRD system, and to examine the role of HRD practices on employees’ development climate and quality ordination in the organization.

A total of 239 employees’ belonging to eight organizations responded to a questionnaire, results indicated that large inter-organizational differences in HRD practices and quality

orientation is affected by career planning, performance guidance and development role, role efficacy, and reward and recognition systems.

This contributes to the thesis in identifying the factors that affect quality orientation resulting from HRD systems practice and the role of human resource in developing organizations quality orientation concept.

This study was conducted in the banking sector in Malaysia.

(Wang and Wei 2005). **The impact of Market orientation, learning orientation, and quality orientation capabilities in TQM: an example from Taiwanese software industry.**

This paper investigates three important capabilities in TQM – market orientation, learning orientation, and quality orientation – and examines the relationships among them for achieving greater firm performance. From the capability perspective, market orientation as a customer-focused capability may lead to success in TQM, but its effect cannot be fully understood in isolation without considering the complemented capabilities that transform market intelligence into final products/services. This study proposes two other sources of TQM capabilities – learning orientation and quality orientation, and investigates the relationships between the three core values of TQM and firm performance. Based on the data collected from 101 Taiwanese software firms, the results suggest that organizations should link internal processes with market activities by focusing on customer/market information collection and dissemination, exploring market information through adaptive and generative learning, producing innovative improving strategies, then implementing creative strategies with quality processes. As such, firms

can gain better product and service performance. This study shows the importance of quality orientation and how it enhances the organization performance.

This study was conducted in information technology sector in Taiwan.

(Lonial et.al 2007) **The impact of market orientation on new service development and financial performance of hospital industry.**

The main purpose of this study is to determine the critical factors of market orientation and to measure its effect on new service development and financial performance.

Drawing on a self-administered questionnaire, the data were collected from a sample of privately held general hospitals in the city of Istanbul. A study model was developed to examine the interrelationship among market orientation, new service development and financial performance. Findings of the study indicated that market orientation has strong positive effect on new service development and financial performance.

145 senior executives were selected for the study sample, only 70 responded with 54.2%.

Two variables were tested in that study in a similar service industry, new service development and organizational performance.

This study was conducted in hospitals industry in Turkey.

(Salvaggio, Amy et.al 2007). **Manger personality, manager service quality orientation, and service climate: test of a model.**

This article conceptually and empirically explores the relationships among manager personality, manager service quality orientation, and climate for customer service. Data were collected from 1,486 employees and 145 managers in grocery store departments ($N = 145$) to test the authors' theoretical model. Largely consistent with hypotheses, results revealed that core self-evaluations were positively related to managers' service quality

orientation, even after dimensions of the Big Five model of personality were controlled, and that service quality orientation fully mediated the relationship between personality and global service climate. Implications for personality and organizational climate research are discussed.

This study contributes to this thesis for identifying the branch managers in reflecting the banks top management strategy in achieving higher level of quality orientation.

This study was conducted in merchandising industry in United States of America.

(Detelina, Ye and Singh 2008) **Impact of quality and productivity orientation on unit revenue, efficiency, and customer satisfaction.**

This study identifies a frontline mechanism comprising autonomy; cohesion and feedback that help explain when and why the simultaneous pursuit of quality and productivity orientation has a positive or negative effect on unit revenue, efficiency and customer satisfaction.

An empirical test of the proposed framework using data from 423 employees in 30 strategic business unit and longitudinal unit level performance data indicates that frontline autonomy mediates the positive impact of productivity and quality orientation on unit revenue and customer satisfaction and their negative impact on unit efficiency.

This study was conducted in health care industry in China.

(Menor and Roth 2008) **New service development competence and performance: an empirical investigation in retail banking.**

In this study the researchers argue that new service development success results from building a competence in the management of service development resources and routines.

The researcher conceptualized four dimensions for new service development process: (1) formalized new service development process, (2) market acuity, (3) new service development strategy, (4) information technology. Using a structural equations modeling, the researchers analyzed survey data of 166 retail banks and reported three empirical findings, first: the study showed that the four dimensions are significant on defining new service development, second: they have found that formalized new service development play lesser role in new service development process, third: they have demonstrated the effect of new service development on business performance.

Two variables were tested in that study (new service development and business performance) in the retail banking which is similar to the study, where the study was conducted in Atlanta Federal region in retail banking sector.

(Chaing and Birtch 2010) **Reward climate and its impact on service quality orientation and employees attitudes.**

This study examined the mediating role of service quality orientation and reward climate and employee attitudes. Using a sample drawn from the hotel industry in Hong Kong, the researchers found that reward climate was significantly associated with job satisfaction and organization commitment, and found that employees perceived a strong service reward climate which tended to exhibit a more pronounced service quality orientation and in turn higher levels of job satisfaction and organizational commitment. Besides, these findings underscored the importance of reward climate to the process of the service provision. A sample of 284 respondents was collected from seven hotels in Hong Kong with 36 % response rate.

Study contribution for thesis broadens the use of quality orientation concept in service sector.

The study was conducted in Hong-Kong.

(Mehra, Satish et.al 2010) **On adopting quality orientation as operations philosophy to improve business performance in banking sector.**

This paper seeks to study the impact of adopting quality orientation as a business operations philosophy to enhance firm's performance and it aims to identify various indicators that make up a quality orientation philosophy and to research their role in improving business performance in banking sector of service industry. The study surveyed 1000 banks of top of the American banks; the results indicated the specific indicators quality orientation, when operationalized as business philosophy can enhance banking performance. Besides, the study provides an insight for managers as to the process of adopting quality orientation philosophy in their business.

Paper contribution to the thesis is more insight of how quality orientations can enhance banking performance.

This study was conducted in the United States of America.

(Bhatti, M et.al 2011) **employee's perspective of organizational service quality orientation: evidence from Islamic banking industry.**

The purpose of this study is to measure the impact of internal organizational orientation of service quality and its effect on service performance of the employees. The study conceptualizes and measures key determinants of internal organizational orientation of service quality from employees' perspectives. The data were collected from a sample of 150 employees and used principle components factor analysis and regression method.

Statistical results demonstrate that the employee's perception of organizational service quality orientation mainly depends upon four main predictors: employee's perceptions about training and development, development and positioning of products and services concept, customer service orientation, and employees' service quality orientation.

The contribution of the study to this thesis is how far the employee's perception of quality orientation concept is perceived and affects the quality of delivering services.

This study was conducted in Pakistan.

(2-17) Previous studies contribution to this research

The researcher used the above studies in order to identify, explain and analyze the study variables, and show how previous scholars worked on these variables (new service development, service quality orientation and organizational performance) and found out the linkage among them to clarify the importance of these variables to banking sector in Jordan. In addition, the researcher used these studies to write the theoretical framework and establish a model to link these variables.

Chapter 3

Methods and Procedures

(3-1) Study Methodology

(3-2) Study Populations and Samples

(3-3) Study Model

(3-4) Study Tools and Data Collections

(3-5) Statistical Treatment

(3-6) Reliability and Validity

Introduction

This chapter contains six sections: Study Methodology; Study Population and Sample; Study model; Study Tools and Data Collection; Statistical Treatment; Reliability and Validity.

(3-1) Study Methodology

This study is an empirical research, it used a descriptive and analytical approaches; the researcher designed a questionnaire instrument to collect and analyze the data to get the information needed in this study for empirical purposes.

(3-2) Study Population and Sample

The population of the study is the commercial banks in Amman and focus on senior managers with different departments in the banks that have effect on the study variables, and considered as stakeholders that could resist any change, or modification for the top management strategic vision besides banks branches managers who are involved in implementing quality orientation concept, follow up sales and services offered to the customers and provide their staff with the knowledge and skills to go beyond customers expectations which in the end affect directly the bank performance. (360) questionnaires were distributed equally over (18) commercial banks in Jordan (National and Foreign banks), only (199) questionnaires were returned with (55.2 %), (24) Questionnaires considered invalid to the analysis and were excluded. So, only (175) questionnaires have been analyzed with (49%) from the overall distributed questionnaires.

