

The Implementation of Total Quality Management (TQM) for The Banking Sector in Jordan

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Abstract

After its development and phenomenal success, Total Quality Management (TQM) was applied outside the industrial sectors to service organizations, such as banks. This paper investigates the application of TQM to a service organizations using Jordanian banking sector as a model example. Banking is an important sector in Jordan. The government has introduced several laws and constitutions aimed to further develop this sector, improve its ability to compete within a global market and encourage investment in the country. However, little work has been done to measure and control quality in this sector. The work will show that the use of TQM can be of great benefit to the Jordanian banks, as it will lead to an increase in the organization customer orientation and competitive edge. The paper will also investigate the relation between the application of TQM and the increase in the organization performance and efficiency. The results show that the application of TQM in the Jordanian banking sector lead to increased productivity and ability to compete in the global markets.

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1. Introduction

In today's world, organizations are facing the growing challenges from global competition and more sophisticated customers in terms of what they want and their changing needs. Most organizations are starting to apply the Japanese methods of production and philosophies in the hope of achieving the required growth in the markets increasing profit. One of the main ideas that came from the Japanese industry is TQM, which means that all workers within a given organization must participate in improving the product or service quality, an activity that was previously the concern of the quality control department employees. Feigenbaum defines TQM as "An efficient system that aims to achieve total quality through the combined effort of all the employees within the organization in order to produce a product/service that will meet the needs and expectations of the customer with minimum cost" [1].

Due to the large success of TQM in manufacturing companies, service organisations have started to follow in their footsteps and consider the application of TQM. This was mainly due to the nature service industries in terms of its customer orientation. Thus TQM was applied to banks

[2], hospitals [3], hotels and education [4] [5] [6] [7] [8]. In order to apply TQM to a service sector it is important to decide on how to evaluate the quality of service. Service can be evaluated according to cost, flexibility, acquirability, totality, and response time [9] [10]. This paper will concentrate on the affect of applying TQM to the service industry and will use banks in Jordan as a model company (or organization).

Most bankers would like to believe that banks are in the finance sector, and not in the service industry. Thus they tend to compete in terms of financial prowess (e.g. Asset base, amount of loans released, cash flow ... etc.) rather than service quality. However, banks depend on customer satisfaction to continue business. This classifies them as a service company. When the customer interacts with the front line personnel and requires a certain service, it is this moment of truth that decides whether the customer will come back or shift to the next-door competitor. Thus banks tend to benefit from the TQM customer first motto.

Ramadan [2] considered the nature of services that the banks provide. Setting the quality aspects for these services is an aspect that was discussed by [11]. Dusseav

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[6] considered the effect of applying TQM on the financial capability and return of a given organisation. He concluded that there is a strong correlation between these two issues, however it may take from four to eight years to see such an improvement depending on the organisation nature and business. Eriksson [12] considered the winners of the Swedish quality awards and showed that their financial performance using several indices exceeds their competitors on most of the studied indicators. Yeu-Shiang [13] investigated the application of the TQM philosophy in Taiwanese service and manufacturing organizations, and concluded that the Taiwanese economy survival in the current economic regional decline was due in part to the impact of using quality management techniques in these organizations. Other researchers considered the implications of applying TQM to organizations in different countries and concluded that large gains can be achieved if the momentum of TQM application can be maintained [14-18].

2. Banking in Jordan

In Jordan, and due to the country large economic liberalisation, the banking sector is starting to play an important role in the country movement toward free market trade. This sector is showing staggering prospects for expansion and diversification and accounted 44.6% of total stock market capitalization, and contributed 18.7% to GDP in 2004 [19]. The Jordanian government is placing great emphasis on the banking organisations development and it is hoped they will be able to finance projects and deal with incoming capital investment. At the end of 1999, twenty-two national and five international commercial banks were operating in the country with a structural network of 466 branches. Having to play such a vital role in the revival of the Jordanian economy and country future, the government has introduced several laws and constitutions aimed to further develop financial organisations. This effort is mainly targeted toward improving the quality of offered services, increase the organisations ability to compete within a global market and encourage investment in the country.

