



Investigating the Impact of Customer Orientation, Relationship Quality, and Strategic Flexibility on Customer Loyalty:

“An applied Study on SME’s in Commercial Banks in Jordan “

Prepared by:

Omar Salem Obeidat

Supervised by:

Dr. Laith Al Rubaiee

A thesis submitted in partial fulfillment of the requirements

for the degree of:

Master of Business Administration

Faculty of Business

Middle East University

2011

Authorization

By signing below, I indicate my approval for Middle East University for the distribution of this thesis for any high education institutions, committees and any party that related to high researches and studies.

Name: Omar Salem Mofleh Obeidat.

Signature: 

Date: 30/7/2011

Thesis examining committee approval decision for:
investigating the impact of customer orientation, strategic flexibility, relationship quality of customer loyalty. An applied study on SME in commercial banks in Jordan.

| <u>Committee members</u> | <u>University</u> | <u>Signature</u> |
|----------------------------|------------------------|--|
| 1- Dr Laith ALrubaiee | Middle East University |  |
| 2- Dr Hamzeh Khraim | Middle East University |  |
| 3- Dr Abdoelmonem Shaitoni | Petra University |  |

Acknowledgment

I am indebted to many people for their unfaltering support during my thesis program.

First and for most to Dr. Laith AL Rubaiee, for his support, ideas, caring and full attention for any single details. I am grateful for his both moral and intellectual support along the year.

For Arab Bank plc. Without this great organization I won't go any step further, I am grateful for Arab Bank in all the ways.

To my Father.....the one who always inspires me.

*To my Mother.....the one who gave me the will and the
strength to complete this research.*

*To my Brother Amer....the one who always takes care of me
when I need him.*

For my friends and colleagues who supported me all the way.

| Contents | Page |
|-----------------------------------|-------------|
| Title. | I |
| Authorization. | II |
| Thesis committee decision. | III |
| Acknowledgment. | IV |
| Dedication | V |
| Table of contents. | VI |
| Tables List. | VIII |
| Figures List. | IX |
| Appendix | IX |
| Arabic Abstract | X |
| English Abstract. | XI |

| Contents | Page |
|--|-------------|
| Chapter 1 General framework | 1 |
| (1-1) introduction | 2 |
| (1-2) study problem and questions. | 4 |
| (1-3) study objectives. | 5 |
| (1-4) study importance. | 6 |
| (1-5) study Hypotheses. | 7 |
| (1-6) study delimitations. | 7 |
| (1-7) study difficulties. | 7 |
| (1-8) study terminology. | 8 |
| Chapter 2 Theoretical Framework & Literature Review | 9 |
| (2-1) Orientation. | 10 |
| (2-2) Market Orientation. | 10 |
| (2-3) Customer Orientation. | 13 |
| (2-4) Strategic Flexibility. | 19 |

| | |
|---|-----------|
| (2-5) Relationship Quality. | 22 |
| (2-6) Trust. | 26 |
| (2-7) Commitment. | 28 |
| (2-8) Customer Loyalty. | 31 |
| (2-9) Small and Medium Enterprise (SME). | 33 |
| (2-10) Previous Studies. | 37 |
| Chapter 3 Methods and Procedures | 47 |
| (3-1) Study Methodology. | 48 |
| (3-2) Study Populations and Samples. | 48 |
| (3-3) Study Model. | 49 |
| (3-4) Study Tools and Data Collection. | 50 |
| (3-5) Statistical Treatment. | 51 |
| (3-6) Reliability and Validity. | 53 |
| Chapter Four Analysis Results& Hypothesis Test | 55 |
| (4-1) Descriptive Analysis of Study Variables. | 56 |
| (4-2) Test of Study Hypotheses. | 67 |
| Chapter Five Conclusions and Recommendations | 80 |
| (5-1) Conclusions and Recommendations. | 81 |
| (5-2) Recommendations. | 84 |
| References | 86 |

Tables List

| Chapter -Table | Contents | Page |
|-------------------|---|------|
| 2-1 | Central bank of Jordan classification for SME. | 34 |
| 3-1 | Questionnaire distribution results. | 49 |
| 3-2 | Range of Level of Importance Scale. | 52 |
| 3-3 | Cronbach's Alpha Coefficient for Main Dimensions and Total. | 53 |
| 4-1 | Distribution of Sample individuals according to demographic Variables. | 56 |
| 4-2 | Descriptive and Level Evaluation Customer Orientation. | 59 |
| 4-3 | Descriptive and Level Evaluation Relationship Quality / Trust. | 61 |
| 4-4 | Descriptive and Level Evaluation Relationship Quality / Commitment. | 62 |
| 4-5 | Descriptive and Level Evaluation Strategic flexibility. | 64 |
| 4-6 | Descriptive and Level Evaluation Customer loyalty. | 65 |
| 4-7 | Simple Regression Analysis of the Customer Orientation on Strategic flexibility. | 67 |
| 4-8 | Simple Regression Analysis of the Customer Orientation on Relationship quality/ Trust. | 69 |
| 4-9 | Simple Regression Analysis of the Customer Orientation on Relationship quality/ Commitment. | 70 |
| 4-10 | Simple Regression Analysis of the Customer Orientation on Relationship quality. | 71 |
| 4-11 | Simple Regression Analysis of the Strategic flexibility on Relationship quality / Trust. | 72 |

| | | |
|-------------|---|----|
| 4-12 | Simple Regression Analysis of the Strategic flexibility on Relationship quality / Commitment. | 73 |
| 4-13 | Simple Regression Analysis of the Strategic flexibility on Relationship quality. | 74 |
| 4-14 | Simple Regression Analysis of the Strategic flexibility on Customer Loyalty. | 75 |
| 4-15 | Simple Regression Analysis of the Relationship Quality / Trust on Customer Loyalty. | 76 |
| 4-16 | Simple Regression Analysis of the Relationship Quality / Commitment on Customer Loyalty. | 77 |
| 4-17 | Simple Regression Analysis of the Relationship Quality on Customer Loyalty. | 78 |

| Figure | Content | Page |
|--------|-------------|------|
| 3-1 | Study Model | 50 |

| Appendix | Contents | Page |
|----------|----------------------------------|------|
| 1 | Names of arbitrators. | 98 |
| 2 | Study Tool (Questionnaire). | 99 |
| 3 | Central Bank of Jordan circular. | 103 |

بحث أثر التوجه بالزبائن و جودة العلاقة و المرونة الاستراتيجية على ولاء الزبائن.

دراسة تطبيقية على البنوك التجارية في الاردن.

اعداد:

عمر سالم عبيدات

إشراف الدكتور:

ليث الربيعي

الملخص باللغة العربية

تهدف الدراسة الى دراسة أثر التوجه بالزبائن و جودة العلاقة و المرونة الاستراتيجية على ولاء الزبائن على عملاء الشركات الصغرى و المتوسطة في البنوك التجارية في الأردن.

ولتحقيق أهداف الدراسة قام الباحث بتصميم استبانة شملت (44) فقرة لجمع المعلومات الأولية من عينة الدراسة المكونة من (82) مفردة. وفي ضوء ذلك جرى جمع وتحليل البيانات واختبار الفرضيات باستخدام الحزمة الاحصائية للعلوم الاجتماعية SPSS. وتم استخدام العديد من الأساليب الإحصائية لتحقيق أهداف الدراسة، ومنها تحليل الانحدار البسيط والمتعدد. وبعد إجراء عملية التحليل لبيانات الدراسة وفرضياتها توصلت الدراسة :

الى وجود أثر ايجابي قوي لكل من التوجه بالزبائن و المرونة الاستراتيجية و جودة العلاقة على ولاء الزبائن في البنوك التجارية في الاردن.

و في ضوء ذلك قد اوصت الدراسة بما يلي:

1. تطوير مفهوم التوجه بالزبائن لدى البنوك الاردنية لتلبية حاجات الشركات الصغرى و المتوسطة.
2. تبني مفهوم المرونة الاستراتيجية و تحسين جودة العلاقة لما لها اثر مترابط ما بين التوجه بالزبائن و ولاء الزبائن.

Investigating the impact of customer orientation, strategic flexibility and relationship quality on customer loyalty.

Applied study on SME in commercial banks in Jordan.

Prepared by:

Omar Salem Obeidat

Supervised by:

Dr. Laith Al Rubiee.

Abstract

This study aimed to investigate the role of customer orientation, strategic flexibility, and relationship quality on customer loyalty for SME customers in Jordanian commercial banks.

In order to achieve the objectives of the study, the researcher designed a questionnaire consisting of (44) paragraphs to gather the primary information from study sample which consisted (82) individuals. The statistical package for social sciences (SPSS) and Statistical was used to analyze and examine the hypotheses. The researcher used many statistical methods to achieve study objectives, such as simple and multi regression. The main conclusions of the study were:

There is a strong positive effect for customer orientation, strategic flexibility and relationship quality on customer loyalty.

The study recommends the following points:

- Developing customer orientation concept in Jordanian commercial banks in order to understand the SME needs.
- Adapting Strategic flexibility and relationship quality concepts which have a linkage and mutual relationship between customer orientation and customer loyalty.

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 difficulties

(1-8) study terminology

(1-1) Introduction

Creating loyal customer is the heart of every business, the only value that any organization can create comes from valued customers, business all around the world succeeds by getting ,keeping and growing customers. Customers are the only reason behind building factories, hire employees, schedule meeting and engage in any business activities (Kotler & Keller 2009).Increasing tough competition among organizations changed the perspective of customers from the traditional style to new market orientation and a quality in relationship with customers moving them from satisfied customers to loyal customers.

Because the customer is the central element of market orientation research, which also means better understanding of competitors and inter-functional coordination ,customer orientation and marketing orientation are equivalent (Kholi & Jaworski 1990), it becomes essential for all organizations for better understanding of customers needs, become closer to them, create products and services that are suitable for the customers taste and styles, through adapting flexible strategy that could generate options to meet the customers' needs.

Relationships with customers become a continuous process aimed at collecting information for providing unexpected superior satisfaction that leads to customer loyalty (Dlagic *et al* 2007), it's important for organization to build trust and commitment with customers to achieve more customers satisfaction and loyalty with different customer level beginning from individual to large corporations, by understanding their needs, analyzing purchasing and behavior patterns.

Good implementation of relationship marketing strategy can be seen from good relationship quality built between customers and service providers (Bojet et al 2010).

Developing customer orientation philosophy has the potential to provide several positive financial performances for the service firms who are successful in building a good relationship with their customers and has the ability to generate options to meet the customer's needs and adapt to the dynamic changes in the world to better serve and deliver continuous value for their loyal customers.

(1-2) Study Problems and Questions

Many studies have examined the effect of customer orientation and relationship quality on creating customer satisfaction that leads to loyal customers. These studies took place in different industries in Europe, America, Asia and Africa, most conclusions and findings stated the importance of relationships with customers in order to keep them loyal to the firms, showing the importance of adapting flexible strategies and strengthen the relationship among their variables.