Table (3-1) questionnaires distribution results (National banks)

No.	Bank Name	Code	No. of distributed questionnaires	Valid Questionnaires returned	Invalid Questionnaires returned
1	Housing bank for trade and finance	HBTF	20	17	2
2	Arab bank	AB	20	17	1
3	Bank of Jordan	BOJ	20	10	2
4	Etihad bank	EH	20	16	2
5	Arab Jordan Investment Bank	AJIB	20	6	0
6	Socite General	SG	20	5	0
7	Jordan Kuwaiti Bank	JK	20	11	2
8	Cairo Amman Bank	CAB	20	14	1
9	Ahli Jordan Bank	AHJ	20	14	2
10	Jordan Commercial Bank	JCB	20	12	1
11	Arab Banking Corporation	ABC	20	10	3
12	Capital Bank	CA	20	6	1
	Total		240	138	17

Table (3-2) questionnaires distribution results (Foreign banks)

No.	Bank Name	Code	No. of distributed questionnaires	Valid Questionnaires returned	Invalid Questionnaires returned
13	HSBC	HSBC	20	5	2
14	National Bank of Kuwait	NBK	20	7	0
15	National Bank of Abu Dhabi	NBAD	20	3	0
16	Audi Bank	AUDI	20	9	2
17	Blom Bank	BLOM	20	5	1
18	Standard Chartered Bank	S.Ch	20	8	2
	Total		120	38	7
	Over all total		360	175	24

*Number of returned questionnaires for the foreign banks is low regarding the low number of branches and seniors positions, taking into consideration most of these banks top management allocated in mother country.

(3-3) Study Model

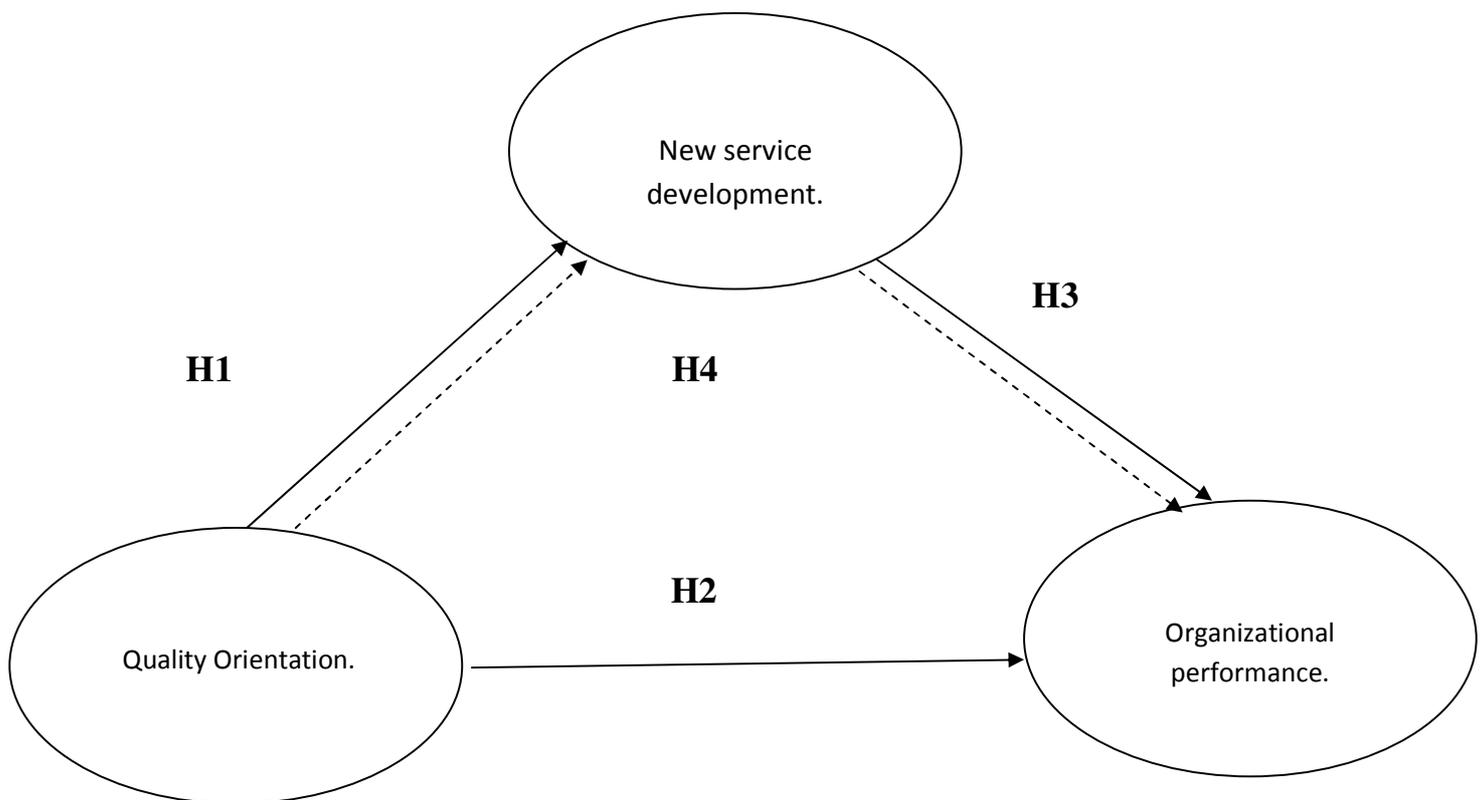


Figure (3-1)

The study model shows the following hypothesis where Quality Orientation is independent variable in all hypothesis, at the same time, New Service Development is dependant variables when affected by Quality Orientation and Independent variable when affected Organizational Performance.

- Direct effect for quality orientation on new service development (H1).
- Direct effect for quality orientation on organizational performance (H2).
- Direct effect for new service development on organizational performance (H3).
- Indirect effect for quality orientation on organizational performance through new service development.

(3-4) Study Tools and Data Collection

The current study consists of two dimensions, theoretical and practical. In the theoretical dimension the researcher depended on the scientific studies which are related to the current study, and in the practical side the researcher depended on descriptive and analytical approach using the practical manner to collect, analyze data and test hypotheses.

The data collection, manners analysis and programs software used in the current study is based on two sources:

1. Secondary sources: books, journals, articles and thesis to write the theoretical framework of the study.
2. Primary source: a questionnaire was designed to reflect the study objectives and questions.

The questionnaire instrument section was divided into two sections, demographic and cause & effect factors as follows:

1. **Demographic factors:** the demographic information was designed as closed-ended questions through six questions (Gender, Age, Education level, Total years of experience in this field, and total working years in the current positions).

2. **Cause & Effect factors:** this section measures the cause and effect of the three variables with certain numbers of statements for each variable (**Quality Orientation** through (10) statements, **New Service Development** through (8) statements, and **Organizational Performance** through (10) statements).

Each statement measured on a seven point Likert type scale, starting with seven which indicates (Strongly Agree), and ends with one which indicates (Strongly Disagree).

(3-5) Statistical Treatment

Collected data from the returned questionnaires underwent analysis to reach the conclusions of the study; the researcher used the Statistical Package for the Social Sciences (SPSS) and AMOS 7 packages.

To answer the study questions and test hypothesis, the researcher will use the suitable methods that consist of:

1. Cronbach's test reliability: this test will be used to measure the internal consistency and reliability of the study sample.
2. Percentages and frequencies: to analyze study questionnaires.
3. Means and standard deviation: to test questionnaire values mean, Standard deviation will be used to measure variability and diversity.
4. Simple linear and multiple regression analysis: simple linear will be used to test between two variables of the study, where multiple regressions will test the relationship between more than two variables.

5. Path analysis: examines the direct and indirect effect of study variable using Amos7.

- Relative importance assigned due to:

$$\text{Level of Importance} = \frac{\text{Upper limit of response} - \text{Lower limit of response}}{\text{Number of Levels}}$$

*Number of levels is three: High, Mid, and Low.