The Central Bank of Jordan has liberalized almost all-direct control on interest rates, applying fiscal, monetary and commercial deregulation. This has exposed Jordanian banks to increasing foreign competition. The challenge of providing local competitive banking services is increasing. Computerization and modernization of banking services is under way in most local banks, enabling them to adapt to their new integral role in world economies.

However, little work has been done to measure and control quality in this sector and to see the effect of employing quality assurance techniques on the overall efficiency and productivity of the sector. Maala [20] has attempted to measure quality in the banking sector in Jordan. The research considered the customer point of view as a benchmark to the effect of the implementation of TQM. It concluded that there is a big gap between the level of service expected by the customer to that offered by the bank, and recommended that banks should try to improve their services. However, the research did not consider the management and the what it's doing to improve the quality of service, time frame of

implementation of quality improvements schemes, study the obstacles in the implementation of TQM, and the provision of a subjective measure (response time, profit, cost of service) that indicates improvements in the performance when TQM was applied (if any), as the study used customer satisfaction as a measure.

Belbissi [21] considered the application of TQM in the Jordanian banking sector from the banks managers' point of view. The study aimed to identify the relationship between TQM principles and the banks performance. It concluded Jordanian banks adapted TQM concepts and that there is a relationship between the banks accommodation of TQM principles and organizational performance. The study recommended that more research on the banking sector in Jordan should be done where both banks customer and employees viewpoints.

This paper will consider the application of TQM to the service sector from the customer, employee and managers points of view. Due to its importance to the Jordanian economy, banks will be used as a model of a service organisation. In this first stage a survey will be conducted regarding the current state of application of TQM in banks, study the effect of the introduction of TQM to the sector and the factors that prevent the implementation of TQM. In future work, a TQM implementation framework will be developed that is targeted toward the banks.

3. TQM Model

In order to achieve the goals and aims of the study, a model that reflects the relation between the dependent and independent variables was constructed. This model can be seen in Figure 1.

The model shows the interaction between the elements of TQM in order to achieve a continuous improvement in the production and operation of the target organisation, thus achieving customer satisfaction. The model structure is made of three building blocks:

1. Requirements: These are the basic requirements and building blocks for the initial implementation of TQM. These are: Approval of the philosophy, commitment toward the philosophy and availability of critical information needed for the implementation and measurement of performance.
2. Actions: These are the activities needed for the implementation of the philosophy in the organisation. These include: training of employees in the aspects of TQM and the meaning of the philosophy, participation and involvement of the upper management in the implementation phase and structural organisational change needed for implementation in terms of responsibilities, departments and management levels.
3. Results: These are the results from implementing TQM in a financial organisation, which include customer satisfaction and financial development. Two financial development indicators were used here:
 - Profitability: It's the degree of organization success in achievement of its predetermined objectives or, it's the degree of organization success in available resources distribution in order to achieve the highest profit from its investment, and it can be measured quantitatively by [2]:

$$\text{Profitability} = \text{Net Income After Tax} / \text{Total Assets}$$

- Productivity: Its the quantity of necessary resources required to produce one unit from the total production[1] and its measured quantitatively by:

$$\text{Productivity} = \frac{\text{Total Deposits At The End Of Year}}{\text{Total Number Of Employees}}$$
 Embedded in the model is the continuous improvement

concept. This is because banks that intend to apply the model will have to measure their performance and compare it to the competitor's performance. This will allow the banks to get a feed back about the level of required improvement and what must be done to achieve better results.