The researcher in this study will try to state the impact of the following variable: customer orientation, relationship quality and strategic flexibility on customer loyalty in commercial banks in Jordan that serve Small and Medium Enterprises (SME). Through the researcher career and experience in commercial bank, the researcher found out that commercial banks don't give much attention for (SME's) for many reasons like their profitability, high risk because of unclear and short history of the enterprise. Furthermore many relationship managers are not aware of the account transactions and nature of the business because of the lack of communications between the two parties, where the only contact takes place if the customer wishes to have credit facility from the bank, issue letter of guarantees, and reduce charges and fees, and most of the times it happens through the bank's branches. On the other hand, the banks policies and procedures don't go along with most of the customer's financial need; if the customer application for a credit facility or a loan failed to meet the banks policies and procedures the customer request is being rejected without proposing solutions or changing in any of the policies to meet the customer requirements. These variables affect the customer loyalty and possibility of frequent purchasing patterns for the banks products and services.

In this thesis, the researcher will try to clear the image of how customer orientation, relationship quality and strategic flexibility affect the customer loyalty and enhance good relationships with commercial banks.

Regarding the above mentioned variables, the study proposes the following questions:

- To what extent customer orientation affects strategic flexibility?
- To what extent customer orientations affects relationship quality?
- To what extent strategic flexibility affects relationship quality?
- To what extent strategic flexibility affects customer loyalty?
- To what extent relationship qualities affects customer loyalty?

(1-3) Study Objectives

The main object of the study is to clarify the effect of customer orientation, relationship quality and strategic flexibility on (SME's) customer loyalty in commercial banks in Jordan summarized into the following five objectives:

- ✓ Examine the effect of customer orientation on strategic flexibility in commercial banks in Jordan that serve SME's customers.
- ✓ Examine the effect of customer orientation on relationship quality in commercial banks in Jordan that serve SME's customers.
- ✓ Examine the effect of strategic flexibility on relationship quality in commercial banks in Jordan that serve SME's customers.
- ✓ Examine the effect of strategic flexibility on customer loyalty in commercial banks in Jordan that serve SME's customers.

- ✓ Examine the effect of relationship quality on customer loyalty in commercial banks in Jordan that serve SME's customers.

(1-4) Study Importance

Understanding the customer needs to reach loyalty level is one of the most important issues that matters banking sector industry for decision makers. Understanding the value of the customers and building a positive relationship with them that count on trust and commitment is a crucial issue for banks owners.

Relationship managers (RM) in commercial banks can obtain great benefits of this study, the model in this research addresses the main points that aid the (RM) for better focusing on their (SME's) customers who believed to be the least profitable and less loyal to the banks regarding the strict strategies, policies and procedures and conservative actions that the commercial banks adopt to grant credit facility for such customers.

The overall importance of this study is to develop a model that clarifies the nature of the relationship among customer orientation, strategic flexibility, relationship quality and customer loyalty .An empirical research will be conducted to analyze the connections and effect of these variables to provide better insight on customer orientation and the effect on customer loyalty. (RMs) in commercial banks are the most beneficiary of the findings of this study because it will help them understand (SME's) customers and help them to achieve their targets.

(1-5) Study Hypotheses

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

- H1: Customer orientation has a strong positive effect on strategic flexibility.
- H2: Customer orientation has a strong positive effect on relationship quality.
- H3: Strategic flexibility has a strong positive effect on relationship quality.
- H4: Strategic flexibility has a strong positive effect on customer loyalty.
- H5: Relationship quality has a strong positive effect on customer loyalty.

(1-6) Study Delimitations

1. Human delimitation: the financial managers and owners of (SME's) who hold corporate account with commercial banks in Jordan.
2. Place delimitation: companies have corporate account with commercial banks in Jordan.
3. Time delimitations: from June/2011 till July 2011.

(1-7) Study difficulties

1. Huge number of (SME's) customers.
2. Access to (SME's) figures, information and statistics that commercial banks approve to provide the researcher with concerning customer information is confidential.
3. Reach (SME's) customers in order to fill the survey, the researcher didn't manage to reach many (SME's) because of the time element.

(1-8) Study Terminology

Customer orientation: the sufficient understanding of target buyers so as to be able to create superior value for them continuously (Ngai and Ellis 1998).

Strategic flexibility: the firm intent and capabilities to generate firm specific real options for the configuration and reconfiguration of appreciably superior customer value propositions (Whipple *et al* 2005).

Relationship quality: a customer's perception of how well the whole relationship fulfills the expectations, predictions, goals and desires the customer has concerning the whole relationship (Bojet *et al* 2010) ;(Jarvelin and Lehtinen 1996).

Customer loyalty: a deeply held commitment to re-buy or re-patronize a preferred product or service in the future despite there are situational influence and marketing efforts having the potential to cause switching behavior" (Oliver 1999).

Small and Medium Enterprise (SME): is defined as firm with less than 200 employees. (Vegholm *et al* 2008). In Jordan, small enterprises are firms with (5-20) employees, where medium enterprises are firms with (21-100) employees (CBJ circular 2011).

Chapter 2

Theoretical Framework & Previous Studies

(2-1) Orientation

(2-2) Market Orientation

(2-3) Customer Orientation

(2-4) Strategic Flexibility

(2-5) Relationship Quality

(2-6) Trust

(2-7) Commitment

(2-8) Customer Loyalty

(2-9) Small and Medium Enterprise (SME)

(2-10) previous studies

(2-1) Orientation

Pearson (1993) states that orientation is “a question of the degree to which one functional (or object) orientation dominates the way of thinking in an organization and consequently the way decisions get taken and the way people do their jobs.

(2-2) Market Orientation

As customer orientation is a part of the market orientation and an important component, it's necessary to clarify the concept of market orientation as a prelude to understand customer orientation concept and definitions from scholar's point of view.

Slater and Narver (1995) Defined market orientation as “the organization continuously collecting information about target customers' needs and competitors' capabilities and using this information to create continuously superior customer value.

Narver and Slater (1990) categorized market orientation into cultural and decision criteria.

Cultural criteria:

1. Customer orientation.
2. Competitor's orientation.
3. Inter-functional coordination

Decisions criteria:

1. Long-term focus.
2. Profitability.

Where (Kholi and Jaworski 1993) defined market orientation from behavioral perspective as “the organization wide generation of market intelligence pertaining to current and future needs of the customers, dissemination of intelligence horizontally and vertically within the organization wide action or responsiveness to it”.

In addition, (Becker and Homburg 1999) defined market orientation from system based perspective as “the degree to which management systems are designed in such a way to promote a business organization’s orientation toward its customers and competitors.

A market orientation is valuable because it helps the organization to focus on continuously collecting information about target customers’ needs and competitors’ capabilities and using this information to create continuously superiors customer value (Narver and Slater 1990). Organizations develop market orientation to build relevance into the products and service the organization deliver to its customers, market orientation serves as a prerequisite to the formulation on effective competitive strategies, innovation and response (Farrelly *et al* 2003). Organizations seek to develop its own market orientation to continuously asses the customer needs. Scholars observed the importance of market orientation and explored the link between this concept and product and services performance and success and how market orientation leads to a superior product performance. The goals of any organization is boost market share and profitability, market orientation provide the organization of better focus on product and services that suit the customer needs.

In order to have market orientation, organization has to engage into the following three strategies:

1. Generation of market intelligence to identify the customer needs.
2. Generation of market intelligence to identify competitive environment.
3. Development of an organizationally coordinated response.

Market orientation is important to determine innovation in service sector like insurance and banking industries, innovation depends on market orientation especially on customer orientation, keeping on touch with customer and understanding their needs and be able to respond to them appropriately is a key success to the organization.

In the present competitive market environment, characterized by globalization, with rapid market entry of new products and maturity conditions in many products and services, attaining a high level of customer loyalty has emerged as a central managerial concern. Clearly, customer loyalty constitutes an important objective for strategic marketing planning (Kotler 1984), and represents an important basis for developing a sustainable competitive advantage – an advantage that can be realized through market orientation (Olivares and Lado 2003). Market orientation leads to customer loyalty which in turn contributes to a better economic performance.

Market orientation became crucial to develop long term relationship with customers in services sector (Kholi and Jaworski 1990), and has a strong positive effect on customer retention, customer willingness to pay a higher price, spreading a good word of mouth so customers won't propensity to alternate among brands and services providers.

On the other hand, customer loyalty is expected to have a positive impact on business economic performance since market-oriented firms have a large number of satisfied customers and therefore a higher rate of repeated purchases.

(2-3) Customer orientation

Customer became smarter, more informed and have access to many channels and choices which take little time to exercise (AL rubiee and al Nazer 2010), customers can easily change to competitors who promise to deliver services and products with lower price. These made the organization more aware about keeping their customer and maintain their relationship with them in order to survive and compete successfully in the industry.

Customer orientation definition

Narver and Slater (1990) defined customer orientation as “ a sufficient understanding of the target customer’s needs and the entire value chain in served markets to create superior value by either increasing benefits or decreasing cost.”

Customer orientation has been also defined as the degree to which contact personnel practice the modern marketing concept by trying to help their customers make purchase decision that will satisfy customer needs (Saxe and Weitz 1982). Customer orientation is believed to be foster a number of positive marketing outcomes.

Customer orientation is the central factor of market orientation (Hsieh *et al* 2008). Because it place the highest priority on continuously finding ways to provide superior customer value.

Customer orientation should be positively correlated with relationship –specific adaptation, business nowadays looking forward establishing a long term relationship with the customer which increase the need for understanding and assessment customers needs, desires and expectation.

Customer orientation organization is also concerned with potential customers at the same time strategically manage relationship with customer in order to deliver customer value and build customer loyalty.

Market orientation Vs Customer orientation.

Some authors consider customer orientation as equivalent to market orientation, because customer is the central element of market orientation research (Kohli and Jawrski 1990). The overall process represents collecting market information and information about customer present and future needs and preferences (Dlagic *et al* 2007). Some authors consider market and customer orientation are synonymous because of the marketing concept itself. marketing concept represent “intention to identify and understand customers needs and wants as well as intentions to adapt some of marketing mix elements, including products and all that in purpose of needs and wants satisfaction (Dlagic *et al* 2007).

Customer orientation components

Following some authors, customer orientation components are:

1. Associated with customers. Understanding and knowing customer needs, serving the customers and put their interest first, satisfy customers and measure their satisfaction, enhance relationship with them and response to their needs.
2. Associated with competition. Knowing competitors, own the best product in the industry.
3. Associated with market. Regular measurements of customer service collect information about the market to develop new product and service.
4. Associated with product and services quality. Providing reliable services, evaluate services and products.
5. Associated with employees. Direct connection with customers; provide the employees with skills, job satisfaction promotion.
6. Associated with company. Creating superior value for customers, searching for new potential customers, transparency and company quality.

Customer orientation creates a knowledge data base about customer's needs, desire, taste and what satisfy them, the organization has to understand and analyze this knowledge in order to create product and service that meet customer's expectations.

To reach customer's maximum value and expectations, the organization has to work on its employees too, providing them with skills to communicate with customers and create a good

relationship with them that would last for a long time, this relationship makes the organization understand the customers, and close to them, it also enhances their loyalty and adapt to their need, it also becomes essential to generate new options for the customer when their need don't match the organization product and service rules.

At the same time, the organization has to keep up with its competitors and market change, look for new market opportunities and adapt to market environment changes which will give the company the ability to compete and reach higher customer value.