The following table (3 – 2) show how the range of number of levels computed:

Table (3 – 3)
Range of Level of Importance Scale

Mean Range	level
Up to 3	Low
More than 3 up to 5	Mid
Greater than 5	High

(3-6) Reliability and Validity

- **Validity:**

To test the questionnaire statements for clarifying and providing a coherent research questionnaire, a macro review covers all the research constructs was performed by academic reviewers-from Jordanian Universities - specialized in Business Management and Marketing Management. Some items were added based on their valuable recommendations .Some others were reformulated to become more accurate which is

therefore expected to enhance the research instrument. The academic reviewer's number is (5) ;(see page102).

- **Reliability:**

The reliability analysis applied the level of Cronbach's Alpha (α) as the criteria of internal consistency at a minimum acceptable level (**Alpha \geq 0.65**), suggested by (Sekaran, 2003). The results are shown in Table (3 - 4).

Table (3-4)
Cronbach's Alpha Coefficient for Study variables and Total

No.	Variable	Number of Statements	Coefficient
1	Quality Orientation	8	0.799
2	New Service Development	7	0.805
3	Organizational Performance	9	0.799
	Total	24	0.879

The researcher found the Cronbach's Alpha coefficient for the first study variable (Quality Orientation) is (79.9%) with eight statements included, and (80.5%) for the second variable (New service Development) including seven statements with the highest coefficient of all variables, at the same time, the third variable (Organizational Performance) included nine statements with (79.9%) coefficient. Finally, the overall Cronbach's Alpha coefficient is (87.9%).

*Some statements were removed to fit into data analysis.

Chapter Four

Analysis Results & Hypotheses Test

(4-1) Descriptive analysis of the study variables.

(4-2) Test of study Hypotheses.

Introduction:

This chapter describes the results of the statistical analysis of the data collection for research questions and research hypotheses. The data analysis included a description of the means and standard deviations for study questions and testing of study hypotheses, and path analysis to test direct and indirect effect of the study variables and cause & effect.

(4-1) Descriptive analysis of the study variables:

Eight demographic elements were included in this study (Bank types, Bank's name, Gender, Age, Education level, Total years of experience in this field, Total years of experience in the current position, and position).

Table (4-1) shows the demographic elements according to sample response:

Table (4-1)
Distribution of sample individuals according to demographic elements

No	Elements	Category	Frequency	Percentage
1	Bank's type	National Banks	138	78.9
		Foreign Banks	37	21.1
2	Bank's name		17	9.7
		HBTF		
		Arab bank	17	9.7
		Bank of Jordan	10	5.7
		Etihad bank	19	10,85
		Arab Jordan Investment Bank	6	3.4
		Socite General	5	2.9
		Jordan Kuwaiti Bank	11	6.3
		Cairo Amman Bank	14	8
		Ahli Jordan Bank	14	8
		Jordan Commercial Bank	12	6.9
		Arab Banking Corporation Capital Bank	10	5.7
		HSBC	5	2.9
		National Bank of Kuwait	7	4
		National Bank of Abu Dhabi	3	1.7
Audi Bank	9	5.1		
Blom Bank	5	2.9		

		Standard Chartered Bank	8	4.6
		Total	175	100%
3	Gender	Male	110	62.9
		Female	65	37.1
4	Age	20-30 years	25	14.3
		31-40 years	43	24.6
		41-50 years	72	41.1
		51-60 years	25	14.3
		Above 60 years	10	5.7
5	Education level	Diploma	8	4.6
		Bachelor	76	4.6
		Master/High diploma	86	43.4
		PhD	5	5.7
6	Total years of experience in this field	Less than 5 years	17	9.7
		5-10years	25	14.3
		11-15 years	45	25.7
		16-20 years	48	27.4
		21-25 years	31	17.7
		More than 25 years	9	5.1
7	Total working years in the current position	Less than 5 years	69	39.4
		5-10years	45	25.7
		11-15 years	43	24.6
		16-20 years	11	6.3
		21-25 years	4	2.3
		More than 25 years	3	1.7
8	Position	CEO	8	4.6
		Deputy CEO	8	4.6
		Segment Manager	31	17.7
		Department Manager	42	24
		Branch Manger	86	49.1
Total			175	100 %

Results in table (4-1) indicate that (138) of respondents (78.9%) work for Jordanian banks, while (21.1%) work for foreign banks. Number of male workers in banks according to the study sample is (110) with (62.9%), where number of female is (65) with (37.1%).

(72) Respondents were between (41-50) years with (41.1%), while (10) respondents were more than (61) years with (5.7%).

(49.1%) of respondents hold Master or Diploma, which is the highest among all other factors of demographic data, while the lowest percentage refers to “Diploma” with (4.6%).

On the other hand, Table (4-1) shows that (27.4%) of sample study is (16-20) years of total years of experience in this field, which make it the highest percentage, while (9.7%) of the study sample is less than five years of total experience in that field with lowest percentage.

For total years working in this field has (39.4%), while three respondents only fell in the category of “more than 25 years”.

The highest percentage for “Position” goes for the category of branch manager with (49.1%), while (4.6%) goes for CEO.

Descriptive variables:

This section illustrates the descriptive statistics for the main variables and their means & standard deviation, besides rank and level of importance for each statement and its level of importance.

1. Quality Orientation:

Main variable Quality orientation measured by (10) statements, two of these statements were excluded according to Exploratory Factor Analysis (EFA).

Table (4-2) shows the descriptive analysis of Quality Orientation as follows:

Table (4-2)
Descriptive Analysis for Quality Orientation

No	Statement	Mean	SD	Rank	Level of importance
1	Bank Management places the highest priority in delivering the best service quality	6.1543	0.56137	1	High
2	Bank Management views service errors as opportunities to improve the quality of service	5.8971	0.70364	8	High
3	Bank Management focuses on ensuring the highest level of client's satisfaction.*	6.0229	0.80197	4	High* R
4	Bank Management views customer complaints as opportunities to improve future customer's satisfaction.	5.9257	0.77324	7	High
5	The bank Management provides the employees with quality orientation training.	5.8571	0.78575	9	High* R
6	The bank management aims at continuous improvement for quality orientation*.	5.9314	0.74732	6	High* R
7	The bank Management involves its employees in developing quality orientation process.	5.8057	0.80727	10	High
8	The Bank management commitment toward quality orientation perspective.	5.9429	0.78575	5	High
9	It is important for the bank management to satisfy customers.	6.0914	0.74486	3	High
10	It is important for the bank management that customers receive the best possible service available.	6.1257	0.73981	2	High
	Grand means and standard deviation of quality orientation.	5.9750	0.47759		High

- Removed from next analysis.

From table (4-2), Quality orientation has high level of importance with (5.975) mean and (0.47759) standard deviation, all quality orientation statements have a high level of importance, the highest mean is (6.1543) with (0.56137) standard deviation goes to. *“Bank management places the highest priority in delivering the best service quality”*;

this makes it ranked first among all the other statements, while the second highest statements go for “*It’s important for the bank management that customers receive the best possible service available*” with mean equals to (6.1257) and (0.73981) standard deviation, the lowest mean goes to statement “*the bank management involves its employees in developing quality orientation process*”, with (5.8057) mean and (0.80272) standard deviation and it ranked 10th, statements (three & six) were removed in (EFA).

2. New Service Development

The second main variables (New service development) measured by eight statements, one statement has been removed from the analysis according to Exploratory Factor Analysis (EFA). The descriptive analysis for New Service Development is shown in Table (4-3) below:

Table (4-3)
Descriptive analysis for New Service Development

No	Statement	Mean	SD	Rank	Level of importance
11	Upper management provides an environment conducive to new service development.	6.0229	0.7653	1	High
12	Upper management is highly involved in NSD activities.	5.9543	0.73357	2	High
13	There is a good interaction between different functional groups when developing new services	5.8571	0.71691	6	High
14	There is a good coordination between management and front line personnel when developing new service.	5.8229	0.79332	7	High
15	<i>The bank management set a clear and well communicated new service development strategy*.</i>	5.8857	0.77205	5	High*R
16	Bank management rewards personnel who get involved in new service development activities.	5.7314	0.96602	8	High
17	New service development has sufficient resources allocated to it from bank management.	5.9143	0.70186	4	High
18	The bank management makes a good fit between current services and new services being developed.	5.9314	.064850	3	High
Grand mean and standard deviation of New service development.		5.8906	0.52067		High

*R: removed from next analysis; **: results for statements which will remain in next analysis.