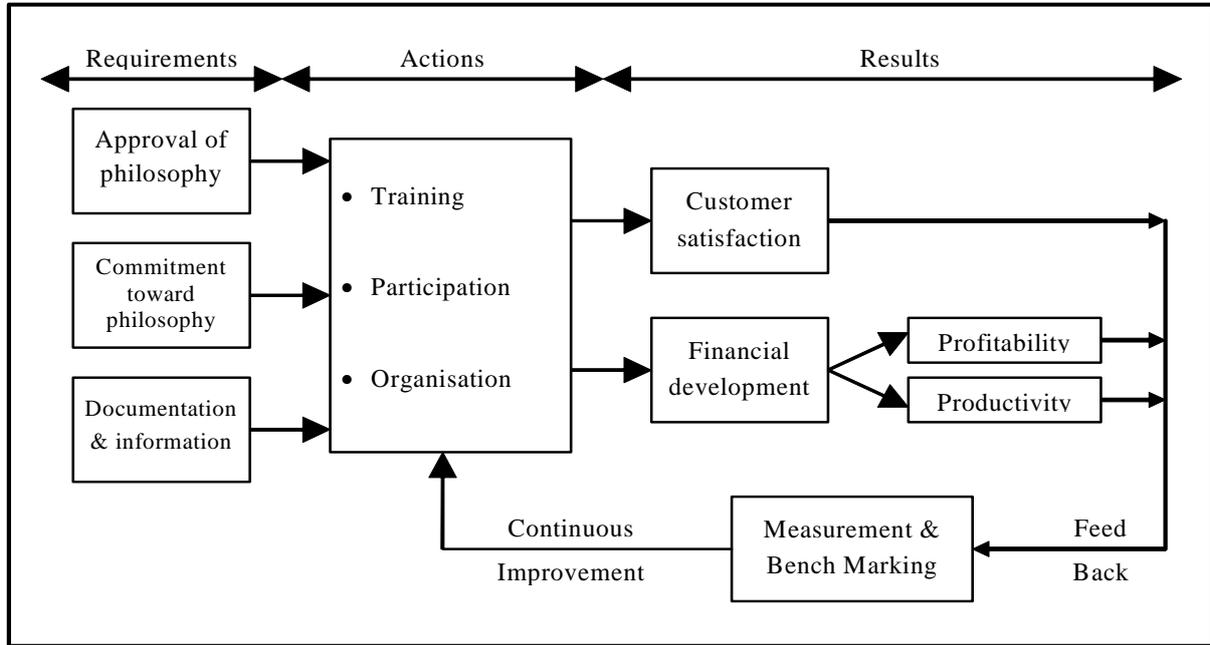


Figure 1. The proposed TQM model for the study

4. Research Methodology

In order to understand the current state of application of TQM in the banking sector in Jordan based on the model shown in Figure 1, a survey was conducted to measure each of the level of readiness and implementation of the three basic building blocks. The results from the implementation of TQM in banks (customer satisfaction and financial development) were measured as follows:

- Customer satisfaction was measured via a questionnaire, which evaluated their level of satisfaction from the services rendered by the bank.
- Financial development (profitability and productivity) was measured from the data provided by the banks annual reports.

The requirements and actions needed for the implementation of the TQM philosophy were measured by a second questionnaire answered by the bank employee and management personnel. This questionnaire investigated the requirements of TQM (approval of philosophy, commitment toward philosophy and documentation and information) and actions should be taken to achieve TQM implementation through questions related to TQM principles.

4.1. Study Sample

The study sample was divided into two groups: bank employees and bank customers.

For the bank employees, (100) Questionnaires were distributed on (5) Jordanian commercial banks that were selected randomly and according to banks management's cooperation with researchers Two of these banks are ISO certified, while the other three are committed to TQM principles according to top management memorandums and strategic plans. The questionnaires were distributed to the employees of these banks in different work levels and different branches all within the capital city Amman. (82) Questionnaires were retrieved. Table 1 shows frequency and percentage of the employee's distribution on the banks under study.

For the bank customers group, (400) Questionnaires were distributed on Jordanian banks customers that were selected randomly from the banks under study in different branches inside and outside the capital city Amman. (219) Questionnaires were retrieved. Table 1 shows frequency and percentage of the collected customer questionnaires from the banks under study.