Customer as the centre of customer orientation guides the company business; this implies strategic flexibility as a prerequisite for company response in dynamic competitive environment (Wang 2003).

Customer orientation as a competitive advantage

Customer orientation implementation creates competitive advantages that could be classified into four groups:

1. Competitive advantage related to product and service. Innovative company has to develop products and services that match the customers' needs and wants, at the same time observing competitors and their influence on customers.
2. Competitive advantage related to customers. Generating customer satisfaction creates a satisfied customer base and provides the company with more information for adjusting product and services to changing customers' needs and wants (Dlagic and Zabkar 2007). Collecting information and dissemination through the organization enable the company to

respond faster and modify its product and services according to the customers' dynamic change, offering satisfaction to customers generates relationship with the customers. Market research is becoming continuous process aimed at collecting information for providing unexpected superior satisfaction which in turn enhances customer loyalty (Dlagic and Zabkar 2007).

3. Competitive advantage related to employees. Company has to educate its employees so that they can offer superior satisfaction to customers, but the organization has to satisfy the employee at the first place (Dlagic and Zabkar 2007). Investing in employees will increase the company capability as well as competitive capability. Empowered and involved employees in decision making process can more successfully implement customer orientation because of their quick response in adjusting service to customer's requirements.
4. Competitive advantage related to company capabilities. Continuous collecting information about customer's needs and wants helps the company to learn how to adapt its business to market opportunities in order to be more successful.

A company with superior learning skills adapts to market environment changes in more rapid manner, emphasis is not only on collecting information about customer but also on monitoring competition, market environment forces, business partners and stakeholders (Dlagic and Zabkar 2007). Customer orientation assists the organization in developing competitive advantage that derived from providing customer satisfaction.

Customer orientation in small and medium enterprises in commercial banks in Jordan

With 23 commercial banks (domestic and foreign) in Jordan, options for (SME's) become more, especially with the increasing competition among banks. Banks develop many systems that enable the management to understand (SME) needs, by recording transactions history for the company, notes, assigning a relationship officer to the company's account, visiting the customer workplace occasionally, try to develop their business through offering a direct credit facility but at the same time with strict procedures and requirements to guarantee pay back money for the loan given from the bank to the (SME).

(SME) customers are not very frequent customers, most of them use only checking accounts, and most don't even know that they have an account officer that responsible of the company account in the bank, relationship arose when there is a problem with account transaction where front desk officer redirect the problem to the account officer, relationships are poor and continuous contact between the bank and the company at the same time has no intention for a long-term relationship.

(2-4) Strategic flexibility

The current business environment is characterized by shorter product life cycles, rapidly shifting customer preferences and volatile competition. This has made it necessary for organization to emphasis flexibility, in order to adapt to customer preferences and needs, strategic flexibility allows organizations to adapt to uncertain markets and the dynamic change in business environments (Voola *et al* 2005).

Johnson *et al* (2003) explored the concept of market strategic flexibility and its relationship to firm market orientation. These authors defined strategic flexibility as: “the firm intent and capabilities to generate firm specific real options for the configuration and recognition of appreciably superior customer value propositions”.

Flexibility is a form of accommodation to redeploy assets to take advantage of opportunities and/or avoid problems and continue adding value for customers (Fredericks 2005). A flexible organization grants exceptions to meet customer requests by applying its rules and policies loosely and building modular product or service offerings (Hsieh *et al* 2008).

Strategic flexibility involves the development and maintenance of resource portfolio with unique characteristics, such as valuable, rare, inimitable, and non-substitute. In recent years, strategic flexibility had been argued to be a source of competitive advantage regarding the instability of the competitive environment and it also enables the organizations to deal better with turbulent and variables in business environment. Essential strategic flexibility provides the firm with superior performance, it also creates and shape marketing orientation. Although strategic flexibility may not be itself a competitive advantage but it aid marketing orientation which result in good performance (Voola and Muthaly 2005).

Strategic market orientation derives its framework from strategic orientation, it proposed that organization develop relatively enduring patterns of strategic behavior that actively co-align organization with its environment (Asikhia 2010).

By developing the ability to produce a wide variety of products and services through reassembling current standardized modules, the organization can reduce product and service development time, reduce cost, and respond to the customers' changing needs, flexibility typically involves short-term response to sudden customer needs (Hsieh *et al* 2008).

Flexible organizations will not be harmed by the higher costs and lower product quality that results from the uncertainties of the external environment (Gerwin 1993). Moreover, because customers expect organization to cope with their sudden needs, the organization can build and maintain its customer relationships with the flexibility to fulfill its promises (Hsieh *et al* 2008).

Strategic flexibility should also apply to the organization employees, the greater the integration among departments, the more the firm adapts specifically to current customer needs. In addition, when there is a positive coordination among departments, allow the organization to early and quick exchange of market information, and theses facilitate understanding the market requirements and enhance the organization flexibility.

In a long-term relationship, specific investments help organizations gain the efficiency to accommodate customers' needs with customized offerings but lead to an overcommitted relationship.

Therefore, maintaining flexibility in responding to potential market opportunities may represent an important strategy for banks (Danneels 2003).

By developing loose policies and standard modules in their systems, companies can respond to customers' needs but incur minimal interdependence and retain self-determination (Hseih *et al* 2008).

Companies nowadays encounter the need to increase its strategic flexibility to meet the increasing change in customers demand; these changes differ from improving service and product features, rapid development for product and service, greater reliability. On the other hand, companies face external pressure like: changes in strategies of competitors, evolving relations with suppliers, new legislation. Therefore, companies which can adapt to the changes and respond to the dynamic environment can prosper and survive.

Strategic flexibility and SME

Vegholm and Silver (2008) indicate how banks can solve the financial problems for (SME's) and offer them a fair treatment in terms of price. Traditional banks have been criticized for being too standardized when interacting with (SME) customers (Vegholm and Silver 2008), banks treat (SME) customers in standardized way, and behave like a good seller than being financial actors, banks with a high level of standardization have been criticized as being unfair in treating their customers, at the same time relationship with the bank and the company become distant. Banks keep their strategy unchanged regarding the customers' needs and don't adapt to their financial situation (Vegholm and Silver 2008).

According to Madill *et al* (2002), obtaining customer satisfaction demands the organizations to be responsive to the needs of (SMEs) and knowledgeable and appreciative of (SME) businesses. Banks are encouraged to develop policies and procedures that support (SME) as much as possible through good and bad times.

Corporate fairness is assessed on an organizational level and is measured by two indicators concerning (SMEs') perception of their banks' ability (Vegholm and Silver 2008):

- (1) To provide financing under reasonable conditions; and
- (2) At solving their financial problems.

Banks tend to be strict when applying financial support for (SME), no effort would be spent to convince the credit department to change or skip any unessential requirements in loan application; if any of the check list for the loan or credit facility didn't match the whole application is rejected without reconsidering or revising the application again, for reasons like: doubtful accounts, the bank management avoids any problems that would lead to courts, better investment opportunities with guaranteed customers.

(2-5) Relationship Quality

The oxford dictionary defined relationships as “the way in which two or more people or things are connected, or the state of being connected, or the way in which two or more people or group regard and behave towards each other (Oxford digital dictionary 2003).

Relationship quality refers to “customer's perceptions of how well the whole relationship fulfills the expectations, predictions, goals, and desires and how the customer is concerning the whole relationship (Bojet *et al* 2010).

Relationship quality is also considered as a bundle of intangible value that augments products or services and result in an expected interchange between buyers and sellers (Levitt 1986). Relationship quality is a higher order construct depicting the value customers attach to their relationship with the service provider (Dorsch *et al* 1998).

Relationship quality can be considered an overall assessment of the strength of a relationship (De Wulf *et al* 2001). Research in relationship quality reports that more and more firms are capitalized on strong firm-customer to gain valuable information for the best way to serve their customers, the literature on relationship quality suggests that the quality of relationship between parties involved is an important determinant of loyalty (Vilte *et al* 2010).

It also suggested that relationship quality rose from the theory and research in relationship marketing in which ultimate goal is to strengthen already strong relationship and convert indifferent customers into loyal ones (Moorman *et al* 1992).

Crosby, Evans and Cowles (1990) consider relationship satisfaction and trust to be indicators of the high order construct of relationship quality; others argued that commitment is also an essential dimension of relationship quality (De Wulf *et.al* 2001).

Relationship quality is a prove of positive relationship outcomes that reflect the strength of a relationship which meets the need and expectations on customers and the firms, the relationship forms the overall impression that a customer has concerning the whole relationship they have with any service providers.

Grelmer and Bitner (1998) found that customers get involved in relationship because of three benefits:

1. Confidence benefits. Which is the most important
2. Social benefits.
3. Special treatment benefits.

Relationship phases

Hsieh *et al* (2008) divided relationship into four phases:

1. Exploration: involves search and trial, during which the potential obligations, benefits, and burdens of continued exchange are considered, with the central goals of reducing uncertainty and assessing the potential value of continued interactions.
2. Buildup: experiencing a continual increase in the firm and the customer benefits.
3. Maturity: the firm and the customer promise to continue their relationship on a regular basis.
4. Decline: termination of the relationship from one party or both by finding another substitute.

Relationship quality components:

1. Relationship satisfaction: the customer's affective state resulting from an overall appraisal of the relationship with a firm.
2. Trust: the customer's confidence in a firm reliability and integrity.
3. Relationship commitment: the customer's enduring desire to continue a relationship with a firm accompanied by the customer's willingness to make efforts to maintain it (De Wulf *et al* 2001).

Bojei and Alwei (2010) named two factors that affect the relationship quality:

- Instrumental factors: factors work as a basis for developing and starting a relationship, and become the foundations of the relationship.

- Interpersonal factors: factors that help to cement the relationship and strengthen the trust between the firm and the customers.

Effectiveness of relationship quality has been recognized as an important issue for a successful business, if a good relationship is being developed by employees of the firm who directly interact with the customers, the firm will get the highest benefits of business.

Most of the previous researchers believed that one of the important factors influencing the success of (RQ) is the relationship between the customers and first-line employees or service employees. For instance, Gummesson (1987) and Abdul-Muhmin (2005) argue that interpersonal or social interactions are important in developing good relationship with the customers.

In previous studies of relationship quality, some researchers link their study of relationship quality to loyalty and showed the effect of relationship quality on customer loyalty. People are involved in relationship because they believe that they will receive something valuable, and get benefits of the relationship, both parties (the banks and customers) are seeking mutual advantage of any contact with each others that could generate profit or interest for both of them on the long and short term.

Macintosh Gerrard (2005) found that there is a positive relationship between customer orientation and the relationship quality and a direct relation between customer's loyalty and relationship quality.

In this study the research will identify the relationship components, and will explain and analyze two main components of relationship quality (Trust and Commitment).

(2-6) Trust

Trust proposed to be as the basis for customer loyalty, (Morgan and Hunt 1994) identified trust as “confiding in partner reliability and honesty”, where (McPhail and Yau 1995) defined trust as “credit or conviction in positive intensions of other party in respect to relationship”.