Table (4-3) shows, new service development has high level of importance with a mean of (5.8906) and (0.52067) standard deviation; all new service development statements have high level of importance, the highest mean is (6.0229) with (0.76350) standard deviation goes for the statements” *Upper management provides an environment conducive to new service development*”, and this statement ranks first among all other statements, and the second highest mean goes to “*Upper management is highly involved in NSD activities.*” With (5.9543) mean and (0.73357) standard deviation and ranks second among all the other statements, the smallest mean goes to the statement “*Bank management rewards personnel who get involved in New Service Development activities*” with a mean of (5.7314) and standard deviation of (0.96602) and ranked 8th among all other statements, On the other hand, “*The Bank management sets a clear and well communicated New Service Development strategy*” statement has been removed from the next analysis according to (EFA).

3. Organizational performance:

The last variable of the study is organizational performance, and it was measured by ten statements and only one statement has been removed from Exploratory Factor Analysis (EFA), Table (4-3) shows the descriptive analysis for “Organizational Performance” as follows:

Table (4-4)
Descriptive analysis of Organizational Performance

Item	Statement	Mean	Standard Deviation	Rank	Level of Importance
19	The Bank total revenue compared to our nearest is satisfactory.	6.0629	.69608	5	High
20	The Bank Profitability compared to our nearest competitors is satisfactory.	6.1143	.65088	3	High
21	Amount the bank invests in personal skills development compared to our nearest competitors is satisfactory.	5.9600	.80487	9	High
22	The Banks Cost effectiveness compared to our nearest competitor is satisfactory.	5.9543	.71773	10	High
23	The Banks Degree of differentiation compared to our nearest competitors is satisfactory.	6.0343	.67719	6	High
24	Brand awareness for the Bank compared to our nearest competitors is satisfactory.	5.9771	.74243	8	High
25	Successful new service development for the Bank compared to our nearest competitors is satisfactory.	6.0000	.67806	7	High
26	<i>The Banks Sales volume increased compared to the last year</i>	6.1429	.70069	1	High ^{*R}
27	The bank return on investment increased compared to the last year.	6.1257	.66624	2	High
28	The bank market share increased compared to the last year.	6.1029	.66154	4	High
Grand Mean & Standard Deviation of Organization Performance **		6.0368	.43384		High

^{*R}: Removed from next analysis; ^{**}: the results for items which still in next analysis

Table (4-3) shows that, Organizational performance has high level of importance with (6.0368) and (0.43384) standard deviation, all the statements have high level of importance where the highest mean goes to " *The Banks Sales volume increased compared to the last year*" statement with a mean of (6.1429) and standard deviation of (0.70069), and it was ranked first of all the other statements, the second highest means

goes to " *The bank return on investment increased compared to the last year*" with (6.1257) mean and (0.66624) standard deviation and it was ranked second among all the others statements, the lowest mean among Organizational performance statements goes to " *The Banks Cost effectiveness compared to our nearest competitor is satisfactory*" with a mean of (5.9543) and standard deviation of (0.71773) and it was ranked tenth among all statements.

The statement "*The Banks Sales volume increased compared to the last year*" was removed from Exploratory Factor Analysis.

Table (4 – 5) shows Organizational Performance factor analysis as follows:

Table (4-5)
Rotated component matrix, explained variance, Cronbach's Alpha of Organization Performance

Items No.	Item	Component		
		1	2	3
24	Brand awareness for the Bank compared to our nearest competitors is satisfactory.	.766		
25	Successful new service development for the Bank compared to our nearest competitors is satisfactory.	.728		
21	Amount the bank invest in personal skills development compared to our nearest competitors is satisfactory.	.727		
22	The Banks Cost effectiveness compared to our nearest competitor is satisfactory.	.648		
23	The Banks Degree of differentiation compared to our nearest competitors is satisfactory.	.621		
20	The Bank Profitability compared to our nearest competitors is satisfactory.		.863	
19	The Bank total revenue compared to our nearest is satisfactory.		.830	
28	The bank market share increased compared to the last year.			.900
27	The bank return on investment increased compared to the last year.			.783
Eigen value		3.459	1.329	1.132
Explained variance		28.283	19.218	18.282
Cumulative explained variance		28.283	47.501	65.783
Cronbach's Alpha		.771	.743	.737

According to the results above, Organizational Performance has three constructs (OP1) which contain five statements which explain (28%) of the variation in Organizational Performance variable with Cronbach's Alpha coefficient (77.13%), (OP2) contain two statements which explain(19%) of the variation in Organizational Performance variable with Cronbach's Alpha coefficient (74.3%) , (OP 3) contain two statements which explain (18%) of the variation in New Service Development variable

with Cronbach's Alpha coefficient (73.7%), all these components explain (66%) of the variation in Organizational Performance variable.

First OP1 reflects "Market Effectiveness", second OP2 reflects "profit and total revenue" and the third OP3 reflects "market share and return on investment.

(4-2) Test of Study Hypothesis

Based on the problems, four hypotheses have been formulated and tested; the researcher used Statistical Package for Social Sciences (SPSS) to test the first three hypotheses and Analysis of Moment Structures (AMOS) to test the 4th hypothesis.

Single and multiple regression, F-test for significance level, t-test for the significance effect of the independent variable (ID) on dependant variable (DV), and coefficient of determination (R^2) to analyze how independent variable (ID) explains the variation in dependent variable (DV).

The following section will show the hypotheses test and analysis.

First Hypothesis:

H₁: Quality orientation has direct effect on new services development in commercial banks in Amman at the significant level ($\alpha = 0.05$).

Simple regression test has been applied to this hypothesis and results appear in Table (4-6) as follows:

Table (4-6)
Effect of Quality Orientation on New Service Development

DV	R ²	F	D.F	Sig [*]	Regression Coefficient				Decision
					ID	β	SE	t	
NSD	.283	68.315	(1,173)	.000	QO	.532	.070	8.265	<i>support</i>

According to the results in Table (4-6) goodness of fit for the simple regression for the relationship between Quality Orientation and New Service Development exist and it's fit because F-test result equals to (68.315) and greater than tabulated F and sig (0.000) is less than (0.05) at level of significance.

The coefficient variation ($R^2=0.283$) means that independent variable Quality orientation explains (28.3%) of the variation in the dependent variable New Service Development, while the effect of ID variable ($\beta=0.532$) on the dependent variable NSD means that increasing in one unit in Quality Orientation variable will increase the magnitude in NSD by one unit which is a positive effect regarding (SE=0.07) standard error, this direct effect is significant with (t=8.265) value at significance level sig=(0.000 < 0.05).

According to these results the first hypothesis is accepted, so:

“Quality Orientation has direct effect on New Service Development “

Second Hypothesis:

H₂: “Quality orientation has direct effect on organizational performance in commercial banks in Amman at the significant level ($\alpha = 0.05$)”.

Simple regression test has been applied to this hypothesis and results appear in Table (4-7) as follows:

Table (4-7)
Effect of Quality Orientation on Organizational Performance

DV	R ²	F	D.F	Sig*	Regression Coefficient				Decision
					ID	β	SE	T	
OP1	.081	15.204	(1,173)	.000	QO	.284	.080	3.899	<i>support</i>
OP2	.098	18.794	(1,173)	.000	QO	.313	.091	4.335	<i>support</i>
OP3	.076	14.298	(1,173)	.000	QO	.276	.090	3.781	<i>support</i>
OP	.138	27.584	(1,173)	.000	QO	.371	.064	5.252	<i>support</i>

Goodness of fit for simple regression exists for each component of the relationship between independent variable (Quality Orientation) and dependent variable (Organizational performance or its constructs), where all F test values are significant when compared to level (sig = 0.000 < 0.05). Quality Orientation explains the differences in OP2 (profit and total revenue) by (9.8 %), but explains only (8.1 %) in the differences in OP1 (Market Effectiveness) and explains only (7.6 %) in the differences in OP3 (market share and return on investment); at the same time, Quality Orientation explains (13.8%) the differences Organizational Performance (Quality Performance). The independent variable “Quality Orientation” has a higher effect on OP2 than others, increasing one degree in Quality Orientation will increase OP1, OP2, OP3 separately by (0.240), (0.313), and (0.276) respectively, and all these effects are significant since their test values have a sig less than 0.05.