Table 1. The distribution of the employees on the different banks: ISO certification comments were in effect at the time of the study

Bank Name	ISO certified	Employees Questionnaire		Customers Questionnaire	
		Frequency	Percent %	Frequency	Percent %
Jordan Bank	No	25	30.5	80	36.5
Islamic Bank	In process	13	15.9	43	19.6
Housing Bank	ISO 9001	6	7.3	35	16.0
Jordan National Bank	No	33	40.2	32	14.6
Jordan Kuwaiti Bank	No	5	6.1	29	13.2
Total		82	100.0	219	100.0

* At the time of the study

4.2. Study Hypotheses

The study aimed to investigate several hypotheses about the relation between the model elements. As indicated these are divided into two groups:

- Group 1: Management and employee related hypothesis set that cover the application of TQM concepts in Jordanian commercial banks from management and employees view. This group is also divided into two basic hypothesis that consider:
 - Adaption of the Jordanian banks to TQM concept.
 - Relationship been the application of TQM principles and bank performance.

Each of the above is also divided into a set of sub hypothesis that relate to focus on customer principles, employee needs, continuous improvement, competition needs, and bank performance. Table 2 shows the hypotheses set for this group.

- Group 2: Customer related hypothesis set that cover the level of customer satisfaction from financial services quality in the banks after the implementation of TQM from a customer view. These are five hypotheses that focus on the customer evaluation of provided service based on previous experience with the bank (duration and frequency) and/or dealings with other banks. Table 3 shows the hypothesis set for this group.

Table 2. Employee and management questionnaire hypotheses.

No	H	Basic Hypothesis	No.	H	Sub Hypotheses
1	H ₀	The Jordanian banks don't adapt the TQM concept.	1.1	H ₀	The banks don't adapt focus on customer principle.
				H ₁	The banks adapt focus on customer principle.
			1.2	H ₀	The banks don't adapt focus on employee needs principle.
				H ₁	The banks adapt focus on employee needs principle.
	H ₁	The Jordanian banks adapt TQM concept.	1.3	H ₀	The banks don't adapt focus on continuous improvement principle.
				H ₁	The banks adapt focus on continuous improvement principle.
			1.4	H ₀	The banks don't adapt focus on management competition needs principle.
				H ₁	The banks adapt focus on management competition needs principle.
2	H ₀	There is no relationship between the application of the TQM principles and the bank performance (measured by profitability and productivity).	2.1	H ₀	No relationship between the bank commitment to satisfying the customer needs and the bank performance.
				H ₁	A relationship exists between the bank commitment to satisfying the customer needs and the bank performance.
			2.2	H ₀	No relationship between the bank commitment to satisfying the employee's needs and the bank performance.
				H ₁	A relationship exists between the bank commitment to satisfying the employee's needs and the bank performance.
	H ₁	There is a relationship between the application of the TQM principles and the bank performance (measured by profitability and productivity).	2.3	H ₀	No relationship between the bank commitment to process continuous improvement and bank performance.
				H ₁	A relationship exists between the bank commitment to process continuous improvement and the bank performance.
			2.4	H ₀	No relationship between the bank commitment to satisfying management competition needs and its performance.
				H ₁	There is a relationship between the bank commitment to satisfying management competition needs and its performance.

Table 3. Customer satisfaction questionnaire hypotheses

No.	H	Basic Hypothesis
1	H ₀	The customer's evaluation to the provided services quality level was negative.
	H ₁	The customer's evaluation to the provided services quality level was positive.
2	H ₀	The percentage importance that the customers used to evaluate the provided financial services quality doesn't differ (between them).
	H ₁	The percentage importance that the customers used to evaluate the provided financial services quality differs.
3	H ₀	The evaluation of customers to the actual provided services quality level doesn't differ depending on the number of dealing years with the bank.
	H ₁	The evaluation of customers to the actual provided services quality level differs depending on the number of dealing years with the bank.
4	H ₀	The evaluation of customers to the actual provided services quality level doesn't differ depending on the number of dealing frequency with the bank.
	H ₁	The evaluation of customers to the actual provided services quality level differs depending on the number of dealing frequency with the bank.
5	H ₀	The evaluation of customers to the actual provided services quality level doesn't differ depending on their dealing with other banks.
	H ₁	The evaluation of customers to the actual provided services quality level differs depending on their dealing with other banks.