Trust is also defined as one party’s belief that its needs will be fulfilled in the future by actions undertaken by the other party (AL Rubaiee, Laith and ALnazer 2010). (Le et al 2002) conceptualized trust as “the dimension of a business relationship that determines the level to which each party feels he/she can rely on the integrity of promises offered by the other party”. Mishra (1996) divided trust into four dimensions: reliability, competence, openness and concern. And found that communication is critical for demonstrating all aspects of trust.

(Leo *et al* 2002) theorize that the higher the level of trust between buyer and seller, the greater possibility of long term relationship.

The level of trust achieved between partners is an important criterion facilitating evaluation of relationship strength (Ndubisi 2004). In addition, trust reduces the apprehended by customers risk emerged from transactions and is the main variable towards successful relationship (Morgan and Hunt 1994).

Establishment of trust improves relationship quality in general, at the same time long time relationship encourage customer loyalty, which motivate both parties to recognize each other better and allow service provider understand and satisfy client demands, that in turn develop stronger client trust (Auruskeviciene et al 2010).

Parasuraman (1985) introduced trust as a critical factor in successful service relationships. Trust is also important to feature in the development of quality relationships built through the process of making and keeping promises. (Vilte *et al* 2010).

Past research has shown a link between trust and customer loyalty, empirical research also found that trust has a direct effect of customer commitment and thus indirectly affects level of price tolerance, so it's sufficient to conclude that trust leads to customer loyalty.

The development of trust is thought to be an important result in investing in dyadic in relationship between the bank and the customer; several scholars consider perceived trust worthiness and trusting behavior as two distinct, though related. Whereas trustworthiness refers to a belief or confidence, trusting behaviors are related to the willingness to engage in risk taking behavior, reflecting a reliance on partner (De Wulf et al 2001).

Once trust is established, firms learn that coordinated, joint efforts will lead to outcomes that exceed what the firm would achieve if it acted solely in its own best interests" (AL Rubaiee and ALnazer 2010).

In social psychology, trust consists of two elements:

1. Trust in partner honesty. Which means that one partner stands by his word.
2. Trust in partner's benevolence.

Kramer (1999) assumed that trust has both thinking and feeling aspects to it and that trust is socially oriented.

Research in marketing views trust as a belief, confidence or expectations about an exchange partner's trustworthiness that results from partner's expertise, reliability or intentionality. On the other hand, trust has been also viewed as a behavioral intention or behavior that reflects a reliance on partner and involves vulnerability and uncertainty on the part of the other partner (Moorman *et al* 1993). Trust is conditioned by two drivers group of variables (Sanzos *et al* 2003), but the most worthy are:

- Effective communication. This exerts a positive influence on trust between the two parties.

- Satisfaction. Which defined as a positive affective state resulting from the appraisal of all aspects of firm's working relationship with another firm.

The development of trust relies on the formation of a trustor's expectations about the motives and behaviors of a trustee (Doney and Cannon 1997). The economics literature (e.g. Dasgupta 1988; Williamson 1991) suggests that trust primarily involves a calculative process, because trust requires an assessment of the other party's credibility and benevolence, one party must have information about the other party's past behavioral and promises, at the same time determining the other part to meet its obligations. Trust also emerges through interpretation and assessment of the other party's motives.

Customer – company relationships require trust and effective marketing depends on the management of trust because customers typically must buy a service before experiencing it (Bojei and Alwie 2010). Therefore, the importance of trust is higher in developing any relationship, especially for service firms because it's a key stone for the success of the firm.

(2-7) Commitment

The second factor related to relationship quality and has effect on customer loyalty is commitment. (Morgan 1994) defined commitment as “persisting desire to maintain valuable relationship”, where (Fehr 1998) defined commitment as “an intention to continue a course of action or activity such as maintaining a relationship business partner”. (Morgan and Hunt 1995) defined commitment as “a consumer's enduring desire to continue a relationship with a retailer accompanied by the consumer's willingness to make efforts at maintaining it”.

Another definition of commitment is “an implicit or explicit pledge of the continuity of a relationship between exchange partners (ALrubaiee & ALnazer 2010).

Commitment emerges as relationship develops gradually and the parties may be committed because of different reasons. (Auruskeviciene et al 2010) consider commitment as one of the two important factors (the other one as mentioned earlier is Trust) determining relationship lasting and approach it as the synonym of customer loyalty, because it's based on emotions which have positive effect on customer intentions.

In their study (Auruskeviciene et al 2010) found a positive relationship between commitment and customer loyalty, (Rauyruen et al 2007) also proved that commitment has an important driver for customer loyalty.

Prior research by (Kumar *et al* 1994) suggested three forms of commitment:

1. Calculative commitment: the existence of an emotional bond and goodwill towards the partner and produced by an identification with the values of the other organization (Auruskeviciene et al 2010)
2. Affective commitment: originating from a cognitive, rational evaluation of the costs and benefits of maintaining or terminating a relationship (Auruskeviciene et al 2010).
3. Normative commitment: a perceived obligation to remain in the organization (Meyer *et al* 2002)

Calculative commitment considered to be stronger than affective commitment, because the first one force one of the two parties to maintain the relationship against his will.

In marketing practice and research, it is agreed that mutual commitment among partners in business relationships produces significant benefits for companies. Beside, commitment serves a surrogate measure of long-term relationships at the operational and empirical level.

Tie strength antecedents of commitment

Stanko *et al* (2006) determined four factors that precede commitment strength:

1. Relationship length: which suggests that long term relationship can increase the knowledge that each partner has about the other party.
2. Mutual confiding: involves extensive flows of fine grained, forward looking, confidential, tacit and complex information.
3. Reciprocal services: developing joint goals, and relational norms of solidarity
4. Emotional intensity: the development of deep-rooted norms fir honesty, fairness and equity.

These factors precede commitment because they construct the relationship between the firm and the customer for a long and short term relationship (Stanko *et al* 2006). Commitment is an essential ingredient for successful long-term relationship, and it is believed to be associated with motivation and positive effect on loyalty. Commitment is thought to be closely related to mutuality, loyalty and forsaking of alternative (Gundlach *et al* 1995).

Keeping customers committed to the banks is important in business relationships, without it the relationship won't sustain, and is should contribute to the satisfaction of involved parties in order to fulfill both parties interest.

(2-8) Customer loyalty

Loyalty is defined as “a consisting exclusively of repeat purchase behavior” where Kotler & Keller (2007) defined loyalty as “a commitment to re-buy or re-patronize a preferred product or service. Gaurav (2008) also defined customer loyalty as “a deeply held commitment to re-buy or re-patronize a preferred product or service in the future despite there are situational influence and marketing efforts having the potential to cause switching behavior”.

Loyalty is a behavioral response that is function of psychological processes and it’s a mixture of attitude and behavior that is most often defined as a repeat patronage and referral behavior (Cater *et al* 2008). Cater *et al* (2008) considered loyalty as “a construct that measures the probability that the buyer will return and is ready to perform partnering activities”.

In relationships where customers feel they ought to continue working with the provider out of moral obligations, they are more likely to be loyal to their provider.

Loyal customer may not be always satisfied, but satisfied customers are loyal (ALrubaiee and ALnazer 2010). Loyalty has been found to increase profitability of the firm over time. Studies often report that it costs a company more to attract new customers than adapting retention strategy to keep current customers (Kelley *et al* 2003).

Positive influence of loyalty on business performance induces process of loyalty creation, at the same time more security to the firm and gain profitability growth.

From customer satisfaction emerge customer loyalty, to develop customer loyalty, it is important to start the process with satisfaction and delivering superior value that creates sense of satisfaction are preconditions of loyalty (Fornell1992). Loyalty and satisfaction are linearly

connected; loyalty is succeeding satisfaction (Dlagic et al 2007), in addition Bojei *et al* (2010) found a positive relationship between relationship quality and customer loyalty.

Customer loyalty dimensions

There are two main dimensions of research in loyalty: behavioral loyalty and attitudinal loyalty.

Behavioral loyalty

De Wulf et al (2001) defined behavioral loyalty as “a composite measure of behavioral loyalty based on consumers purchasing frequency and amount spent at a retailer compared with the amount spent at other retailers from which the customer buy”. Researchers observed that in behavioral loyalty studies, the focus was on interpreting patterns of repeat purchasing in primarily panel data as manifestation of loyalty. Behavioral loyalty is a unique combination of behavioral indicators. Some empirical evidence has been found a relationship between relationship quality and behavioral loyalty (De Wulf et al 2001).

Attitudinal loyalty

On the other hand, attitudinal loyalty defined as providing positive word of mouth, recommending the service to others, and encouraging others to use the service (Rauyruen et al 2007).

A reconciliation of both behavioral and attitudinal components of loyalty was first proposed that loyalty viewed in terms of purchase decisions may not distinguish between loyalty and spurious loyalty. There was a need to extend typical definitions and measurement approaches

of loyalty (Baldinger and Robinson 1996). It was suggested that one should study the attitudinal components for additional understanding of the stochastic representation of behavioral loyalty (Rauyruen et al 2007).

In order to create and maintain attitudinal loyalty of (SMEs) customers, banks should focus on building a relationship on the basis of creating the customer's trust to the courier as an organization, maintaining customer's affective commitment level and again providing excellent service systems (Rauyruen *et al* 2007).

Building loyalty

Kotler and Keller (2009) explained four marketing activities to improve and build customer loyalty:

1. Interacting with customers: by listening to customer, understanding their point of view.
2. Developing loyalty programs: these programs designed to provide rewards to customers who buy frequency and in a substantial amount.
3. Personalizing marketing: by individualizing and personalizing relationships with customers.
4. Creating institutional ties: by providing the customer with special equipment pr computer links that highly manage orders, payroll and inventory.

(2-9) Small and medium enterprise (SME)

Definitions of (SME) vary from country to another, European commission (2003 defined it as a company with less than 250 employees, others define it as a company that employee from 50 employees up to 100 (Zimbabwe government 2003).

In Jordan, central bank of Jordan classified (SME's) according to the following criteria for each type as shown in table (2-1):

Table (2-1)

| enterprise | Number of employees | Total assets | Total annual sales | Other conditions |
|-------------------|----------------------------|------------------------|---------------------------|--|
| Medium | 21-100 | Between 1 – 3 millions | Between 1-3 millions | * |
| Small | 5-20 | Less than 1 million | Less than 1 million | Not a public contribution, insurance or brokerage firms. |

*reference: Central bank of Jordan circular number 10/5/436

Behredorff asserted that (SME) is in dependability owned and managed, controlled by owner/manager who contributes most if not all the operating capital, the principal decision making lies with the owner.

This century would be the dawn with the greatest number of (SME's) ever and they will be a significant of economic strategies for job and wealth creation (Ahmed 2005).

(Mahmud 2011) argued in his study about(SME's) that this sector firms need to be more customer focus, monitor competitive trends, and respond appropriately to market intelligence in order to survive given evidence of their financial, technical and other constraints.

The main objective of the Fifth Round Table, a European Commission-sponsored meeting between bankers and small and medium-sized enterprises (SMEs) was to discuss ways of enhancing the mutual understanding of (SMEs) and European banks. The resulting

recommendation was to introduce codes of conduct for banks on a national level (European Commission 2007).

