CLIENT RELATIONSHIP MANAGEMENT IN BANKING: A CASE OF EMERGING MARKET

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Abstract

The aim of this study is to identify the level of gap extended between management perceptions of clients' expectations, and clients' expectations for service quality dimensions in the Jordanian commercial banks. The study also investigates the impact of combined service quality dimensions (tangibility, reliability, responsiveness, assurance, empathy, and online services) on management's and clients' expectations. In order to achieve the objectives of the study, a quantitative study was conducted and a convenience sampling was taken by distributing questionnaires to commercial bank managements and clients during the period of 2018–2019. In total, the researchers had: 362 clients and 168 managers. The study findings were analyzed by using the statistical packages for social sciences (SPSS Statistics V22.0). After testing the hypotheses using various techniques, it was found that there is a difference between management perceptions of clients' expectations and clients' expectations of service quality dimensions (tangibility, reliability, responsiveness, assurance, empathy, and online services). Also, it found that combined service quality dimensions as independent variables have a significant impact on management perceptions of clients' expectations and clients' expectations of service quality dimensions as dependent variables.

Keywords: Service Quality Dimensions, Knowledge Gap, Management Perceptions of Clients' Expectations, Client's Expectations, Online Services

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1. INTRODUCTION

The banking sector plays an important role in any case of economic or industrial growth. Furthermore, the service sector, including commercial banking foundations, is obviously the nerve center of industrial growth in any economy. Over the past two decades, regulatory, structural, and technological factors have dramatically changed the banking environment. This has caused intense competition among banking service providers. Bank administrations must develop customer-oriented strategies to compete successfully in the competitive retail banking environment. In commercial banks, customer satisfaction is taken as the main standard used to evaluate banks' relationships with the market (Munari, Lelasi, & Bajetta, 2013).

Jordan's banking sector is the strongest part of its financial services industry, with a history dating back to 1948 when the Arab Bank moved its

headquarters from Jerusalem to Amman. According to the 2018 Central Bank Report, there are 13 commercial banks in Jordan, these banks are Housing Bank, Arab Bank, Ahli Bank, Cairo Amman Bank, Bank of Etihad, Bank of Jordan, Jordan Kuwait Bank, Commercial Bank of Jordan, Arab Jordan Investment Bank, Investment Bank, Societe Generale Bank Jordan, ABC Bank and Capital Bank. The presence of a large number of banks offering the same services to customers has led to increased competition between them (Central Bank of Jordan, 2018).

Measuring the quality of service in banks is difficult due to its unique characteristics: intangibility, heterogeneity, inseparability, and perishability (Buttle, 1996). The quality of the service is linked to the concepts of perceptions and expectations (Lewis & Mitchell, 1990).

Parasuraman, Zeithaml, and Berry (1985) developed a scale to measure service quality, which is more popularly known as SERVQUAL. This scale operationalizes the quality of the service by calculating the difference between expectations and perceptions, evaluating both in relation to 22 items that represent five dimensions of service quality known as "tangible", "reliability", "response capacity", "guarantee" and "empathy".

From 1985 until now there have been many changes, such as technology and globalization. Likewise, many new concepts appeared that were associated with traditional concepts, such as the internet, online, wireless, and many other facets, which have become an integral part of the concept of providing quality and competitive services. This study is an attempt to measure the quality of the service based on the perception of the management of the expectations of the clients and the expectations of the clients on the dimensions of the quality of the service (tangibility, guarantee, reliability, empathy, and capacity response) and adds a dimension that is online services to keep up with technological progress in the modern world.

This study provides a comprehensive framework for service quality dimensions with respect to clients' expectations. It also covers the levels of practical and theoretical importance. Theoretical significance refers to how much probabilistically certain you are about an event. If such an event is statistically significant, it means that it is highly important in mathematical terms. Practical significance refers to the empirical impact that such an event has in real life. Obliviously, the threshold to define practical significance varies between situations.

The researchers face three main questions conducting the study:

RQ1: Do Jordan commercial banks provide the service as per clients' expectations?

RQ2: Do managers and clients have the same perspectives about service quality dimensions provided by Jordanian commercial banks?

RQ3: What is the gap extended between management perception of clients' expectations and what clients actually expect of service quality dimensions?

The current study is expected to be useful for commercial banks so that they can improve the quality of service and retain their customers. Similarly, policymakers can make future plans in the banking sector based on information provided by clients while conducting this study. Similarly, this study is also expected to contribute to other sectors by providing benchmark information on the quality of service provided by other sectors.

The structure of the paper starts with the introduction, then Section 2 presents the theoretical background and literature review. Section 3 describes the methodology and Section 4 summarizes the results. Finally, Section 5 presents the conclusion.