5. Results and Analysis

The 5-Likert scale has been used in the questionnaire with the following values: highly agree (5), agree (4), approximately agree (3), disagree (2), and completely disagree (1). The mean and the standard deviation of the different questions were calculated. It was considered that the customer or the employee agree on a given statement when the mean is (3.5) or more. A mean below this value, indicate a negative response. For the purpose of testing hypotheses, the joint mean for all statements was calculated to be considered as the factor of analysis (reference), while the individual mean of single questions representing for the same hypothesis was calculated to be compared with the reference using One Way Analysis of Variance (ANOVA).

5.1. Employee Questionnaire Analysis And Results

The results of the retrieved questionnaires, its frequencies, and percentages were shown in Table 1. Table 4 shows the employees questionnaire statement and the average mean for each statement. These statements were arranged according to the basic issues relating the introduction of TQM philosophy. Figure 2 shows a plot of the overall average mark for the statements for the five components of TQM. It is noted that employees accept and agree that their banks are focusing on introducing TQM concepts, the customer, employee and competition needs and on continuous improvement. From Table 4, it is noted that the employees:

- Agree on the introduction of TQM concepts by the management. They believe that there is a strong

relation between TQM introduction and the success of the bank. They believe that written material such as pamphlets will help the introduction process. However, they criticize the management for not changing the organisation structure and work practices to facilitate the achievement of TQM concepts.

- Believe that the bank management is “customer focused”, as they run surveys to find out what are the customer needs, and they listen and try to provide immediate solution to the problems at hand. However this contradicts with the customer opinion (from customer satisfaction questionnaire) about the bank interest in them, as they do not note these actions and attitudes.
- Agree that the bank management focus on employees needs as they try to improve their performance by holding training programs, encourage creative thinking and teamwork to enhance their professionalism, allow them the chance to express them self’s and giving rewards for excellent performance.
- Believe that the bank management tries to improve the quality continuously by trying to avoid mistakes, minimize the cost of financial services, keeping a good documentation system and continuous modification of work practices
- Believe that the bank management is keen on developing their competitive edge by creating effective communication between them and the customers and follow the customer’s needs. They indicate that the ISO certificate has increased the bank performance level compared to the competitors.

Table 4. Results for the employee questionnaire statements regarding TQM components and their means.

	No	Sentence	Mean	Overall
Employees viewpoint of TQM concepts introduction	1	The bank employees believe in the relationship between the application of the TQM concept and the success of the bank.	4.16	3.8
	2	The management introduces the TQM concept to their employees.	4.13	
	3	The management reengineered and developed the organizational structure to suit the TQM concept	3.98	
	4	The management has a completely and written plan to introduce the TQM concept to their employees	3.94	
	5	The management improved and developed the motivation structure to suit the TQM concept.	3.35	
	6	The management distribute a book about quality on their employees explain the service quality improvement steps.	3.12	
Focus on customer needs	7	The bank management listening to the customer complaints and provide an immediate solutions.	4.32	4.2
	8	The bank management making surveys to know the customer needs and wants.	4.00	
Focus on meeting employees needs	9	The bank has a training department (provided with annual budget and equipment needed for training).	4.55	4.0
	10	Training programs includes employees form all management levels.	4.51	
	11	The training programs aimed to minimize the mistakes and achieving high level of quality	4.29	
	12	The training programs concentrate on the financial service quality importance.	4.21	
	13	The bank management encourages and adapts the new ideas.	3.94	
	14	The senior management encourages their employees for the teamwork.	3.89	
	15	The bank management share its employees in finding the suitable solutions to the problems that face the department they are working in.	3.79	
	16	The employees have the chance to demonstrate their opinions about the jobs they are doing.	3.78	
	17	The bank management follows up the trainer after finishing his training.	3.73	
	18	The bank management forms teams work to improve the bank quality involving employees in all levels.	3.72	