Therefore, extensive studies focusing on the level of satisfaction of SMEs with their banking relationships have been conducted. A great deal of research has focused on those factors that affect the level of satisfaction of small and medium enterprise (Vegholm and Silver 2008).

(SME) customers do not appreciate bureaucratic treatment by their banks. They instead expect their bank contact to treat them and their problems as unique in a unique environment or that they are at least viewed as unique. (SME) customers want their banks to adopt customer-centered marketing strategies that encourage individual bankers to engage in personal interaction with them and to work towards meeting their specific needs (Vegholm *et al* 2008).

SME limitations

Gilmore et.al (2001) summarized limitations for (SME's):

- Limited resources as finance, time and marketing knowledge.
- Lack of specialist expertise.
- Limited impact on the market place.
- Marketing in (SME) tends to be informal.

Understanding (SME) needs, providing them with products that suit them, keeping these companies with continuous connection with the banks new services and updates, collecting information about (SME's), listening to their complaints and suggestions, make open discussions with their owners and financial managers improve the relationship between the banks and the (SME's), and enable the bank to reach for maximum customer value.

In order to enhance the relationship between the bank and (SME's), commitment and trust are main components for the relationship between the two parties.

This study proposes that commercial banks have to adopt flexible strategies to meet (SME's) financial needs, developing the relationship between them to reach satisfaction that will turn into loyalty in the future.

The researcher will try to clarify the effect of customer orientation, relationship quality and strategic flexibility on loyalty for (SME's).

(2-10) Previous Studies

(Jaworski and Kholi 1993) **Market orientation: antecedents and consequences.**

The study addressed three questions: (1) why are some organizations more market orientation than others? (2) What effect does a market orientation have on employees and business performance? (3) Does the linkage between a market orientation and business performance depend on the environmental context? The finding from two national samples suggest that a market orientation is related to top management emphasis on orientation, risk aversion of top managers, interdepartmental conflict and connectedness, centralization, and reward system orientation, furthermore more, the finding suggests that a market orientation is related to overall judgmental business performance, employees, organizational commitment and esprit de corps. Finally, the linkage between a market orientation and performance appears to be robust across environmental contexts that are characterized by varying degree of market turbulences, competitive intensity and technological turbulence.

(Helfert and Walter 2001) **Redefining the market orientation from a relationship perspective: theoretical considerations and empirical research.**

The study has shown the market orientation importance for firms, and its positive impact of performance. In this paper the notion of market orientation is explored with particular focus on inter-organizational relationships, and argued that the relationships are important and that the overall market orientation of firms needs to be translated to a relationship level in order to be effective. It also argued that market orientation on a relationship level can be interpreted in terms of a firm's employed resource and executed activities dedicated to relational exchange

processes. The study contribution for this research is clarifying the importance of relationships for market orientation.

(De Wulf et al 2001). **Investments in consumer relationships: A Cross-country and cross-industry exploration.**

This research indicated 3 distinct intended contribution: (1) it shows that different relationship marketing tactics have a different impact on consumer perceptions of a retailer's relationship investments;(2) it demonstrates that perceived relationship investment affect relationship quality, ultimately leading to behavioral loyalty; and (3) it reveals that the effect of perceived relationship investment on relationship quality is contingent on a consumer's product category involvement and proneness to engage in retail relationships. The study found that how retailers get benefits in investing in relationship with customers, and how investments in relationship with customer impact the relationship quality and behavioral loyalty.

(Tuomienn et al 2002). **Market orientation: a promising metaphor for culture and collaboration in industrial networks.**

The study aims for fully incorporate with cultural linkages and collaboration in buyer-seller relationships, investigation the relationship between market orientation and close customer relationships. The authors present a conceptual framework for examining the interplay between key construct in industrial context, the results indicate a strong positive relationship association between market orientation and customer intimacy. The study found a strong positive association between market orientation and customer intimacy.

The researcher included this study to demonstrate the relationship between market orientation components including customer orientation with customer relationship.

(Claycomb and Martin 2002) **Building customer relationships: an inventory of service provider's objective and practices.** The study of 205 US commercial service providers representing 31 two-digits SIC codes Identified companies' customer relationship building objectives and practices of 42 possible relationship building objectives. The study used exploratory questions revealed 18 categories relationship building initiatives .the finding of this research promise to benefits both service firms and the interest of the customers they serve. The study also promised that service provider will benefits from building a good relationship with their customers who in turn will enhance value and improve product and services.

(Sanzo et al 2003) **The role of market orientation in business dyadic relationships: testing an integrated model:**

The aim of this study is to overcome the deficiency between market orientation and relationship marketing, the paper begins with a review of the existing literature into relationship marketing and market orientation as well as their main construct. The theoretical causal model in which the cultural market orientation that buyer firms show appears as a conditioning factor of their loyalty towards a supplier. The methodology followed as well as the empirical contrasts of the model proposed are thoroughly presented. The empirical data was obtained from two personal surveys conducted on the same sample of 141 industrial companies. The research proves that a buyer firm's cultural market orientation acts as an indirect antecedent to the degree of loyalty shown its main supplier. This study linked many variables like market orientation, trust, affective commitment and loyalty.

(Bigne and Toran 2003) **Market orientation and industrial sales force: divers measure instruments.**

This paper supports the needs for market-oriented industrial sales force. It had clarified the definition of industrial sales force market orientation and distinguished between a philosophical approach and behavioral approach. An empirical research had been inducted to propose and analyze diverse instruments to measure market orientation in an industrial sales force context and offering guidelines to sales managers in order to implement market ordination at sales force level. Results indicated the degree of integration between market orientation and sales person. The study contribution for this research is the measurements and scales that used to measure customer orientation which is an important part of market orientation.

(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 indicate 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.

(Voola et al 2005) **Strategic flexibility and organizational performance: the mediating effect of total market orientation.**

The study aims to view the effect of strategic flexibility on performance, directly and indirectly through total market orientation. Market orientation used as a mediator between strategic flexibility and organizational performance. The results indicated that it is important to develop strategic flexibility as positively influence market orientation, and it can be used a basis for marketing orientation drivers. The finding suggested that market orientation fully mediates the relationship between strategic flexibility and organizational performance and it is important to develop strategic flexibility as it positively influences market orientation.

(Macintosh 2005) **Customer orientation, relationship quality, and relational benefits to the firm.**

The research seeks to test a model examining the potential links between customer orientation, expertise and relationship quality at the interpersonal level and the link between relationship quality and positive service outcomes at the firm level, such as loyalty and positive word of mouth. The researcher found significant positive relationship between customer orientation and expertise and respondents perceptions of relationship quality. It also found significant links between relationship quality at the interpersonal level and positive outcomes at the organizational level. Interpersonal relationship quality enhanced customer satisfaction with the service firm but was also directly linked to loyalty to the firm and positive word of mouth about the firm. The study supports the main objective of the research and proves the positive effect of customer orientation on customer loyalty.

(Dlagic and Zabkar 2007) **Customer orientation, customer satisfaction and performance: the case of Croatia.**

The authors proposed that marketing orientation and customer orientation are equivalent, because they found out that customer is central element of marketing orientation research. Information was collected using email surveys in period between January and October 2003, during this they have collected period 112 questionnaires, and sample consisted of 270 (SME). They concluded that customer oriented companies aim is to develop customer satisfaction through fulfilling their needs and wants.

Results of the study suggested that companies have to apply market research and develop ways to collect information about customer's present and unexpressed needs, and indicated that implementing customer orientation continuously monitor market changes in order to respond upon competitor's efforts as well as to adapt to activities to changing customer's needs.

(Rauyruen et al 2007) **Relationship Quality as a predictor of B2B customer loyalty.**

This study aims to provide a picture of how relationship quality can influence customer loyalty or loyalty in the business-to-business context. Building on prior research, the authors proposed that relationship quality is a higher construct comprising trust, commitment, satisfaction and service quality. These dimensions of relationship quality can reasonably explain the influence of relationship quality on customer loyalty. The study aims to fully explain the concept of customer loyalty and dimensions of relationship quality that affect customer loyalty. The study was conducted in B2B setting of the courier and freight delivery service industry in Australia. The survey targeted (SME's). The result show enhancing relationship quality can maintain customer loyalty.

(Hsieh and Hsu-Yi 2008) **Supplier market orientation and accommodation of the customer in different relationship phases.**

This study explores the strategies market-oriented suppliers use to accommodate customer needs and explores the relationship between market orientation and accommodation strategies over the course of the buyer–seller relationship lifecycle. The results show that market-oriented firms use flexibility and relationship-specific adaptation as accommodation strategies. Also, three market orientation components (customer orientation, competitor orientation, and inter-functional coordination) relate differently to flexibility and relationship-specific adaptation during the relationship lifecycle. Finally, accommodation strategies significantly mediate the effects of the three market orientation components on customer satisfaction. Thus, market-oriented firms can satisfy their customers and avoid an overreliance on current relationships by emphasizing either flexibility or relationship-specific adaptations that correspond to the lifecycle of the relationship.

(Asikhia 2010) **Strategic marketing orientation and performance: a case for synergistic merger effects of Nigerian banks.**

The purpose of the study is to examine the strategic marketing orientation performance relationship among Nigerian banks and the synergistic effect of probable merger is also included. The study presents primary data collected by self-administered questionnaires involving a sample of 835 companies of corporate customers. It was discovered that strategic marketing orientation positively related to the bank performance. The study suggested that there should be performance measurement systems in place to detect the impact of investment in market orientation with the aim of learning how the firm works, and management must consistently motivate the employees in order to have the ability to analyze customers' needs,

seek to satisfy them, and try to adapt the products to these needs, and react to competitors' actions and responses;

(ALrubaiee AL-Nazer 2010) **Investigating the impact of relationship marketing on customer loyalty: the customer's perspective.**

The purpose of this study is to empirically investigate the impact of relationship marketing orientation on customer loyalty. The study also aims to test the impact of demographic variables, in association with relationship marketing dimensions, on customer loyalty. The study was carried out in 2008 on a convenience sample of 450 respondents through the distribution of structured questionnaires to bank customers within the area of Amman, Jordan. The data were factor analyzed to determine the key dimensions of relationship marketing orientation measurement scale. Results confirm that the five dimensions scale (Bonding, trust, communication, satisfaction and commitment) possess adequate reliability and internal consistency as well as convergent validity. Results of regression analysis show that relationship marketing orientation is significant in explaining the variation in customer loyalty. In addition, sex and income displayed a significant impact on the relationship marketing-customer loyalty relationship. The findings contribute to understanding the relationships between different dimensions of relationship marketing orientation, customer loyalty and demographic variables; provide critical implications for bank managers; and highlight directions for future research.

(Bojei et al 2010) **The influence of relationship quality on loyalty in service sector.**

In this study, relationship quality dimensions consist of interpersonal factors (closeness, communication, communication quality and special care) and firm factors (commitment, trust and satisfaction) were tested to reveal the influence of relationship quality on loyalty. The finding revealed that relationship quality influenced loyalty and all dimensions of relationship quality have different magnitude influence on relationship quality in both credence services and experience services with commitment has the strongest influence and communication quality as the weakest dimension.