The last row results show that the Simple regression goodness of fit exists in the relationship between quality orientation and organizational performance, also the regression equation is significant since F test (27.584) at (sig < 0.000), on the other hand, 13.8 % of the differences in OP values are interpreted by Quality Orientation, which means increasing in one degree in Quality Orientation will increase Organizational

Performance value by (0.371), which has significant effect according to associated t test (5.252), According to these results the first hypothesis is accepted, so:

“Quality Orientation has direct effect on Organizational Performance”

Third Hypothesis:

H₃: New services development has direct effect on organizational performance in commercial banks in Amman at the significant level ($\alpha = 0.05$).

Simple regression test has been applied to this hypothesis and results appear in Table (4-8) as follow:

Table (4-8)
Effect of New Service Development on Organizational Performance

DV	R ²	F	D.F	Sig [*]	Regression Coefficient				Decision
					ID	β	SE	T	
OP1	.200	43.173	(1,173)	.000	NSD	.447	.068	6.571	<i>support</i>
OP2	.043	7.838	(1,173)	.006	NSD	.208	.086	2.800	<i>support</i>
OP3	.106	20.456	(1,173)	.000	NSD	.325	.082	4.523	<i>support</i>
OP	.214	47.093	(1,173)	.000	NSD	.463	.056	6.862	<i>support</i>

Goodness of fit exists for each components for the relationship between independent variable NSD (New services Development) and dependent variable (Organizational performance or its constructs) , where all F test values are significant when compared to significance level (sig =0.000 < 0.05) , NSD explains the differences in OP1 (Market Effectiveness); it explains about (20.0 %) ,but explains only (10.6 %) in the differences in OP3 (market share and return on investment) and explains only (4.3 %) in the differences on OP2 (profit and total revenue); at the same time, new service development variable explains (21.4%) in the differences in OP (Quality Performance).

The independent variable NSD has a higher effect on OP1 than others, which means increasing in one unit in NSD will increase, OP1 , Op2 , OP3 separately by (0.447) , (0.2083) and (0.325) respectively , and all these effects are significant since their t-test values have a significance level that is less than 0.05.

The last row results show that goodness of fit for simple regression exists for the relationship between new services development and organizational performance, the regression equation is significant since F test (47.093) with (sig < 0.000) , 21.4 % of the differences in OP values interpret by NSD , which means increasing in one unit in NSD will increase Organizational Performance value by (.463) , this is a significant effect according to associated t-test (6.862). According to these results the first hypothesis is accepted, so:

“New Service Development has direct effect on Organizational Performance”

Fourth Hypothesis:

H4: Quality orientation has indirect effect on organizational performance through New Services Development as a mediator in commercial banks in Amman.

The first step to test the 4th hypothesis is to verify if the assumption of no " **Multi co-linearity** " , which means no higher correlation between independent variables and mediator variables , before starting path analysis as a tool to test the 4th hypothesis.

From the above hypothesis, the independent variable is "**Quality Orientation** "and the mediator variable is "**New Service Development**", while "**Organizational Performance** " is the dependent variable.

The researcher used the stepwise regression; the results are shown in the Table (4 – 9):

Table (4-9)
Effect of Quality Orientation on Organizational Performance through New service Development

DV	R ²	F	D.F	Sig ^{**}	Regression Coefficient				
					ID	β	SE	t	Sig ^{**}
OP	.236	26.516	2	0.000	NSD	.370	.066	4.700	0.000
			172		QO	.174	.072	2.210	.028

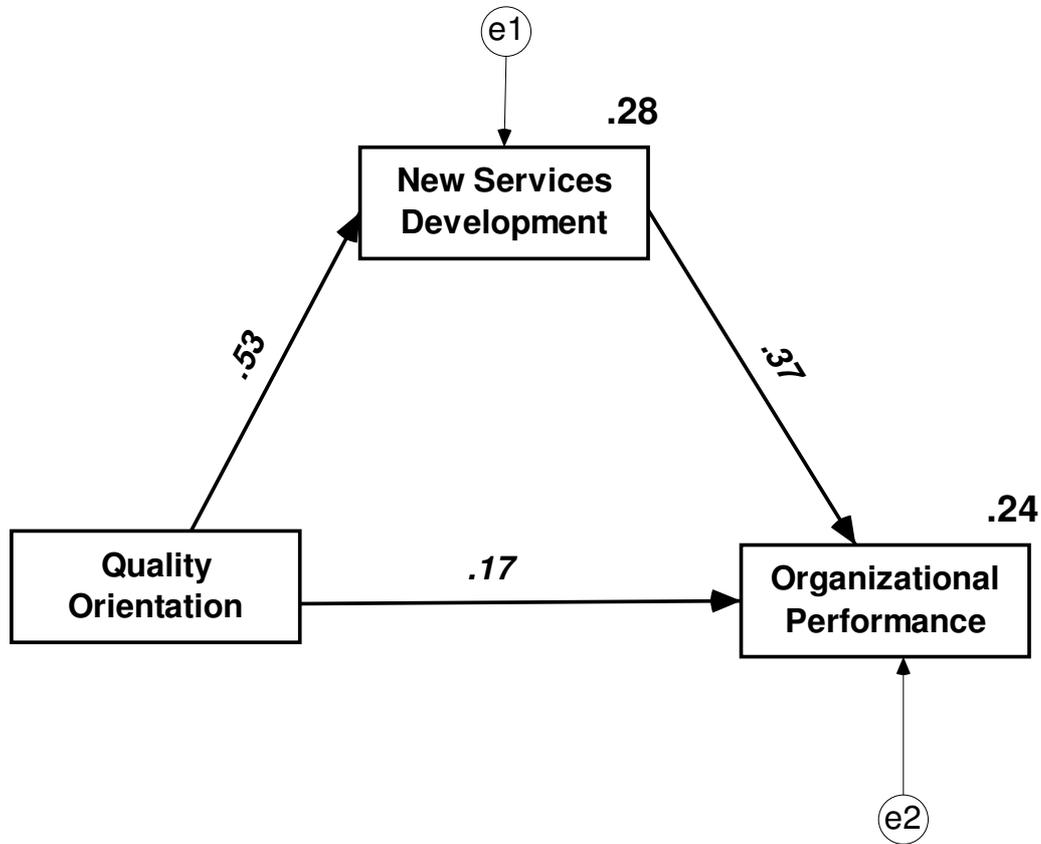
First of all, goodness of fit for the relationship exists among the study variables, since F test (26.516), which is a significant model indicator to represent the relationship.

“Quality Orientation” and “New Service Development” explain (48.5%) of the differences in “Organizational Performance”.

Increasing in one unit in NSD will increase OP (0.370) , this is a direct effect and it is t-test (4.700) associated with its significance because (sig < 0.05) ,while increasing in one unit in QO will increase OP by (0.362) , this direct effect is significant ,where its t test (2.210) at and associated (sig < 0.05), for “**multi co-linearity**”, the indicator tolerance equals to (0.717) which is greater than 0.1 the value that may be a problem between independents variables.

After the conclusion of path analysis, the researcher used Amos 7 soft-ware to test the fourth hypothesis. Figure (4-1) shows the study model for path analysis.

Figure (4-1)



The numbers on path arrows are the direct effects of independents on dependent variable (in italic font), while the numbers above ellipse are the coefficient of variation (in bold font), which means that Quality Orientation has a direct effect on New Service Development equals to (0.53), while Quality Orientation has direct effect on Organizational Performance Equals to (0.17) and new Service Development direct effect on Organizational Performance equals to (0.37).