2. THEORETICAL BACKGROUND AND LITERATURE REVIEW

Kotler and Keller (2009) and Osakede (2019) define service as any intangible performance that one party offers to another that does not result in ownership of anything. They also define service as any intangible act that one party can offer to another that does not result in ownership of anything. Its production may or may not be linked to a physical product.

Services, on the other hand, have a minimal material base. In fact, Buttle (as cited in Wachira, 2018), Sureshchander, Rajendran, and Kamalanabhan (2001) pointed out that there is a great difference between a service and a product. This differentiation is the intangible nature of a service: it cannot be touched, held, etc. The consumption of a service implies the interaction between the producer and the consumer. Providing quality service is a business requirement (Cullen, 2001). Customer satisfaction in service organizations such as banks is, therefore, highly subjective due to the nature of the services (Chandrashekaran, Rotte, Tax, & Grewal, 2007). Lovelock and Wirtz (2016) argued that there is another type of service that is the complementary service, referring to the group of services that facilitates or enhances the use of central services.

Service quality stems from the field of marketing that values the individual interaction between a business and its customers. It focuses on the relevance between the customer's expectations of service and the management's perceptions of those expectations of the quality of the service. This relationship was introduced in 1982 by Grönroos and is known as the perceived quality of service (Grönroos, 1984). "Service quality is a recent and more dynamic decisive issue in marketing thinking" (Ragavan & Mageh, 2013, p. 28). It is generally known as the rank, to which the service corresponds to the beliefs of the clients (Saghier & Nathan, 2013). Parasuraman et al. (1985) and Parasuraman, Zeithaml, and Berry (1988) define "quality of service" as the variation between customer perceptions of the service provided by a given organization and customer expectations of premium service within that given industry.

The perceived quality of the service is the result of the differentiation by clients of expectations with their perceptions of the service provided by providers (Parasuraman, Zeithaml, & Berry, 1990). If expectations are more than performance, then the perceived quality is less than satisfactory, and therefore customer dissatisfaction appears (Parasuraman et al., 1985; Lewis & Mitchell, 1990; Rasool, Siddiq, & Ullah, 2018).

Service quality is defined as the results of the client's general estimate of the variations between service expectations and actual service performance (Khafafa & Shafii, 2013). Kaura (2013), Alsharari, Al-Rwaily, and Alsharari (2017), in the studies, suggest three dimensions of service quality: employee behavior, information technology, and tangibility, of which it was found that only the first two have a positive impact on the satisfaction of bank customers. Gupta and Dev (2012) found that of the five factors that drive customer satisfaction, "quality of service" was the most important.

According to Getahun (2019), Sasser, Olsen, and Wyckoff (1978), the factors that alter the level of service quality are security, consistency, attitude, integrity, condition, availability, and training of service providers. Furthermore, physical quality, interactive quality, and corporate quality also affected the level of service quality (Lehtinen & Lehtinen, 1982). After gap modeling, the determinants of service quality that consumers used when interpreting quality were described. The ten determinants of service quality and their descriptions have been identified in Table 1 below.

Table 1. Determinants of service quality

Determinants of service quality	*Defection*
Reliability	Consistency of performance and dependability, accuracy in billing, keeping records correctly, performing the service right at the designated time.
Responsiveness	Willingness or readiness of employees to provide service, timeliness of service, such as mailing a transaction slip immediately, calling the customer back quickly, giving prompt service.
Competence	Possession of the required skills and knowledge to perform the service, knowledge, and skill of the contact and support personnel, research capability of the organization.
Access	Approachability and ease of contact, the service is easily accessible by telephone, waiting time to receive service is not extensive, convenient hours of operation, convenient location of service facility.
Courtesy	Politeness, respect, consideration, friendliness of contact personnel, consideration for the consumer's property, clean and neat appearance of public contact personnel.
Communication	Keeping customers informed in a language they can understand and listen to them, explaining the service itself and its cost, assuring the consumer that a problem will be handled.
Credibility	Trustworthiness, believability, honesty, company reputation, having the customer's best interests at heart, personal characteristics of the contact personnel.
Security	Freedom from danger, risk, or doubt, physical safety, financial security, confidentiality.
Understanding/Knowing the customer	Understanding customer needs, learning the customer's specific requirements, providing individualized attention, recognizing the regular customer.
Tangibles	Physical evidence and representations of the service, other customers in the service facility.

Source: Parasuraman et al. (1985).

Esmaeilpour and Ranjbar (2018), Haywood-Farmer (1988) discussed a service quality model that includes three basic characteristics, such as physical facilities: processes and procedures, behavior and coexistence of people, and professional judgment.

The Haywood-Farmer service quality attributes were connected to the quality of service determinants of Parasuraman et al. (1985). This model and its association with Parasuraman et al.'s (1985) service quality determinants are shown in Table 2 below.

