

**The Impact of Quality Management Practices on Achieving
Service Excellence: An Applied Study on Jordanian Commercial
Banks**

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Abstract

This study aimed to measure the impact of quality management practices (commitment of senior management, focus on the customer, continuous improvement, empowering human resources) on achieving service excellence in its dimensions (tangibility, reliability, responsiveness, safety, and empathy) in Jordanian commercial banks. The study relied on the descriptive and analytical approach, where a questionnaire was designed for the purpose of collecting data from the study community, which consisted of workers, whose number is (3890) in seven of the Jordanian commercial banks.

The questionnaires were distributed over the 450 sample of the study, and (402) questionnaires were retrieved, with a recovery rate of (89%). Statistical treatments were also performed by using the "Statistical Packages in the Social Sciences (SPSS)" program to test the study hypotheses.

The results of the study showed the impact of quality management practices in its dimensions (commitment of top management, focus on the customer, continuous improvement, empowering human resources) on achieving service excellence in its dimensions (tangibility, reliability, responsiveness, safety, and empathy) in Jordanian commercial banks. The results of the study confirmed the existence of a statistically significant impact of focusing on the customer and continuous improvement and empowerment of human resources on tangibility in Jordanian commercial banks, while the commitment of the higher management had no statistically significant impact on the tangibility in Jordanian commercial banks. The study recommends supporting the relationship between senior management and bank workers through holding periodic meetings, increasing transparency in evaluating performance, adopting an open door policy, holding informal meetings between workers and these departments,

developing strategic plans to empower employees and providing them with administrative and technical skills that lead to their feeling of safety when they deal with Customers and take appropriate decisions without fear or hesitation.

Keywords: Quality Management Practices, Quality Service, Service Excellence, Jordanian Commercial Banks.