Quality Orientation explains (28%) in the differences in the New Service Development values , while (24%) of the differences in Organizational Performance explained by the

independent variable Quality Orientation and mediator variable New Service Development.

Table (4-9) summarizes the results of direct, indirect and total effects of study model factors for the 4th hypothesis in figure (4-1) as follows:

Table (4-10)
Direct, Indirect, & total effect for path analysis

From To	Direct Effect		Indirect Effect		Total Effect	
	Quality Orientation	New Services Development	Quality Orientation	New Services Development	Quality Orientation	New Services Development
New Services Development	.532	.000	.000	.000	.532	.000
Organizational Performance	.174	.370	.197	.000	.371	.370

Only one indirect effect appears in Table (4 - 9), this indirect effect is (0.197), and belongs to Quality Orientation indirect effect on Organizational Performance through New Services Development; this result increases the total effect Quality Orientation on Organizational Performance to be (0.371).

Figure (4-2) presents the path direction when Market Effectiveness (OP) is the dependent variable in the study model for path analysis.

The numbers on path arrow are the direct effects of independents on dependent variable (in italic font), while the numbers above ellipse are the coefficient of variation (in bold font), so the quality orientation direct effect on new services development equals to (0.53), the quality orientation direct effect on OP1 equals to (0.06) and direct effect of new services development on OP1 equals to (0.41).

Quality Orientation explains (28%) in the differences in New services Development values, while (20 %) of the differences in OP1 is explained by independent variable Quality Orientation and mediator variable New Services Development.

Figure (4 - 2)

Study Model for path analysis of the effects on OP1

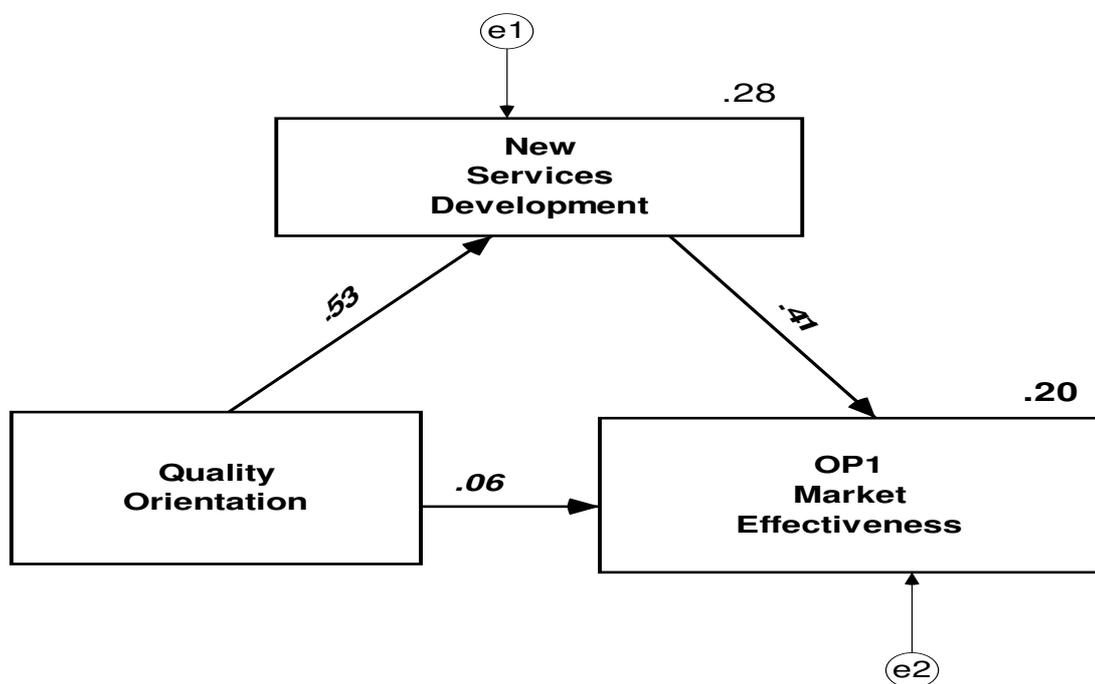


Table (4-11) summarizes the results of direct, indirect, and total effects of study model factors for the 4th hypothesis in figure (4-2) as follows:

Table (4-11)
Direct, Indirect, & total effect for path analysis

From To	Direct Effect		Indirect Effect		Total Effect	
	Quality Orientation	New Services Development	Quality Orientation	New Services Development	Quality Orientation	Market Effectiveness
New Services Development	.532	.000	.000	.000	.532	.000
Organizational Performance	.065	.412	.219	.000	.284	.412

Only one indirect effect appears in Table (4 - 10), this indirect effect is (0.219) and belongs to Quality Orientation effect on OP1 through New Services Development; this result increases the total effect Quality Orientation on OP1 to reach (0.371).

Figure (4-3) presents the path directions when Profit and Total Revenue (OP2) is the dependent variable in study model for paths analysis.

The numbers on path arrow are the direct effects from independents on dependent variable (in italic font), while the numbers above ellipse are the coefficient of variation (in bold font), so the quality orientation direct effect on new services development equals to (0.53), the quality orientation direct effect on OP2 equals to (0.28) and direct effect of new services development on OP1 equals to (0.06).

Quality Orientation explains (28%) in the differences the New services Development values , while (10%) of the differences in OP2 explained by independent variable Quality Orientation and mediator variable New Services Development.

Figure (4 - 3)

Study Model for Path analysis of the effects on OP2

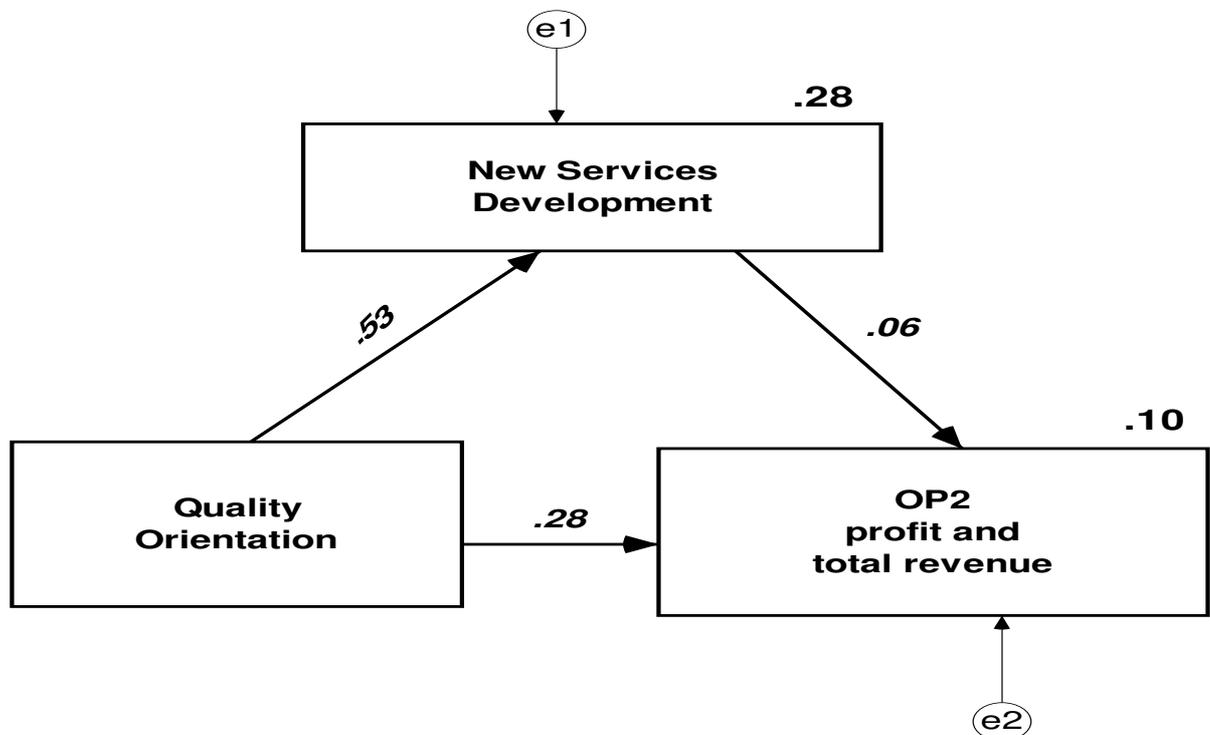


Table (4-12) summarizes the results of figure (4 – 3), such as direct, indirect and total effects of study model factors.