Table 2. Haywood-Farmer's service quality attributes vs. Parasuraman et al.'s service quality determinants

Service quality attributes	*Service quality determinants*
1. Physical facilities, processes, and procedures: location, layout, size, decor, facility reliability, process flow and flexibility, capacity balance, control of flow, range of services	Tangibles
2. People behaviour and conviviality: timeliness, speed, communication, warmth, friendliness, attitude, tone of voice, dress, neatness, politeness, anticipation, handling complaints, solving problems	Reliability, responsiveness access, courtesy, communication
3. Professional judgment: diagnosis, advice, guidance, innovation, honesty, confidentiality, discretion, knowledge, skill	Competence, credibility, security, understanding consumer

Source: Compiled from Ghobadian, Speller, and Jones (1994), Dotchin and Oakland (1994).

Parasuraman et al. (1988) developed SERVQUAL, which is an advanced model for measuring the quality of service shown in Table 3 below. It includes 5 dimensions and 22 items presented on a seven-point Likert scale. They are measured in specific functional quality of service through empirical studies in banking services, credit cards, repair and maintenance, and long-distance telephony.

Table 3. Parasuraman et al.'s (1988) 5 dimensions and 22 items of SERVQUAL

Dimensions	Items
Tangibles: physical facilities, equipment, and appearance of personnel	1. Should have up-to-date equipment. 2. Physical facilities should be visually charming. 3. Employees should be well dressed and appear elegant. 4. Appearance of physical facilities should be in keeping with the type of services.
Reliability: to perform the promised service dependably and accurately	5. Must do things by the time they promise. 6. When clients have problems, they should be sympathetic and reassuring. 7. Should be authoritative. 8. Must provide their services at the time they promise. 9. Should keep accurate records.
Responsiveness: to help clients and provide prompt service	10. Should not be expected to tell customers when services will be performed. 11. Not realistic for customers to expect prompt service. 12. Employees do not always have to be willing to help customers. 13. Is OK if they are too busy to respond to requests promptly.
Assurance: courtesy knowledge, ability of employees to inspire trust and confidence	14. Clients should be able to trust employees. 15. Clients should feel safe in their transactions with these stores' employees. 16. The employees must be polite. 17. Employees should get sufficient support to do their jobs well.
Empathy: caring, individualized attention the firm provides its customers	18. Company should not be expected to give clients individual attention. 19. Employees cannot be expected to give clients personal attention. 20. Unrealistic to expect employees to know what the needs of their clients are. 21. Unrealistic for them to have customers' best interests at heart. 22. Should not be expected to have operating hours convenient to all clients.

Source: Compiled from Parasuraman et al. (1988), Finn and Lamb (1991).

Service quality can be measured by the performance-based SERVPERF scale as well as the gap-based SERVQUAL scale. Cronin and Taylor (1992) developed SERVPERF that is a performance-only model for measuring service quality with empirical studies in pest control, dry cleaning, fast food sectors, and banking.

Brady, Cronin, and Brand (2002) said that SERVPERF was the most memorable model among all service quality models and performed a replay and extension of SERVPERF and supported the results of Cronin and Taylor (1992) in different sectors, such as spectator sports, entertainment, health, long-distance workers and fast food. Stafford, Prybutok, Wells, and Kappelman (1999) evaluated the fit and stability of service quality models and confirmed that service quality can be measured using both expectations and perceptions (SERVQUAL) or perceptions only (SERVPERF).

Rust and Oliver (1994) suggest an untested three-dimensional model that included service product, service delivery, and service environment.

The service quality ring showed ten lessons that improve service quality (Berry, Parasuraman, & Zeithaml, 1994). These lessons are listening, reliability, basic service, service design, recovery, amazing customers, fair play, teamwork, employee research, and servant leadership. These factors must be developed by service organizations to improve service quality.

Retailers offer a combination of goods and services instead of pure service (Berry, 1986). Dabholkar, Thorpe, and Rentz (1996) developed an empirically validated multilevel model called retail service quality scale (RSQS) that has 5 dimensions, 6 sub-dimensions, and 28 items. The scale was viewed as a general model to measure the service quality of retailers such as department and specialty stores. The details of the scale and the comparison of RSQS and SERVQUAL were shown in Table 4.

Table 4. Retail service quality scale (RSQS) vs. SERVQUAL dimensions (NM = Not mentioned in SERVQUAL model)

Dimensions	Sub-dimensions	Items	SERVQUAL dimensions
1. Physical aspects	1. Appearance 2. Convenience	1–3,4 5–6	Tangibles, NM NM
2. Reliability	3. Promises 4. Doing it right	7–8 9,10,11	Reliability Reliability, NM, Reliability
3. Personal interaction	5. Inspiring confidence 6. Courteousness	12–14 15–17,18,19,20	Assurance Responsiveness, Empathy Assurance, NM
4. Problem solving		21,22,23	NM, Reliability, NM
5. Policy		24–25,26, 27–28	NM, Empathy, NM

Source: Dabholkar et al. (1996).