(Auruskeviciene et al 2010) **The relationship Quality effect on customer loyalty.**

This study aims to identify the dimensions of relationship quality that enables professional services companies to establish long-term relations with their clients and fosters the loyalty of the client. The study came out on no relationship between technical quality and customer loyalty; the study also suggested that functional quality is the most important in building long-term relationship with customers in professional service market.

Previous studies contribution to this research

Many studies in America, Europe, Asia and Africa were conducted to figure out and analyze the relationship and effect of market orientation components on customer loyalty, where this study took place in Jordan. Many studies measured only two or one variables of the study but none of them took all these variables into one model.

The researcher used the previous studies to find the effect of customer orientation on customer loyalty through strategic flexibility and relationship quality components (trust and commitment) on small and medium enterprise in commercial banks in Jordan.

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

This chapter is divided into the following six sections: Study Methodology; Study Population and Sample; Study Tools and Data Collection; Statistical Treatment; Reliability and Validity and study model.

(3-1) Study Methodology

This study considered as an empirical research, 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 financial managers and the owners of (SME) who directly deal with the commercial banks and manage their banks' accounts.

The questionnaires were distributed through four commercial banks: Arab Bank, Ahli National Bank, Housing Bank for trade and finance and Audi Bank (foreign bank). The researcher wanted to distribute the questionnaire through six commercial banks, but according to the difficulties the researcher faced in the distribution of the questionnaire only four banks were selected.

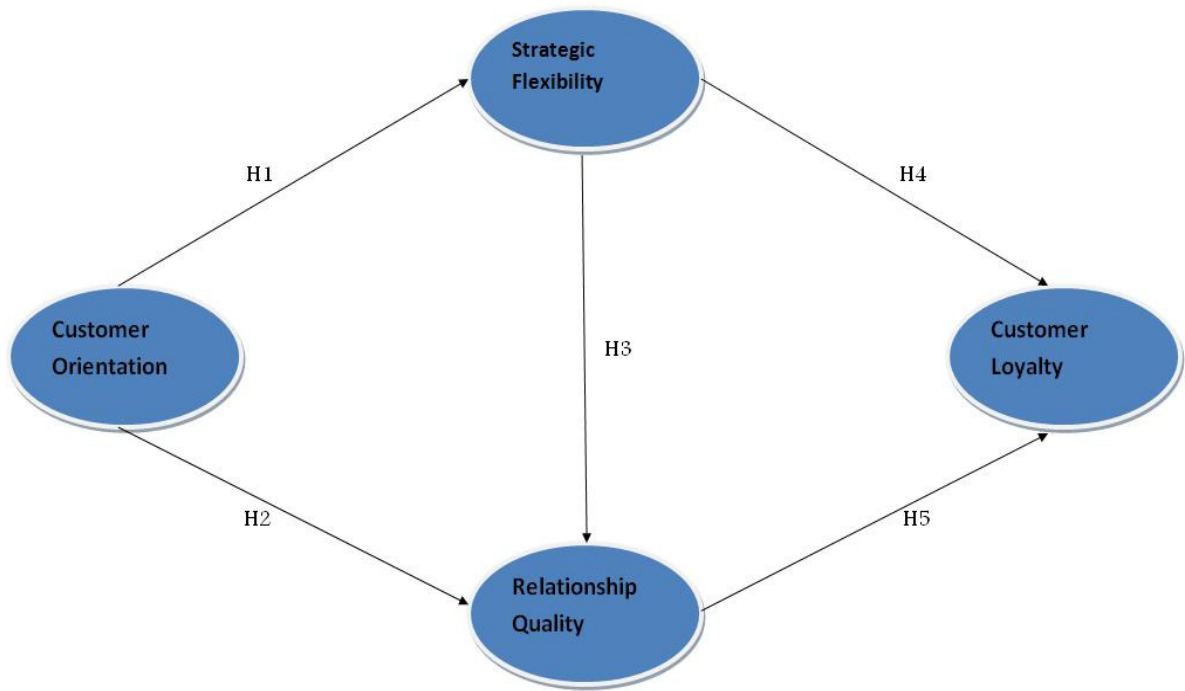
Total numbers of these companies were (140) but only (89) of them responded. Numbers of valid questionnaires were (82) with approximately (59%) took into analysis. Arab bank valid questionnaires were (54) with approximately (66%). Ahli bank valid questionnaires were (14) with approximately (17%). Audi Bank valid questionnaires were (8) with approximately (10%). HBTF valid questionnaires (6) with approximately (7%).

Table (3-1) questionnaires distribution results

| | Bank | Number of distributed questionnaires | Returned questionnaires | Valid questionnaires | percentage |
|-------|-----------|--------------------------------------|-------------------------|----------------------|-------------|
| 1 | AB | 60 | 55 | 54 | 66% |
| 2 | Ahli Bank | 30 | 20 | 14 | 17 % |
| 3 | Audi Bank | 25 | 8 | 8 | 10 % |
| 4 | HBTF | 25 | 6 | 6 | 7% |
| Total | | 140 | 89 | 82 | 100% |

(3-3) Study Model

The researcher designed a model to test the study variables, where customer orientation is the independent variable and affect customer loyalty the dependant variable through two mediating variables, strategic flexibility and relationship quality. The mediating variables also work as independent variables when strategic flexibility affects both relationship quality and customer loyalty. At the same time, relationship quality considered independent variable when affects customer loyalty.



*figure (3-1) study model.

(3-4) Study Tools and Data Collection

The current study consists of two dimensions, theoretical and practical dimension. In the theoretical dimension the researcher depended on the scientific studies/thoughts which related to the current study. Whereas, in the practical side the researcher depends 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 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 sections are as follows:

Demographic factors: The demographic information was collected with closed-ended questions, through (6) factors.

Cause & Effect Factors: This section measured the cause and effect factors of four main dimensions such as ; **Customer Orientation** through (13) statements , **Relationship Quality** by two sub dimension , first one Trust through (11) statements and the second commitment through (8) statements , **Strategic Flexibility** through (6) statements and finally **Customer Loyalty** through (6) statements . Each statement measured on seven points on Likert scale, begin 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 conclusions of the study questions. The researcher used the Statistical Package for the Social Sciences (SPSS) to analyze the data. Finally, the researcher used the following statistical methods that consist of:

- Cronbach's Alpha (α) to test Reliability.
- Percentage and Frequency.
- Arithmetic Mean and Standard Deviation to answer the study questions.
- Simple Liner Regression analysis to test study hypotheses , with (F) test statistic from ANOVA table and t test to inference the significance to both estimated regression and it's

coefficient which mean the impact of cause and effect factors the independent variable on dependent variable according to hypothesis case.

- Relative importance, that assigning due to:

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

Number of levels are (3) as; High, Mid and Low.

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

Table (3 – 2)

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

(A) Validation

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 other was reformulated to become more accurate which is in therefore expected to enhance the research instrument. The academic reviewer's number is (4) ;(see page 99).

B) Study Tool 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 were shown in Table (3 - 3).

Table (3 - 3)

Cronbach's Alpha Coefficient for Main Dimensions and Total

| No. | Dimension | Items Number | Coefficient |
|-----------------------|-----------------------|--------------|--------------|
| 1 | Customer Orientation | 13 | 0.924 |
| 2 | Trust | 11 | 0.893 |
| 3 | Commitment | 8 | 0.800 |
| 5 | Strategic flexibility | 6 | 0.829 |
| 6 | Customer loyalty | 6 | 0.848 |
| All Dimensions | | 44 | 0.952 |

The Researcher found the Cronbach's Alpha coefficient of main dimension " Customer Orientation " including (13) statements with coefficient (92.4%), while for the two sub dimensions " Trust " including (11) statements with coefficient (89.3 %) and " Commitment " including (8) statements with coefficient (80.0 %) , and for the main dimension " Relationship Quality " (Trust plus Commitment statements) (90.9 %). Strategic Flexibility including (6) statements with coefficient (82.9 %) , the last main dimension " Customer Loyalty " including (6) statements with coefficient (84.8%), while for overall equal to (95.2%).

Whereas the high level of Cronbach's Alpha (α) refers to "Customer Orientation", the lowest level of Cronbach's Alpha (α) refers to **sub dimension "Commitment"**. These results have an acceptable level suggested by (Sekaran, 2003).

Chapter Four

Analysis Results & Hypotheses Test

(4-1) Descriptive analysis of the study variables

(4-2) Test of study Hypotheses

According to the research objectives and theoretical framework presented in previous chapter, 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.

(4-1) Descriptive analysis of study variables

1. Sample demographic elements.

Six demographic elements were included in this study (Gender, Age, Education level, Number of working years for the current position, Number of banking the company deals with it, number of years which company deal with the current bank).

The following table (4 – 1) shows these demographic variables according to sample response.

Table (4 - 1)

Distribution of Sample individuals according to demographic elements

| No. | Variable | Class | Frequency | Percentage |
|--------------|---------------|------------------|-----------|------------|
| 1 | Gender | Male | 70 | 85.4 |
| | | Female | 12 | 14.6 |
| Total | | | 82 | 100.0 |
| 2 | Age | Up to 31 years | 22 | 26.8 |
| | | from 31-40 years | 21 | 25.7 |
| | | from 41-50 years | 23 | 28.0 |
| | | from 51-60 years | 9 | 11.0 |
| | | More than 60 | 7 | 8.5 |
| Total | | | 82 | 100.0 |

| | | | | |
|--------------|--|---------------------|-----------|--------------|
| 3 | Education level | Diploma and Less | 13 | 15.9 |
| | | Bachelor | 57 | 69.5 |
| | | Master/High Diploma | 10 | 12.2 |
| | | PhD | 2 | 2.4 |
| Total | | | 82 | 100.0 |
| 4 | Number of working years at the current position | Less than 5 years | 19 | 23.2 |
| | | from 5-10 years | 26 | 31.7 |
| | | from 11-15 years | 12 | 14.6 |
| | | from 16-20 years | 11 | 13.4 |
| | | more than 20 years | 14 | 17.1 |
| Total | | | 82 | 100.0 |
| 5 | Number of banks the company deal with | 1.00 | 40 | 48.8 |
| | | 2.00 | 19 | 23.2 |
| | | 3.00 | 12 | 14.6 |
| | | 4.00 | 4 | 4.9 |
| | | 5.00 | 5 | 6.1 |
| | | 6.00 & more | 2 | 2.4 |
| Total | | | 82 | 100.0 |
| 6 | The company deal with the current bank for | Less than 1 year | 6 | 7.3 |
| | | from 1 - 5 years | 16 | 19.5 |
| | | from 6 - 10 years | 21 | 25.6 |
| | | from 11 - 15 years | 11 | 13.4 |
| | | more than 15 years | 28 | 34.1 |
| Total | | | 82 | 100.0 |

Table (4-1) indicates that the number of male of the sample is (70) with (85.4%), whereas female respondents were (12) with (14.6 %). Regarding *age element*, (23) respondents ages

were from 41-50 with (28%) of total respondents, this percentage was the highest among other age classifications.

Regarding education element, 57 respondents hold bachelor degree with (69.5%) which represents the highest percentage among other *Education level* element, while two respondents hold PhD with (2.4%) of total respondents.