Table (4 - 12)
Direct, indirect, total effects in path analysis

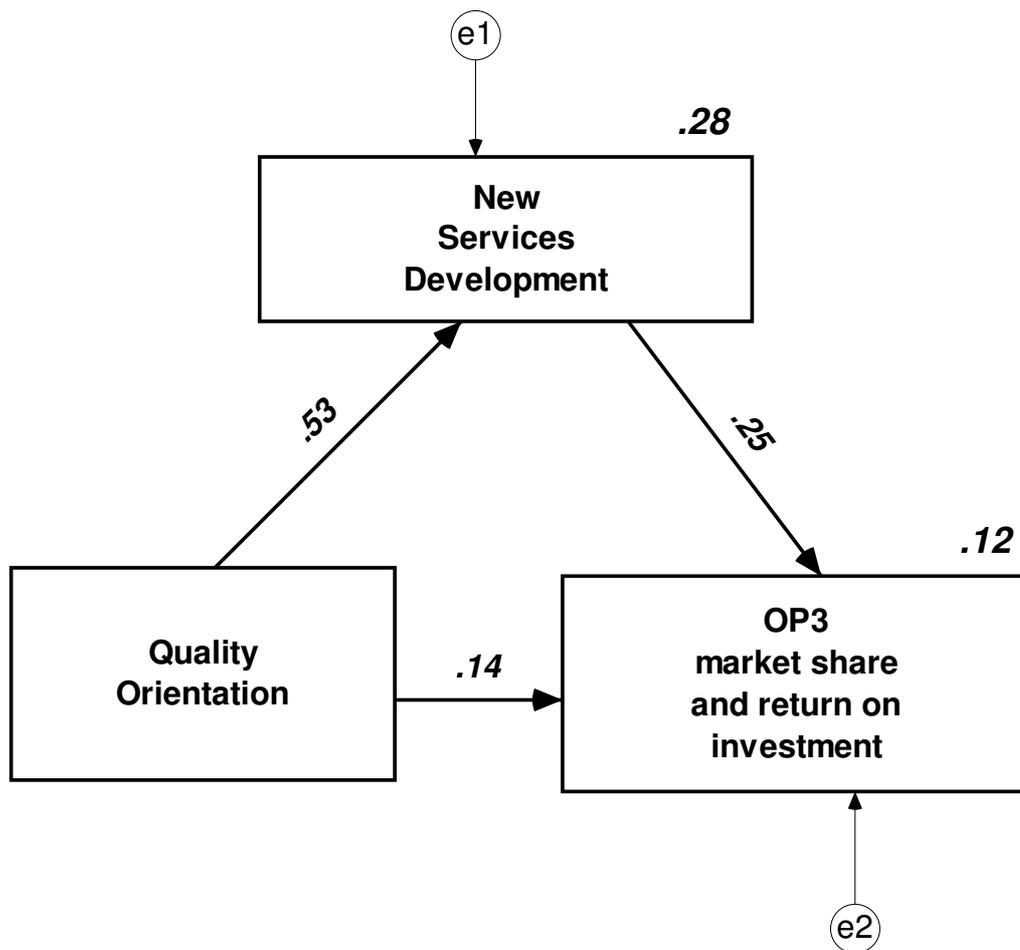
From To	Direct Effect		Indirect Effect		Total Effect	
	Quality Orientation	New Services Development	Quality Orientation	New Services Development	Quality Orientation	Profit and Total Revenue
New Services Development	.532	.000	.000	.000	.532	.000
Organizational Performance	.282	.058	.031	.000	.313	.058

Only one indirect effect appears in above table (4 – 12), this indirect effect (0.219) belongs to Quality Orientation on OP2 through New Services Development; this result increases the total effect Quality Orientation on OP2 to reach (0.058).

Figure (4-4) presents the path analysis directions when Market Share and Return on Investment (OP3) is the dependent variable study model paths analysis.

Figure (4 - 4)

Study Model for path analysis of the effects on OP3



The numbers on path arrow are the direct effects of independents on dependent variable (in italic font), while the numbers above ellipse are the coefficient of variation (in bold font), so quality orientation direct effect on new services development equals to (0.53),

and quality orientation direct effect on OP3 equals to (0.14) and direct effect of new services development on OP3 equals to (0.25).

Quality Orientation explains (28%) in the differences New services Development values, while (12%) of the differences in OP3 is explained by independent variable Quality Orientation and mediator variable OP3.

Table (4-13) summarizes the results of figure (4 – 4), direct, indirect, and total effects of study model variables.

Table (4 - 13)
Direct, indirect, total effects in path analysis

From To	Direct Effect		Indirect Effect		Total Effect	
	Quality Orientation	New Services Development	Quality Orientation	New Services Development	Quality Orientation	Profit and Total Revenue
New Services Development	.532	.000	.000	.000	.532	.000
Organizational Performance	.144	.249	.132	.000	.276	.249

Only one indirect effect appears in above Table (4 - 13), this indirect effect (0.132) belongs to Quality Orientation on OP3 through New Services Development; this result increases the total effect Quality Orientation on OP3 to reach (0.249).

Finally, goodness of fit indicators for the study model is computed, which appears in table (4-14).

Table (4 - 14)
Indicators Goodness of Fit for Study Model

Chi χ^2 Square	D.F	Chi Square / D.F	Sig	NFI	CFI	GFI	RAMSA
33.450	11	3.041	0.000	.887	.918	.949	.108

GFI: Goodness of fit index must Proximity to one

NFI: The Bentler-Bonett nor med fit index

CFI: The comparative fit index

RMSEA: Root Mean Square Error of Approximation must Proximity to zero

From table (4 - 14), there is a significant impact of optimizing the Quality Orientation on Organizational Performance through New Services Development .The χ^2 was (33.450) at level ($\alpha \leq 0.05$), after being divided on degree of freedom, the result equals (3.041) which is closed to 3 as an indicator in many literature, whereas the Goodness of fit index, GFI equals to (0.943), according to many researches. The comparative fit index, CFI equal to (0.918), Root Mean Square Error of Approximation, and RAMSA equal to 0.108, at the same time NFI equals (0.887).

According to all results in path analysis, and goodness of fit indicators the researcher conclusion for the fourth main hypothesis is true, so:

“Quality Orientation has an indirect effect on Organizational Performance through New Services Development a mediator variable”

Chapter Five

Conclusions and Recommendations

(5-1) Conclusions and Discussions

(5-2) Recommendations

(5-1) Conclusions and Discussions

The current study stated four hypotheses (three direct hypotheses and one indirect hypothesis), and developed statements to measure the study variables, and indicated positive effect and relationship among these variables, with high level of importance, on the other hand, the study results answered the study questions and came up with the following conclusions:

1. There is a significant effect of **Quality Orientation** on **New Services Development** in Commercial Banks in Amman at significance level ($\alpha \leq 0.05$).
2. There is a significant effect of **Quality Orientation** on **Organization Performance** in Commercial Banks in Amman at significance level ($\alpha \leq 0.05$).
3. There is a significant effect of **Quality Orientation** on “**Market Effectiveness** “in Commercial Banks in Amman at significance level ($\alpha \leq 0.05$).
4. There is a significant effect of **Quality Orientation** on **Organization Performance construct “profit and total revenue** “in Commercial Banks in Amman at significance level ($\alpha \leq 0.05$).
5. There is a significant effect of **Quality Orientation** on **Organization Performance construct “market share and return on investment** “in Commercial Banks in Amman at significance level ($\alpha \leq 0.05$).
6. There is a significant effect of **New Services Development** on **Organization Performance** in Commercial Banks in Amman at significance level ($\alpha \leq 0.05$).
7. There is a significant effect of **New Services Development** on **Organization Performance construct “Market Effectiveness** “in Commercial Banks in Amman at significance level ($\alpha \leq 0.05$).