In this part, service quality models were organized into four groups. Table 5 illustrates the dimensions of these groups. The first group was formed by Grönroos's (1984) and Philip and Hazlett's (1997) models. They specified that the service quality dimensions depend on

the classification of the services, such as technical or functional services, and axial characteristics having primary importance that affect quality, core characteristics having secondary importance, and circumferential characteristics having significant tertiary.

Table 5. Dimensions of service quality models

Study	*Model*	*Dimension*
Grönroos (1984) Philip and Hazlett (1997)	Service quality model PCP model	Technical quality, functional quality, corporate image. Pivotal, core, peripheral attributes.
Parasuraman et al. (1985)	GAP model	Reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding/knowing the customer, tangibles.
Haywood-Farmer (1988)	Service quality attributes	Physical facilities, processes, and procedures, people behaviour and conviviality, professional judgment.
Parasuraman et al. (1988)	SERVQUAL	Tangibles, reliability, responsiveness, assurance, empathy. Same as SERVQUAL but with performance-only statements.
Cronin and Taylor (1992) Frost and Kumar (2000)	SERVPERF INTSERVQUAL	Reliability, tangibles, assurance, responsiveness, empathy (SERVQUAL).
Dabholkar et al. (1996)	RSQS	Physical aspects, reliability, personal interaction, problem-solving, policy.
Brady and Cronin (2001)	Service quality model	Personal interaction quality, physical service environment quality, outcome quality.

Source: Grönroos (1984), Philip and Hazlett (1997).

The second group represented the SERVQUAL model. Since Table 6 below shows the relationships between the dimensions of Haywood-Farmer's (1988) service quality attributes and Parasuraman et al.'s (1985) GAP model, Haywood-Farmer's model was included in the second group. In 1988, the SERVQUAL model briefed all these dimensions in 5 dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy. SERVPERF and INTSERVQUAL models have used the same dimensions of SERVQUAL. The third group consisted of the retail service quality scale's dimensions. It presented the service quality model for the retail industry and had another 5 dimensions, namely physical aspects, reliability, personal interaction, problem-solving, and policy. The fourth group consisted of Brady and Cronin's (2001) service quality model. They developed SERVPERF dimensions and displayed three main service quality dimensions such as personal interaction quality, physical service environment quality, and outcome quality. The last three groups were acquired from different service quality models, such as SERVQUAL, RSQS, and Brady and Cronin's (2001) service quality model. The dimensions of these models were tabulated according to the three elements of the services marketing mix (7P), such as physical environment, people, and process.

Table 6. Service quality dimensions and services marketing mix

Dimensions	*Physical environment*	*People*	*Process*
Group 2: SERVQUAL dimensions	Tangibles	Responsiveness, assurance, empathy	Reliability
Group 3: RSQS dimensions	Physical aspects	Personal interaction, policy	Reliability, problem solving
Group 4: Brady and Cronin's (2001) service quality model dimensions	Physical service environment quality	Personal interaction quality	Outcome quality

Source: Haywood-Farmer's (1988) service quality attributes and Parasuraman et al.'s (1985) GAP model.

The dimensions of each model were linked to the three elements of the services marketing mix. As a result, tangibles, physical sides, and physical service environment were related to the physical environment element. Responsiveness, assurance, empathy, personal interaction, and policy were related to the people element. Reliability, problem-solving, and outcome quality were related to process element.

Although a lot of criticism about SERVQUAL has been made in recent years (Carman, 1990; Babakus & Boller, 1992; Brown, Churchill, & Peter, 1993), it has become the most exceedingly applied scale in researches. SERVPERF became a substitution measurement scale of SERVQUAL. SERVPERF comprised a different point of view and was called a perception-only model.

Also, it was widely seen in the literature that both gap-based and perception-based models have been performed for evaluating of service quality. Moreover, there a great number of models were derived from SERVQUAL (DINESERV — Stevens, Knutson, & Patton, 1995; INTSERVQUAL — Frost & Kumar, 2000) and SERVPERF (SQUAL — Karatepe, Yavas, & Babakus, 2005; Brady et al., 2002) in the literature and they have been also used extremely in service quality researches.

The attributes of Parasuraman et al. (1985) were: tangibles, reliability, responsiveness, competence, courtesy, certainty, credibility, security, access, and understanding. Parasuraman et al. (1988) then reduced these ten dimensions in five by using a factor analysis which are tangibility, reliability, sensitivity, safety, and empathy.

Tangibility — represents the service physically; tangibles are defined as the appearance of physical facilities, equipment, personnel, and communication materials. Tangibles provide physical exemplification or images of the service that those customers, particularly new customers, will use to assess quality (INBA.INFO, 2020).

Reliability — Delivering on promises: reliability is defined as the ability to perform the promised service reliably and accurately. In the broadest sense, reliability means that the company keeps its promises – promises about delivery, service delivery, problem-solving, and pricing. Customers want to do business with companies that deliver on their promises; particularly its promises about the result of the service and the core features of the service (INBA.INFO, 2020).