Table 4 continues next page

	19	The bank management grants awards to their employees about their excellent performance.	3.71	
	20	The bank has teams work that meeting continuously to discuss the work problems and make decisions.	3.68	
Focus on continuous improvement	21	The bank management and its employees are making preventive and immediate corrective actions for the mistakes.	4.26	4.0
	22	The management aimed to minimize the cost of different financial processes.	4.11	
	23	The bank has a documentation system that is introduced and applicable from employees in all levels.	4.04	
	24	The bank has methods to analysis the activities required to provide the service.	3.88	
	25	The bank has a program to simplify the steps required to provide the service.	3.88	
	26	The bank has a program to eliminate the unnecessary activities and training work.	3.59	
Focus on management competition needs	27	There is an active communication method between customers and employees.	4.26	4.1
	28	The bank management has general strategic goals for the quality dependent on the wants and needs of depositor, loan, and beneficiary.	4.18	
	29	The bank management studies the situation of the other competitors to improve the service.	4.15	
	30	The bank has a system to study the market and the economic changes.	4.09	
	31	The bank management has methods to follow up changes in customer wants and needs.	4.07	
	32	The senior management has a long term plans for the service quality.	4.04	
	33	The ISO certificate increases the bank performance level compared to other banks that don't have ISO certificate.	4.00	
	34	The bank management revises the statistics used to measure the performance quality to make sure it's valid for the future operations.	3.91	

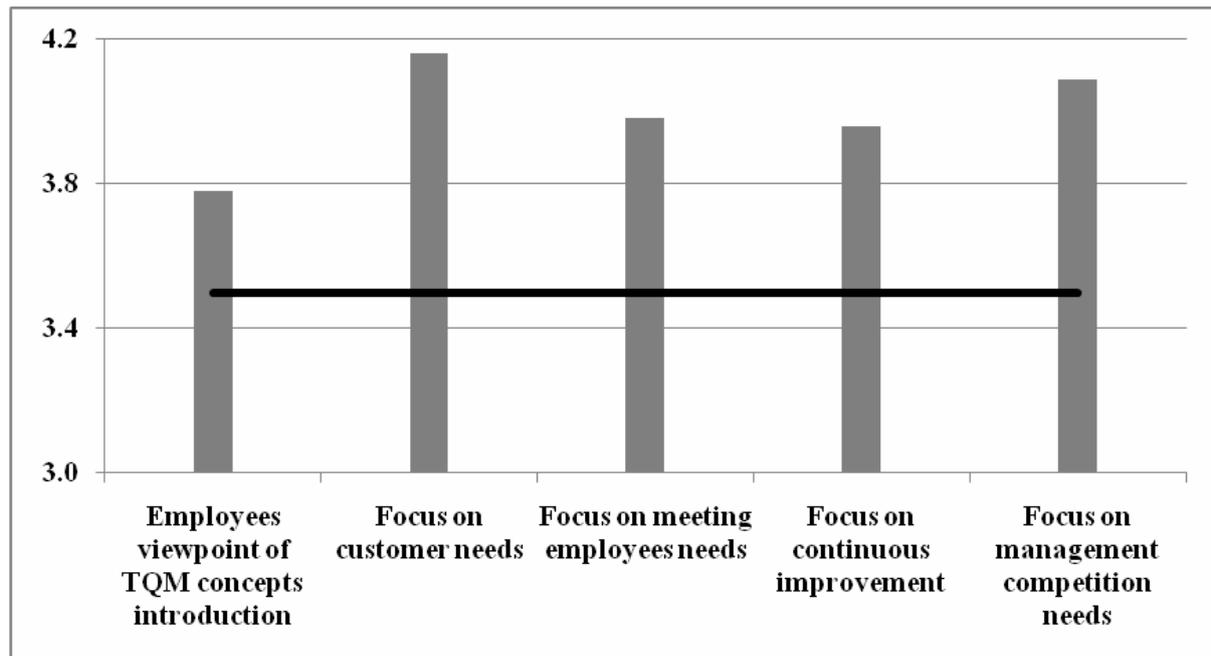


Figure 2. Average results for employee's statements versus the five basic components of TQM. The line represents the pass mark of 3.5 at which the statements is accepted in the analysis.