8. There is a significant effect of **New Services Development** on **Organization Performance construct “profit and total revenue “in Commercial Banks in Amman at significance level ($\alpha \leq 0.05$).**
9. There is a significant effect of **New Services Development** on **Organization Performance construct “market share and return on investment “in Commercial Banks in Amman at significance level ($\alpha \leq 0.05$).**
10. There is a significant direct effect of **Quality Orientation** and **New Services Development** on **Organization Performance** in Commercial Banks in Amman at significance level ($\alpha \leq 0.05$).
11. There is a significant indirect effect of **Quality Orientation** on **Organization Performance** through **New Services Development** as mediator variable in Commercial Banks in Amman at significance level ($\alpha \leq 0.05$).
12. The importance level of **Quality Orientation** in Commercial Banks in Amman is high.
13. The importance level of **New Services Development** in Commercial Banks in Amman is high.
14. The importance level of **Organization Performance** in Commercial Banks in Amman is high.

From the above results, the important conclusions can be:

1. In spite of high level of importance all the three variables; the Organizational Performance is the highest.
2. Total effect of **Quality Orientation** on **New Services Development** is greater than the total effect of **Quality Orientation** on **Organizational Performance**.

3. The indirect effect of **Quality Orientation** on **Organizational Performance** through **New Services Development** as a mediator variable is a little greater than its corresponding direct effect.
4. The indirect effect of **Quality Orientation** on **Market Effectiveness** through **New Services Development** as a mediator variable is greater than its corresponding direct effect.
5. The indirect effect of **Quality Orientation** on **Profit and Total Revenue** through **New Services Development** as a mediator variable is lower than its corresponding direct effect.
6. The indirect effect of **Quality Orientation** on **Market Share and Return on Investment** through **New Services Development** as a mediator variable is closed to its corresponding direct effect.
7. The study indicated a direct relationship between **Quality Orientation** and **New Service Development**, this result is supported by *(Detelina, Ye and Singh 2008); (Salvaggio, Amy et.al 2007)*.
8. The study proved that **Quality Orientation** has direct effect on **Organizational Performance**, this result is supported by *(Sittimalakorn and Hart 2004); (Wang and Wei 2005); (Mehra, Satish et.al 2010); (Bhatti, M et.al 2011)*.
9. The study also indicated a direct effect of **New Service Development** on **Organizational Performance**, this result is supported by *(Matera, Gray and Garrett 2004); (Lonial et.al 2007); (Menor and Roth 2008)*.
10. The study indicated that **Quality Orientation** concept if adopted by the organizations has an indirect effect on **Organizational Performance** through new

service development and the approach that the managers use to improve performance, this result is supported by direct and indirect effect by (*Favalgi et al 2005*); (*Hassan, Arif et.al 2005*); (*Wang and Wei 2005*); (*Salvaggio, Amy et.al 2007*). (*Menor and Roth 2008*).

(5-2) Recommendations

Based on the findings of this study, the researcher suggests the following recommendations:

1. Quality Orientation is a broad concept, and continuous process toward better performance and service, adopting this concept by the commercial banks in Amman will change the way the customers appreciate the services provided by bank staff to the bank customers and improve banks performance
2. Commitment for providing continuous superior quality to the customers will increase level of trust and enhance relationship, which will return increase in commercial banks revenue and increase market share.
3. Continuous development for the banks new service will give the customers more options and customized banking services that match their financial needs, which will increase loyalty and improve banks financial performance.
4. Providing employees with quality orientation training will enhance the top management approach to create quality orientation environment in the organizations staff.

5. Employees' involvement in developing certain criteria related to quality orientation concept will increase the top management capabilities to set clear strategy to provide superior services to the bank customers.
6. The bank strategy to involve customers in providing the banks frontline with ideas, opinions, and thoughts to the commercial banks will increase the customer's loyalty and enable the commercial banks to provide new services that highly match the customer's financial needs.
7. The bank top management has to provide professional quality orientation training to guarantee continuous improvement for the service provided, and develop new services will increase the commercial banks financial and non-financial performance.
8. Top management has to take into consideration that continued quality orientation philosophy and developing new services will enhance the banks performance even if the bank has to pay additional cost for training employees and developing services.

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Appendix

Names of Arbitrators

No	Name	Specialization	Work Place
1	Dr. Mohamed Nuimi	E-Business	MEU
2	Dr. Hamzeh Khrim	Marketing	MEU
3	Dr. Kamel Moghrabi	Business Administration	MEU
4	Dr. Feras Abo Gao'od	Marketing	MEU
5	Dr. Ali Abbas	Marketing	MEU

Dear respondent,

The following questions are being asked for the purpose of **“Effect of Quality Orientation and New Services Development on Organizational Performance:**

“An applied study on Commercial Banks in Amman”.

Kindly answer these questions as candidly as possible. Be sure that your response will be held in confidence and will only be reported in the context of the overall collected data.

Thank you in participating in this research.

Demographic Sample study characteristics:

(1) Gender :

Male Female

(2) Age:

20-30 31-40 years 41-50 51-60 years
60 years and above

(3) Education level:

Less than diploma Bachelor Master/High Diploma
PhD

(4) Total years of experience in this filed:

Less than 5 years 5-10 years 11-15 years 16-20 years
21-25 more than 25 years

(5) Total working years in the current position:

Less than 5 years 5-10 years 11-15 years 16-20 years
21-25 more than 25 years

(6) Job Position

CEO Deputy CEO Segment manager..... (Mention)
Department manager (Mention) Branch Manager

Quality Orientating Statements

N	statement	Strongly agree	Agree	Partially agree	Uncertain/ Neutral	Partially disagree	Disagree	Strongly disagree
1	Management places the highest priority in delivering the best							
2	Management views service errors as opportunities to improve the quality of service							
3	Management focuses on ensuring the highest level of client's satisfaction.							
4	Management views customer complains as opportunities to improve future customer's satisfaction.							
5	The bank provides the employees with quality orientation training.							
6	The bank management aims to continuous improvement for quality orientation.							
7	The bank involves its employees in developing quality orientation process.							
8	The Bank management commit toward quality orientation perspective.							
9	It is important for the bank management to satisfy customers.							
10	It's important for the bank management that customers receive the best possible service available.							

New Service Development Statements

N	statement	Strongly agree	Agree	Partially agree	Uncertain/ Neutral	Partially disagree	Disagree	Strongly disagree
11	Upper management provides an environment conducive to New service development.							
12	Upper management is highly involved in NSD activities.							
13	There is good interaction between different functional groups when developing new services.							
14	There is good coordination between management and front line personnel when developing new service.							
15	The Bank management set a clear and well communicated New Service Development strategy.							
16	Bank management rewards personnel who get involved in New Service Development activities.							
17	New Service Development has sufficient resources allocated to it from bank management.							

18	The bank management makes a good fit between current services and new services being developed.							
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Organizational Performance Statements

N	statement	Strongly agree	Agree	Partially agree	Uncertain/ Neutral	Partially disagree	Disagree	Strongly disagree
19	The Bank total revenue compared to our nearest is satisfactory.							
20	The Bank Profitability compared to our nearest competitors is satisfactory.							
21	Amount the bank invest in personal skills development compared to our nearest competitors is satisfactory.							
22	The Banks Cost effectiveness compared to our nearest competitor is satisfactory.							
23	The Banks Degree of differentiation compared to our nearest competitors is satisfactory.							
24	Brand awareness for the Bank compared to our nearest competitors is satisfactory.							
25	Successful new service development for the Bank compared to our nearest competitors is satisfactory.							
26	The Banks Sales volume increased compared to the last year							
27	The bank return on investment increased compared to the last year.							
28	The bank market share increased compared to the last year							