Responsiveness — Being willing to help — responsiveness is the willingness to help customers and provide prompt services. This dimension emphasizes awareness and promptness in dealing with customer requests, questions, complaints,

and issues, responsiveness is communicated to customers by the time they have to wait for assistance, answering questions, or attention to issues, responsiveness also captures the notion of flexibility and the ability to customize the service based on customer needs (INBA.INFO, 2020).

Assurance — Inspire trust and assurance — assurance is defined as the knowledge and courtesy of employees and the ability of the company and its employees to inspire confidence and assurance. This decline is likely to be particularly important for services that clients perceive as high risk or for services where they are confused about their ability to assess outcomes (INBA.INFO, 2020).

Empathy is considered an essential element for fruitful communications between employees and clients that commonly lead to altruistic motivation and prosaically and altruistic behavior. Empathy is defined as "the ability of a person to feel the thoughts, feelings, and experiences of another person, share the emotional experience of another person and react to the observed experiences of another person" (Bahadur, Khan, Ali, & Usman, 2020).

3. METHODOLOGY

This study is based on a model developed by Parasuraman et al. (1985, 1988) for measuring service quality, which is more popularly known as SERVQUAL. This scale operationalizes service quality by calculating the difference between expectations and perceptions, evaluating both in relation to the 22 items that represent 5 service quality dimensions known as "tangibles", "reliability", "responsiveness", "assurance" and "empathy".

Hennayake (2017) segmented the dimensions of service quality into two groups of human-related factors: reliability, responsiveness, assurance, and empathy, and non-human-related factors: tangibility.

This study adds another new dimension to the model which is "online services" to keep pace with the evolution. The model of this research also divides service quality dimensions into groups linked to the nature of intangible service such as:

- physical evidence dimension (tangibility);
- people/provider dimensions (assurance, reliability, empathy, and responsiveness);
- process dimension (online services).

3.1. Study model

The study model represents the independent variables of the study (tangibility, reliability, responsiveness, assurance, empathy, and online services), and its impact on the dependent variables (management perceptions of clients' expectations, and bank clients' expectations of service quality).

Figure 1. Study model
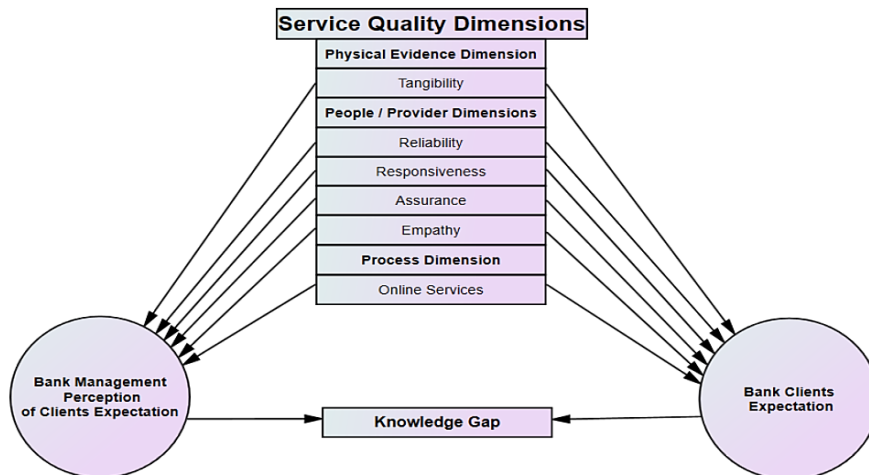
Source: The researchers and previous studies, Hennayake (2017), Parasuraman et al. (1985, 1988).

According to the study model, we can assign the following hypothesis:

H1: There is no impact of combined service quality dimensions (tangibility, reliability, responsiveness, assurance, empathy and online services) on management perception of client expectation.

H2: There is no impact of combined service quality dimensions (tangibility, reliability, responsiveness, assurance, empathy and online services) on clients' expectations of service quality dimensions.

H3: There is no difference between management perception of clients' expectations and what clients expected of service quality dimensions.

A quantitative study was conducted by using a convenience sample; the study population was the managers and clients of all thirteen (13) commercial banks in Jordan during the period of 2018–2019. Due to the rapidity of society, a possible sampling was taken by distributing the questionnaires to bank management and bank clients. In total, the researcher had: 362 clients and 168 managers (convenience sample). Our sample varied according to the aspect of gender, age, marital status, education level, job, family income, and place of living. In brief, Table 7 below shows the channel and the amount obtained.

Table 7. Number of questionnaires

Channel	Distributed	Received	Percentage of answered response
Bank management	200	168	84%
Bank clients	400	362	90.5%

Both the Arabic and English versions of the questionnaire are designed in the same manner. Thus, the questionnaire contains sections for each concept; it contains 30 questions grouped in 4 sections. The questionnaire was designed as shown in Table 8.