The hypotheses for the employee questionnaire were analysed statistically using F-test. The results of the analysis for the first hypothesis and its subgroup hypotheses can be seen in

The results of the analysis for the second hypothesis and its subgroup hypotheses can be seen in Table 6. Here

Table 5. The hypotheses were tested using the one-way analysis of variance with a 95% confidence level. Note that the hypotheses are referred to using their respective numbers shown previously in Table 2. The results indicate

the F statistic to the hypothesis was calculated in order to find the if the statement is accepted or not.

that Jordanian banks adapt TQM principles and its main basic elements such as focus on customer and employees needs, focus on continuous improvement and focus on management competition needs.

The results of the analysis for the second hypothesis and its subgroup hypotheses can be seen in Table 6. Here

the F statistic to the hypothesis was calculated in order to find the if the statement is accepted or not.

Table 5. First employee questionnaire hypothesis test.

Hypothesis	Test	DF	Calculated F	Sig.	Tabulated F	Result
1	Between Groups	46	4.847	.0001	1.687	Accept H1
	Within Groups	35				
	Total	81				
1.1	Between Groups	46	6.220	.0001	1.687	Accept H1
	Within Groups	35				
	Total	81				
1.2	Between Groups	46	9.354	.0001	1.687	Accept H1
	Within Groups	35				
	Total	81				
1.3	Between Groups	46	5.529	.0001	1.687	Accept H1
	Within Groups	35				
	Total	81				
1.4	Between Groups	46	6.502	.0001	1.687	Accept H1
	Within Groups	35				
	Total	81				

Table 6. Second employee basic hypothesis test.

Hypothesis	Test	Calculated F	Sig	R	R ²	Result
2	Profitability	10.835	0.0001	0.8356	0.6982	Accept H1
	Productivity	9.354	0.003	0.9356	0.8753	Accept H1
2.1	Profitability	8.856	0.0023	0.7632	0.5825	Accept H1
	Productivity	9.456	0.0001	0.8962	0.8032	Accept H1
2.2	Profitability	12.987	0.0001	0.8562	0.733	Accept H1
	Productivity	13.562	0.0001	0.9524	0.9071	Accept H1
2.3	Profitability	15.897	0.0001	0.9789	0.9582	Accept H1
	Productivity	13.456	0.0001	0.8563	0.7332	Accept H1
2.4	Profitability	13.897	0.001	0.7564	0.5721	Accept H1
	Productivity	12.456	0.001	0.7956	0.6330	Accept H1

5.2. Customer Questionnaire Analysis And Results

The results of the retrieved questionnaires, its frequencies, and percentages were shown in Table 1. Table 7 shows the customer questionnaire statements and the average mean for each statement. From Table 7 it is noted that the customers:

- Agree that their bank has modern technical equipments that are necessary in developing the level of provided service and plays an important role in the continuity of the bank. Thus they agree that the A.T.M services introduced by their banks are appreciable and that this service helps in save their times and facilitate their deal with the banks.
- Agree that their bank deliver on their promises, although the agreement on this component of quality management was less as compared to many other criteria. The lack of promises delivery may be due to

the bureaucracy procedures that exist in some banks and that any new step or procedure must be approved from upper management. It can be seen that the means trend for the customers' answers starts to decrease when the statement are concerned with the bank inside procedures.

- Agree that their bank is reliable and does have good documentation that they can depend on.
- Agree that their bank employees are qualified. Customers also believe that they receive immediate services and that the employees and the bank management care for their needs. This reflects the fact that customers feel that they are the focus of the bank operation, which satisfies an important criterion in the TQM implementation process. On the other hand they agree that the banks do not take into consideration their

suggestions to improve financial services quality and that bank management takes care in trying to solve their problems, although the mean for that statement was low. There is a contradiction between the customer belief about the level of offered service and the customer feeling that he/she is the focus of the operations in the bank.

- Agree that their bank employees are trust worthy. This trust is critical; else the customer will not deal with his bank any more.

- Agree that their bank working hours are suitable for them.
- Marginally agrees that their bank offers financial service with a good quality level and about the continuous effort to improve the provided service. However the mean of these statements was low and on the edge of acceptance.
- Do not agree that the interest rate their bank is giving is lower than other rates offered by other banks. This is true because the interest rate in most cases is limited through the Central Bank of Jordan.

Table 7. Result for the customer questionnaire statements with their respective means.