Regarding the fourth element “*number of working years at the current position*” (31.7%) of total respondents has been working for the current position from 5-10 years, whereas only 11 respondents has been working for the current position from 16-20 with (13.4%).

According to the fifth element “*number of banks the company deal with*” (48.8%) representing 40 respondents of total sample deal only with one bank, on the other hand, only two respondents deal with more than six banks with (2.4%).

The last element “*the company deal with the current bank for*”, 28 respondents of the total sample deal with the current bank for more than 15 years was (34.1%). The “current bank” regarding the bank the questionnaire was delivered through to (SME’s) customers.

2. Statistical description of study variables

This section shows the descriptive statistics and study variables for each main variable according to the Mean and standard deviation, the same measurements were used to test each statement too, each statement was ranked according to the highest mean, level of importance mentioned according to the scale as follows:

1. **Customer Orientation :**

Table (4 - 2) shows the descriptive statistics for the first variable (Customer Orientation) and its statements.

Table (4 - 2)
Descriptive statistics of Customer Orientation

| Rank | Item | Statement | Mean | Standard Deviation | Level of Importance |
|------|------|--|--------|--------------------|---------------------|
| 1 | 2 | The bank provides services and products better than other banks | 5.6707 | 1.03106 | High |
| 2 | 1 | The bank knows the customer needs well | 5.6585 | .89193 | High |
| 3 | 3 | The bank keeps up-to-date with its product and services | 5.5122 | 1.28854 | High |
| 4 | 5 | The bank has strong commitment to the customer | 5.4634 | 1.27846 | High |
| 5 | 12 | The bank has the ability to openly discuss solutions when problem arises | 5.3049 | 1.31176 | High |
| 6 | 13 | The bank always collects information about the firm | 5.2561 | 1.36817 | High |
| 7 | 10 | The bank offers customized services to meet the customer needs | 5.2439 | 1.40159 | High |
| 8 | 9 | The banks pay close attention for after sales service | 5.2317 | 1.44272 | High |
| 9 | 4 | The bank encourage your comments and complaints because they help the bank do job better | 5.2195 | 1.32427 | High |
| 10 | 7 | The bank tries to keep abreast of changes so as to assess their impacts on customer needs | 5.1951 | 1.23167 | High |
| 11 | 8 | The bank has strong commitment to | 5.1707 | 1.41251 | High |

| | | | | | |
|--|----|---|--------|---------|------|
| | | meet the firm needs | | | |
| 12 | 6 | The bank uses the information to reach better customer value | 5.1585 | 1.27143 | High |
| 13 | 11 | The bank is flexible in serving my needs | 5.1341 | 1.42085 | High |
| Average Mean & Standard Deviation of Customer Orientation Scale | | | 5.3246 | .93433 | High |

Table (4-1) shows that Customer Orientation is “high” according to level of importance scale with (5.325) mean and (0.934) for standard deviation, the highest mean of (CO) statements was (5.671) with standard deviation (1.031) goes to " *The bank provides services and products better than other banks* ", this made it in the first rank when compared to the others statements in the table , the second highest mean goes to " *The bank knows the customer needs well* " that equal to (5.659) mean and (0.892) standard deviation, these results made it in the second rank, the lowest mean (5.1341) refers to statement " *The bank is flexible in serving my needs* " with (1.42085) standard deviation was ranked 13th.

In addition, all the statements for the first main variable (Customer Orientation) were "High" according to the level of importance scale.

2. **Relationship Quality**

The second Main variable (Relationship Quality) was measured by two sub dimensions:

a. **Trust**

Table (4 - 3) shows the descriptive statistics of sub variable Trust and its statements.

Table (4 - 3)

Descriptive statistics of Relationship Quality / Trust

| Rank | Item | Statement | Mean | Standard Deviation | Level of Importance |
|--|------|---|--------|--------------------|---------------------|
| 1 | 19 | The bank is very concerned with the security if my transactions | 6.2317 | .99751 | High |
| 2 | 18 | The bank is trustworthy | 6.0366 | .99932 | High |
| 3 | 17 | The firm believes the information that the bank provides them | 6.0244 | .92930 | High |
| 4 | 21 | The firm has confidence in the bank services | 5.9390 | 1.04642 | High |
| 5 | 22 | The bank deals fairly and sincerely with the firm | 5.8780 | 1.08173 | High |
| 6 | 20 | The bank is consistent in providing quality services | 5.8293 | 1.13099 | High |
| 7 | 14 | The firm counts on the bank for support in important financial matters | 5.7805 | 1.31491 | High |
| 8 | 16 | The banks keep promises they made to the firm | 5.7317 | 1.14449 | High |
| 9 | 23 | The bank always gives the firm information that proved to be accurate later | 5.7073 | 1.02425 | High |
| 10 | 15 | The firm trusts the bank when conducting activities that the firm can't do on its own | 5.6220 | 1.36662 | High |
| 11 | 24 | The firm believes that the bank is looking for the firm interest | 5.0122 | 1.40979 | High |
| Average Mean & Standard Deviation of Relationship Quality / Trust | | | 5.7993 | .79429 | High |

Table (4-3) shows that all statements of sub dimension Trust were high according to the level of importance scale with (5.799) mean and (0.794) standard deviation. The statement " *The bank is very concerned with the security of my transactions* " ranked first with highest mean equal to (6.2317) and standard deviation (0.99751) , the second highest mean goes to the statement " *The bank is trustworthy* " that equal to (6.0366) mean and (0.99932) standard deviation, these results made it in the second rank , the lowest mean (5.0122) goes to the statement " *The firm believes that the bank is looking for the firm interest* " with (1.40979) standard deviation and was ranked (11th).

b. Commitment

Table (4 - 4) shows the descriptive statistics for second sub variable (RQ)/ Commitment and its statements.

Table (4 - 4)

Descriptive statistics of Relationship Quality / Commitment

| Rank | Item | Statement | Mean | Standard Deviation | Level of Importance |
|------|------|---|--------|--------------------|---------------------|
| 1 | 25 | It's pleasant dealing with bank, that's why we continue deal with it | 6.1707 | .71673 | High |
| 2 | 30 | The relationship the firm maintains with the bank is very important | 6.1220 | .93479 | High |
| 3 | 32 | The firm relationship with the banks deserves maximum efforts to maintain | 5.7927 | 1.14113 | High |
| 4 | 31 | The bank cares about its relationship with the firm | 5.6829 | 1.13179 | High |
| 5 | 27 | Even if we receive better offer from other banks, we believe it would not be right to stop | 5.5000 | 1.27898 | High |

| | | working with this bank | | | |
|---|----|---|--------|---------|------|
| 6 | 29 | The firm puts the long-term cooperation with the bank before his short-term profit | 5.1707 | 1.22530 | High |
| 7 | 26 | It is so difficult to switch to another bank because of the lack of good alternatives | 4.9512 | 1.68437 | Mid |
| 7 | 28 | The firm is willing to accept short-term disadvantages in order to maintain long term relationship | 4.9512 | 1.27563 | Mid |
| Average Mean & Standard Deviation of Relationship / Commitment | | | 5.5427 | .77684 | High |
| Average Mean & Standard Deviation of relationship | | | 5.6913 | .71836 | High |

Table (4 – 4) results indicate that sub variable Commitment is “high” according to level of importance scale with (5.5427) mean and (0.77684) standard deviation, six statements of commitments had high level of importance and two of them had mid level. The highest mean (6.1707) goes to the statement " *It's pleasant dealing with bank, that's why we continue deal with it* " and standard deviation (0.71673) made it ranked first among the other statements of (RQ) sub variable/ Commitment , the second highest mean goes to " *The relationship the firm maintains with the bank is very important* " that equal to (6.1220) mean and (0.93479) standard deviation, the lowest mean (4.9512) goes to two statements " *It is so difficult to switch to another bank because of the lack of good alternatives* " and " *The firm is willing to accept short-term disadvantages in order to maintain long term relationship*" with (1.68437) standard deviation and (1.27563) respectively, these two statements ranked mid according to the level of importance scale .

The second main variable Relationship Quality ranked “high according to the level of importance with (5.6913) mean and (0.71836) standard deviation.

3. Strategic flexibility

Table (4 - 5) shows the descriptive statistics of Strategic flexibility and its statements.

Table (4 - 5)

Descriptive statistics of Strategic flexibility

| Rank | Item | Statement | Mean | Standard Deviation | Level of Importance |
|---|------|---|--------|--------------------|---------------------|
| 1 | 33 | The Bank Management assurance material and moral support to meet the customer current and future needs | 5.3780 | 1.28275 | High |
| 2 | 36 | The collateral requirements of the bank for its loans are too strict | 5.2561 | 1.32228 | High |
| 3 | 34 | The Bank Management generates new options if the firm financial needs didn't match the bank requirements | 5.0976 | 1.22333 | High |
| 4 | 37 | The bank is too focused on its product to be able to solve the firm's financial problems | 4.9878 | 1.31931 | Mid |
| 5 | 35 | The Bank adapt to the firm financial needs according to the firm current situation | 4.9146 | 1.47574 | Mid |
| 6 | 38 | The bank provides financing under reasonable conditions for the firm | 4.8415 | 1.34687 | Mid |
| Average Mean & Standard Deviation of Strategic flexibility | | | 5.0793 | .97683 | High |

Table (4 – 5) shows that the third main variable Strategic flexibility is “high” according to the level of importance scale with (5.0793) mean and (0.97683) standard deviation, Three of it's statements had high level of importance and three of them had mid. The highest mean (5.3780) goes to the statement " *The Bank Management assurance material and moral support to meet the customer current and future needs* " with (1.28275) standard deviation which ranked first among the other statements of (SF) variable , the second highest

mean goes to " *The collateral requirements of the bank for its loans are too strict* " that equal to (5.2561) mean and (1.32228) standard deviation, the lowest mean (4.8415) goes to the statement " *The bank provides financing under reasonable conditions for the firm* " with (1.34687) standard deviation and ranked " Mid" according to the level of importance scale.

4. Customer loyalty

Table (4 - 6)

Descriptive statistics of customer loyalty

| Rank | Item | Statement | Mean | Standard Deviation | Level of Importance |
|--|------|---|--------|--------------------|---------------------|
| 1 | 39 | We say positive things about the bank for other firms | 6.1220 | .74354 | High |
| 2 | 42 | The firm expects to stay with the bank for a long period of time | 5.9756 | 1.00585 | High |
| 3 | 40 | We recommend the bank services for other firms | 5.9634 | .90874 | High |
| 4 | 44 | The company has strong sense of loyalty to the bank | 5.8780 | .98620 | High |
| 5 | 43 | When a need arises, I prefer this bank over others | 5.8537 | 1.07866 | High |
| 6 | 41 | The bank is our first choice for financial needs | 5.6707 | 1.28673 | High |
| Grand Mean & Standard Deviation of customer loyalty | | | 5.9106 | .76497 | High |

Table (4 – 6) results show that the fourth main variable Customer loyalty is “high” according to the level of importance scale with (5.9106) mean and (0.76497) standard deviation. The highest mean (6.1220) goes to the statement " *We say positive things about the*

bank for other firms " with (0.74354) standard deviation, these results ranked it first among the other statements, the second highest mean goes to " *The firm expects to stay with the bank for a long period of time* " statement which equal to (5.9756) and (1.00585) standard deviation, the lowest mean (5.6707) goes to the statement " *The bank is our first choice for financial needs* " with (1.28673) standard deviation. All the statements were "high" according to the level of importance scale.