Table 8. Questionnaire components and source

Variable	Question No.	Source
Independent variable "Service quality dimensions"	Q1–Q24	
Physical evidence related dimension		
Tangibility	Q1–Q4	Wirtz, Holmqvist, and Fritze (2012)
People related dimensions		
Reliability	Q5–Q8	Wirtz et al. (2012)
Responsiveness	Q9–Q12	Wirtz et al. (2012)
Assurance	Q13–Q16	Wirtz et al. (2012)
Empathy	Q17–Q20	Wirtz et al. (2012)
Process related dimension		
Online services	Q21–Q24	By researchers
Dependent variable "Management questionnaire" Management perceptions of clients expectations	Q25–Q30	By researchers
Dependent variable "Clients questionnaire" Clients expectations	Q31–Q36	By researchers

All the above sections were measured using a 5-point scale from 1 being the least important value to 5 being the most important value. Respondents were given a question using a 5-point scale and were asked about their perspectives and degree of perception and expectation level for both bank management and clients (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree).

To test the questionnaire for clarity and to provide a coherent research questionnaire, the questionnaire was presented to a group of arbitrators of specialist faculty members in the fields of marketing for the purpose of measuring the validity of the study in the tool of the study. All the set of notes are taken into consideration (some items were added, while others were dropped and some were modified based on their valuable recommendation).

The Cronbach's alpha coefficient was calculated for the dimensions of the study to ascertain its validity for measurement in terms of acceptable values when alpha is greater or equal to 60% (Table 9). Cronbach's alpha is defined by statisticians as "the average of all possible split-half coefficients resulting from different ways of splitting the scale items into two halves. This coefficient varies from 0 to 1, and a value of 0.6 or less generally indicates unsatisfactory internal consistency reliability" (Gideon et al., 2016).

The questionnaires' six sections stated below have a Cronbach's alpha above the satisfactory limit of 0.6; therefore, there is a high internal consistency among the possible factors influencing bank management perception of client expectations and bank clients' service quality expectations.

Table 9. Reliability test

Bank management service quality expectation		
Sections	No. of items	Cronbach's coefficient alpha
Tangibility	4	0.868
Reliability	4	0.852
Responsiveness	4	0.875
Assurance	4	0.916
Empathy	4	0.827
Online services	4	0.615
Management perception of clients' expectations	6	0.910
Bank clients service quality expectation		
Sections	No. of items	Cronbach's coefficient alpha
Tangibility	4	0.835
Reliability	4	0.816
Responsiveness	4	0.805
Assurance	4	0.758
Empathy	4	0.790
Online services	4	0.643
Clients' expectations	6	0.818

3.2. Data analysis

In order to analyze the data, statistical packages for social sciences (SPSS Statistics V22.0) was used and analytical techniques like descriptive statistics, regression analysis, confirmatory factor analysis, reliability analysis, t-test analysis, statistical testing and mean.

3.2.1. Descriptive analysis

As the aim of this study is to explore the knowledge gap between management perceptions of client's expectations and client's expectations of service quality dimensions in Jordanian commercial banks, the authors used mean descriptive analysis to describe the level of the gap between management and clients perspectives of service quality dimensions. According to the Likert scale, the results of the descriptive analysis are illustrated in Table 10.

Table 10 describes the managers' and clients' perspectives about service quality dimensions and finds the gap between them. The highest gap was found in the responsiveness dimension (1.25), then for empathy dimension (1.24), then reliability (1.23), then online services (0.88), then assurance (0.77), and finally, tangibility (0.34). The results indicate that there is an existing gap between management perspectives and clients' perspectives of service quality dimensions (tangibility reliability, responsiveness, assurance, empathy and online services).

Table 10. Results of descriptive analysis

Management perspective			Clients perspectives			Gap result
Item	*Mean*	*Std. deviation*	*Item*	*Mean*	*Std. deviation*	*Mean subtracting*
Tangibility	4.17	0.59875	Tangibility	3.83	0.65096	0.34
Reliability	4.22	0.54678	Reliability	2.99	0.66501	1.23
Responsiveness	3.99	0.59019	Responsiveness	2.74	0.56564	1.25
Assurance	4.07	0.64994	Assurance	3.30	0.50514	0.77
Empathy	4.17	0.57993	Empathy	2.93	0.64435	1.24
Online services	4.42	0.42058	Online services	3.79	0.32321	0.63
Grand mean	*4.17*	*0.56436*	*Grand mean*	*3.26*	*0.55905*	
Average of the overall gap						0.91

3.2.2. KMO and Bartlett's test

Table 11 describes the KMO and Bartlett's test. The results of this test show that the statements are suitable for performing a factor analysis as the KMO value 0.77 is higher than 0.50, and the statements can be grouped into a smaller set of underlying factors, as Bartlett's test significant value is less than 0.05.