No	Sentence	Mean
1	The A.T.M services help to save time and facilitate service achievement.	4.61
2	The bank provides the A.T.M services	4.31
3	The bank management has accurate documentations.	4.18
4	The bank has a modern techniques equipments	4.13
5	I can depend on the management of the bank that I deal with.	4.09
6	I trust the bank employees that I deal with.	4.08
7	The general appearance of the bank compatible with the offered services.	4.06
8	When the bank management promises their customers to do anything on a specific time it do it.	3.96
9	The bank management doesn't give the customer any personal care.	3.88
10	The bank employees don't know the customer needs	3.84
11	The bank has a continuous improvement in its financial services quality.	3.82
12	The bank has high-qualified employees.	3.76
13	If the customers have any problems, bank management would support them.	3.72
14	The bank employees always don't have the will to help the customers.	3.68
15	The bank management doesn't give the customer any individual care.	3.65
16	The bank has economic counsellors with high experience.	3.63
17	The bank introduces the quality importance of the financial services.	3.52
18	The bank management considers the suggestions and comments of the customer on their financial services quality.	3.48
19	The bank management doesn't put the upper benefit of the customers in their care.	3.4
20	The bank provides financial services with high quality and low cost.	3.40
21	The bank interest loans provided are lower than the other banks.	3.33
22	The customer doesn't have immediate services form the banks employees	3.32
23	The bank services are better than the other bank services	3.31
24	The working times of the bank don't suit all the customers.	2.97

The results of the analysis for the customer satisfaction hypothesis can be seen in Table 8. The hypothesis was tested using the one-way analysis of variance with a 95% confidence level. Note that the hypotheses are referred to using their respective numbers shown previously in

Table 2 The results indicate that there is good level of implementation of certain TQM concepts in the bank. However other concepts seem to be lacking since the customer does not feel that he/she is the focus of operations in the bank.

Table 8. Customer questionnaire hypotheses test.

Hypothesis	Test	DF	Calculated F	Sig.	Tabulated F	Result
1	Between Groups	36	12.233	.0001	1.418	Accept H ₁
	Within Groups	182				
	Total	218				
2	Between Groups	36	7.516	.0001	1.418	Accept H ₁
	Within Groups	182				
	Total	218				
3	Between Groups	2	0.587	0.557	3	Accept H ₀
	Within Groups	212				
	Total	214				
4	Between Groups	2	7.386	0.001	3	Accept H ₁
	Within Groups	216				
	Total	218				
5	Between Groups	4	2.772	.028	2.37	Accept H ₁
	Within Groups	214				
	Total	218				

6. Conclusions

The study revealed that there is a general approval of the study sample that the level of TQM implementation is moderate. This indicates that there is a high awareness from the top management to adapt the TQM concept as important guide to the local and national competition. The attitudes of the respondents regarding the principles of the TQM were within a high mean. The results shows that there is nearly equal adaptation from the banks to all principles of TQM. While in reality there is little focus on customer needs and complaints regarding to customers viewpoint.

The study revealed that there is a high rational relationship between all TQM principles and the organization performance in commercial Jordanian banks measured in productivity and profitability. The evaluation of commercial Jordanian banks customers to the provided services quality level was positive although the general feeling of customers was not satisfied. It could also be concluded that there is no relationship between the evaluation of commercial Jordanian banks customers to the actual provided services quality level and the number of dealing years with the bank.

On the customer side, the study showed that customer's evaluations regarding the provided financial services quality differs, and this gives to the management an indication of the need of giving high priority to develop quality approaches. The modern techniques equipments available in the bank have nearly the highest importance in customer evaluation, so the banks should give it most priority in their development process. There is a relationship between the evaluation of commercial Jordanian banks customers to the actual provided services quality level and the number of dealing frequency with the bank. Frequent dealing with the bank make a strong relationship between the customers and the bank employees and this affect the customer's evaluation. The evaluation of commercial Jordanian banks customers to the actual provided services quality level differ dependent on dealing

with other banks. This give a true customer evaluation to actual services quality level provided by the evaluated banks compared to other banks they deal with.

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