Table 11. KMO and Bartlett's test

KMO	0.770
Bartlett's test approx. Chi-square Df. Sig.	6845.867 435 0.000

3.2.3. Variation inflation factor (VIF)

Table 12 describes the variation inflation factor (VIF) test for verifying the existence of multiple linear interference phenomenon (multicollinearity) between the independent variables. The results show that multicollinearity does not exist between the independent variables as all calculated values are less than the critical value (10).

Table 12. Variation inflation factor (VIF)

Factors	*VIF*	*Tolerance*
Tangibility	1.058	0.945
Reliability	2.566	0.390
Responsiveness	3.408	0.293
Assurance	2.537	0.394
Empathy	2.910	0.344
Online services	1.119	0.894

3.2.4. Testing hypothesis

After the justification of the criteria, normal distribution, KMO, and VIF, and tolerance tests we can now go for testing our hypothesis.

First main hypothesis

H1: There is no impact of combined service quality dimensions (tangibility, reliability, responsiveness, assurance, empathy, and online services) on management perception of client expectation. Multiple regression was used to test the above hypothesis. The following results were found and illustrated in Table 13.

Table 13. Test of the first main hypothesis

Model summary					*Df.*	*(f) tabulated*
Model	*R*	*R-square*	*F-value*	*Sig.*	6	
1	0.71	0.503	27.2	0.00	168	2.11

Table 13 describes the influence of combined service quality dimensions as independent variables on management perception of client expectations as a dependent variable. It shows that *R* equal (0.71), and it describes the correlation between the independent variable and the dependent variable. It shows also that *R-square* equal (0.503), which indicates that (50.3%) of the variance (*R-square*) has been significantly explained by the independent variable. It also shows that *F-value* = 27.2 which is significant at 0.05 level, and there is a statistical impact of combined service quality dimensions (tangibility, reliability, responsiveness, assurance, empathy, and online services) on management perception of client expectations.

Second main hypothesis

H2: There is no impact of combined service quality dimensions (tangibility, reliability, responsiveness, assurance, empathy, and online services) on clients' expectations of those dimensions. Multiple regression was used to test the above hypothesis. The following results were found and illustrated in Table 14.

Table 14. Test of the second main hypothesis

Model summary					Df.	(f) table
Model	*R*	*R-square*	*F*	*Sig.*	6	2.11
1	0.69	0.476	24.4	0.00	361	

Table 14 describes the influence of combined service quality dimensions as independent variables on clients' expectations of those dimensions as a dependent variable. It shows that *R* equal (0.69), and it describes the correlation between the independent variable and the dependent variable. It also shows that *R-square* equal (0.476), which indicates that (47.6%) of the variance (*R-square*) in the dependent variable has been significantly explained by the independent variable. It also shows that *F-value* = 24.4 which is significant at 0.05 level, and there is a statistical impact of combined service quality dimensions (tangibility, reliability, responsiveness, assurance, empathy, and online services) on clients' expectations of those dimensions.

Third main hypothesis

H3: There is no difference between management perception of clients' expectations and clients' expectations of service quality dimensions. An independent t-test is used to test the above hypothesis. The following results are found.

Table 15. Test of the third main hypothesis

Variable	*Mean*	*S.D.*	*t*	*Sig.*	*Mean difference*
Management	3.97	0.69913	-8.542	0.00	-0.26
Clients	4.23	0.57791			

Table 15 shows that the mean of management perception of clients' expectations and what clients expected of service quality were (3.97, 4.23), respectively, with a mean difference of -0.26, and *t-value* is 8.54 which indicate that there is a difference between management perception of clients' expectations and clients' expectations of service quality dimensions at a significant level 0.05.

4. RESEARCH RESULTS AND FINDINGS

The results of findings in the previous section demonstrate the growing concern for the importance of bank service quality. Such concern has not happened by chance. It is generated over decades of research, formulation, implementation, measurement, and management.

The study measures the quality of service in Jordan's commercial banks by analyzing the impact of service quality dimensions (tangibility, reliability, responsiveness, assurance, empathy, and online services) on a sample of management and clients of those commercial banks, to find the knowledge gap. According to Parasuraman et al. (1985), the knowledge gap is the difference between management perceptions of clients' beliefs and what clients actually believe and expect.

The results of various analyses attain the research objectives. The formulated hypotheses were tested by SPSS Statistics V22.0. Exploratory factor analysis was mainly used to test the prediction power of exogenous latent variables on endogenous latent variables.

The study presented several findings that should be considered and taken seriously in all the thirteen commercials banks in Jordan. These findings are as follows.

All dimensions of service quality indicate that there is a gap existing between management perspectives and clients' perspectives of service quality dimensions (tangibility, reliability, responsiveness, assurance, empathy, and online services). It can be said that management think they give more but clients feel they get less and they need more.

Combined service quality dimensions (tangibility, reliability, responsiveness, assurance, empathy, and online services) have a significant impact on management perception of client expectation (*p-value* less than 0.05), and *R-square* (0.503). What the results show is that 50.3% of the variance (*R-square*) in the dependent variable has been significantly explained by the independent variables, but 49.7% is explained by other variables not included in the model.

Tangibility has the highest impact on management perception of client expectation, then online services, then empathy, and finally, responsiveness (all dimensions show that *p-value* less than 0.05). Meanwhile, reliability and assurance have no impact on management perception of client expectation (*p-value* more than 0.05).

Combined service quality dimensions (tangibility, reliability, responsiveness, assurance, empathy, and online services) have a significant impact on client expectation of these dimensions (*p-value* less than 0.05), and *R-square* (0.476). What the results show is that 47.6% of the variance (*R-square*) in the dependent variable has been significantly explained by the independent variables, but 52.4% is explained by other variables not included in the model.

Reliability has the highest impact on client expectation, then online services, then tangibility, and finally, responsiveness (*p-value* less than 0.05). However, empathy and assurance have no impact on clients' expectations (*p-value* more than 0.05).

Finally, all dimensions of service quality show negative gaps. That means clients' expectations of service quality dimensions are higher than

management perceptions of clients' expectations of those dimensions (knowledge gap was found negative). The knowledge gap between management perception of clients' expectations and what clients expected of service quality dimensions found in this study is consistent with the findings of earlier studies conducted across service quality in the banking sector (Molaee, Ansari, & Tiemori, 2013). The findings show that there is a negative gap in all dimensions of service quality. Hennayake (2017) shows that there is a huge gap in all dimensions except tangibility and reliability dimensions which don't impact on knowledge gap. Nahida Afroz (2019) shows different results from our research, it revealed that the perceived service quality factors have a significant relationship with the overall service quality, which indicates that the service quality dimension has strong influence on the overall customer satisfaction.

5. CONCLUSION

The main purpose of conducting this study is to identify the level of gap extended between management perceptions of clients' expectations and clients' expectations for service quality dimensions in Jordan commercial banks in order to shrink this gap to meet clients' expectations. Many similar studies have been conducted in different settings, such as Europe, America, African countries, and in a few Asian countries, but only a small amount of data is available for Jordan. Furthermore, the banking sector plays a vital role in the economic development of the country. This study observed prior literature and established a base for examining the level of the knowledge gap. The hypotheses presented in this study are tested and findings are presented.

The presented findings revealed that service quality dimensions such as tangibility, reliability, responsiveness, empathy, assurance, and online services have a significant impact on management perceptions of clients' expectations and clients' expectations for service quality dimensions. Additionally, the study also indicates that there is a gap existing between management perspectives and clients' perspectives of service quality dimensions (tangibility reliability, responsiveness, assurance, empathy, and online services). It can be said that management think they give more to clients but clients feel they get less and they need more. Finally, it also examines demographic variables such as gender, age, material status, education level, job, family income, and place of living. All in all, this study serves to add online services as the sixth dimension of service quality as an integral part of the services provided by the banks that facilitate the arrival of the service to the client.

Research contribution and recommendations

The significance of this study can be summarized as follows:

• This study enriches the scientific body of knowledge in the field of service quality as well as in the knowledge gap.

• This study is the only study that measures the knowledge gap in Jordanian commercial banks.

• It clarifies that there is a gap between what management think about their clients' expectations and what clients actually expected from their banks.

• Banks should intensify interaction between management and clients to reduce this gap.

• According to the researcher's knowledge, this research is the only research that adds online services to measure how modern processes facilitate access and interaction with the service.

• The research results and findings provided could theoretically be simultaneously used for further analyzing service quality dimensions and knowledge gaps.

• Banks should implement effective feedback systems to make sure that they meet their clients' expectations.

• From a managerial perspective, the results of this research can contribute to giving banks a better understanding of their clients and their needs.

Research limitations and future studies

During the process of conducting the study, there are some limitations faced in the research, which could be taken into consideration for future researches. The limitations could be summarized as follows:

• The study focuses on management and clients. Thus, further studies could include all levels of employees, especially front-line employees because they are considered as the frontage of banks.

• The researcher wanted to arrange banks from the top to the least in terms of measurement of knowledge gaps but most of the banks refused to reveal their name in the study.

• More studies could be conducted to measure knowledge gaps and make comparisons between commercial banks and foreign banks in Jordan.

• The study focuses on the commercial banking sector only, so there are limitations in terms of generalization. In the future, the research should focus on foreign banks and Islamic banks.

• This study is based on quantitative methods, so in the future researchers can use qualitative methods to enrich their understanding of clients' expectations.

Finally, future studies should take online services as an important dimension of service quality because it is important for clients' needs.

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