(4-2) Test of Study Hypotheses

Five hypotheses were tested in this study; the researcher used SPSS version 19 software to test these hypotheses. Many statistical criteria have been considered analyze the hypotheses as *simple regression*, *F – test* for estimated equations significance, and *t – test* for direct effect of independent variable (ID) on dependent variable (DV) and coefficient of determination (R^2) to realize how the (ID) explains the variation in (DV) values.

First Hypothesis

H1: *Customer orientation has a strong positive effect on strategic flexibility.*

As mentioned earlier, simple regression was used to test this hypothesis, the analysis results for this hypothesis appear in the table (4 – 7).

Table (4 - 7)

Simple Regression Analysis of Customer Orientation on Strategic flexibility

| DV | R ² | F | D.F | Sig** | Regression Coefficient | | | | |
|------------------------------|----------------|--------|-----|-------|-----------------------------|---------|-------|-------|-------|
| | | | | | ID | β | SE | t | Sig** |
| Strategic flexibility | 0.332 | 39.793 | 1 | .000 | Customer Orientation | 0.576 | 0.096 | 6.308 | .000 |
| | | | 80 | | | | | | |
| | | | 81 | | | | | | |

** Significance at ($\alpha < 0.05$)

According to the results, table (4 – 7) shows that goodness of fit for the simple regression for the relation between Customer Orientation and Strategic flexibility variables is good, the ($F_{\text{test}} = 39.793$) which is greater than corresponding $F_{\text{tabulated}}$ and the ($\text{sig} = 0.000$) is less than 0.05 at level of significance. The coefficient of variation ($R^2 = 0.332$) mean for ID

(Customer Orientation) explain approximately (33.2 %) of the variation in DV (Strategic flexibility) , while the effect of ID variable ($\beta = 0.576$) on DV means that increasing in one unit of Customer Orientation variable will increase the magnitude in Strategic flexibility by one unit, which is a positive effect with ($SE = 0.096$) standard error , this direct effect is significant with ($t = 6.308$) value at significance level ($sig = 0.000 < 0.05$). According to these results, the first hypothesis is accepted at significance level (0.05), so:

"Customer orientation has a strong positive effect on strategic flexibility"

Second Hypothesis

H2: *Customer orientation has a strong positive effect on relationship quality.*

To test this hypothesis, two sub hypotheses were tested, these two hypotheses are:

H21: Customer orientation has a strong positive effect on Trust.

H22: Customer orientation has a strong positive effect on Commitment.

Simple regression used to test these two hypotheses; the analysis results for the first sub hypothesis appear in the table (4 – 8).

Table (4 – 8)

Simple Regression Analysis effect of Customer Orientation on Relationship quality/ Trust

| DV | R ² | F | D.F | Sig** | Regression Coefficient | | | | |
|-----------------------------|----------------|--------|-----|-------|------------------------|-------|-------|-------|-------|
| | | | | | ID | β | SE | t | Sig** |
| Relationship quality/ Trust | 0.471 | 71.333 | 1 | .000 | Customer Orientation | 0.687 | 0.069 | 8.446 | .000 |
| | | | 80 | | | | | | |
| | | | 81 | | | | | | |

** Significance at ($\alpha < 0.05$)

According to the result in table (4-8), The ID (Customer Orientation) explains approximately ($R^2 = 47.1\%$) of the variation in DV (Trust), goodness of fit for the simple regression is valid for the relation between Customer Orientation and Trust variables since ($F - \text{test} = 71.333$) which is greater than $F_{\text{tabulated}}$ and ($\text{sig} = 0.000$) is less than 0.05 at level of significance. The effect of Customer Orientation variable on Trust ($\beta = 0.687$) means that increasing in one unit in Customer Orientation variable value will increase (0.687) unit in Trust variable value, which is a positive effect, and its standard error ($SE = 0.069$), this direct effect is significant ($t = 8.446$) with opposite ($\text{sig} = 0.000$), according to these results the first sub hypothesis is accepted at significance level (0.05), so:

"Customer orientation has a strong positive effect on Trust"

The analysis results for testing the second sub hypothesis appear in table (4 – 9).

Table (4 – 9)
Simple Regression Analysis effect of the Customer Orientation on Relationship quality/
Commitment

| DV | R ² | F | D.F | Sig** | Regression Coefficient | | | | |
|--|----------------|--------|-----|-------|-------------------------|-------|-------|-------|-------|
| | | | | | ID | β | SE | t | Sig** |
| Relationship quality/ Commitment | 0.365 | 45.940 | 1 | .000 | Customer Orientation | 0.604 | 0.074 | 6.778 | .000 |
| | | | 80 | | | | | | |
| | | | 81 | | | | | | |

**Significance at ($\alpha < 0.05$)

The results in table (4-9) show that the ID (Customer Orientation) explain approximately ($R^2 = 36.5\%$) of the variation in DV (Commitment), goodness of fit for the simple regression is valid for the relation between Customer Orientation and Commitment variables since ($F - \text{test} = 45.94$) which is greater than $F_{\text{tabulated}}$ and ($\text{sig} = 0.000$) is less than (0.05) at level of significance. The effect of Customer Orientation variable ($\beta = 0.604$) on Commitment means that increasing one unit in Customer Orientation variable value will increase (0.604) unit in Commitment variable value, which is a positive effect, and its standard error ($SE = 0.074$), this direct effect is significant ($t = 6.778$) with opposite ($\text{sig} = 0.000 < 0.05$), according to this result the second sub hypothesis is accepted at significance level (0.05), so:

"Customer orientation has a strong positive effect on Commitment"

Table (4 – 10) shows the results of testing the second main hypothesis.

Table (4 – 10)

Simple Regression Analysis effect of the Customer Orientation on Relationship quality

| DV | R ² | F | D.F | Sig** | Regression Coefficient | | | | |
|----------------------|----------------|--------|-----|-------|------------------------|-------|-------|-------|-------|
| | | | | | ID | β | SE | t | Sig** |
| Relationship quality | 0.511 | 83.437 | 1 | .000 | Customer Orientation | 0.715 | 0.060 | 9.134 | .000 |
| | | | 80 | | | | | | |
| | | | 81 | | | | | | |

** Significance at ($\alpha < 0.05$)

According to the results in table (4-10), The ID (Customer Orientation) explains approximately ($R^2 = 51.1\%$) of the variation in DV (Relationship quality), the (F – test = 83.437) which is greater than F_ tabulated and (sig = 0.000) is less than 0.05 the level of significance, goodness of fit for the simple regression is valid for the relation between Customer Orientation and Relationship quality variables. The slope ($\beta = 0.715$) is the effect of Customer Orientation variable on Relationship quality and mean that increasing in one unit in Customer Orientation variable value will increase the slope value for Relationship quality variable, which is a positive effect, and its standard error ($SE = 0.060$), this direct effect is significant ($t = 8.446$) with opposite ($sig = 0.000$), according to these results, the second main hypothesis is accepted at significance level (0.05), so:

"Customer orientation has a strong positive effect on Relationship quality"

Third Hypothesis

H3: *Strategic flexibility has a strong positive effect on relationship quality.*

Two sub hypotheses were formulated to test the third main hypothesis:

H31: Strategic flexibility has a strong positive effect on Trust.

H32: Strategic flexibility has a strong positive effect on Commitment.

Simple regression used to test these two hypotheses; the analysis results for the first sub hypothesis appear in table (4 – 11).

Table (4 – 11)

Simple Regression Analysis effect of the Strategic flexibility on Relationship quality / Trust

| DV | R ² | F | D.F | Sig ^{**} | Regression Coefficient | | | | |
|------------------------------|----------------|--------|-----|-------------------|------------------------|-------|-------|-------|-------------------|
| | | | | | ID | β | SE | t | Sig ^{**} |
| Relationship quality / Trust | 0.318 | 37.349 | 1 | .000 | Strategic flexibility | 0.564 | 0.075 | 6.111 | .000 |
| | | | 80 | | | | | | |
| | | | 81 | | | | | | |

**Significance at ($\alpha < 0.05$)

The results in table (4-11) show that the ID (Strategic flexibility) explains approximately ($R^2 = 31.8\%$) of the variation in DV (Trust), goodness of fit for the simple regression is valid for the relation between Strategic flexibility and Trust variables since (F – test = 37.349) which is greater than F_ tabulated and (sig = 0.000) is less than 0.05 the level of significance. The effect of Strategic flexibility variable ($\beta = 0.564$) on Trust means that increasing in one unit in Strategic flexibility variable value will increase (0.564) unit in Trust

variable value , which is a positive effect , and it standard error (SE = 0.075), this direct effect is significance (t = 6.111) with opposite (sig = 0.000 < 0.05), according to these result first sub hypothesis is accepted at significance level (0.05), so:

"Strategic flexibility has a strong positive effect on Trust"

The analysis results for testing the second sub hypothesis appear in the table (4 – 12).

Table (4 – 12)

Simple Regression Analysis effect of the Strategic flexibility on Relationship quality / Commitment

| DV | R ² | F | D.F | Sig** | Regression Coefficient | | | | |
|-----------------------------------|----------------|--------|-----|-------|------------------------|-------|-------|-------|-------|
| | | | | | ID | β | SE | t | Sig** |
| Relationship quality / Commitment | 0.342 | 41.528 | 1 | .000 | Strategic flexibility | 0.585 | 0.072 | 6.444 | .000 |
| | | | 80 | | | | | | |
| | | | 81 | | | | | | |

**Significance at (α < 0.05)

The results in table (4-12) show that the ID (Strategic flexibility) explains approximately (R² = 34.2 %) of the variation in DV (Commitment), goodness of fit for the simple regression is valid for the relation between Strategic flexibility and Commitment variables since (F _ test = 41.528) which is greater than F_ tabulated and (sig = 0.000) is less than 0.05 the level of significant. The effect of Strategic flexibility variable (β = 0.585) on Commitment means that increasing in one unit in Strategic flexibility variable value will increase (0.585) unit in Commitment variable value , which is a positive effect , and it standard error (SE = 0.072) , this direct effect is significant (t = 6.444) with opposite (sig =

0.000 < 0.05), according to these results the second sub hypothesis is accepted at significance level (0.05), so:

"Strategic flexibility has a strong positive effect on Commitment"

Table (4 – 13) shows the results of testing the third main hypothesis.

Table (4 – 13)

Simple Regression Analysis effect of the Strategic flexibility on Relationship quality

| DV | R ² | F | D.F | Sig** | Regression Coefficient | | | | |
|----------------------|----------------|--------|-----|-------|------------------------|-------|-------|-------|-------|
| | | | | | ID | β | SE | t | Sig** |
| Relationship quality | 0.394 | 51.909 | 1 | .000 | Strategic flexibility | 0.627 | 0.064 | 7.205 | .000 |
| | | | 80 | | | | | | |
| | | | 81 | | | | | | |

** Significance at ($\alpha < 0.05$)

According to the result in table (4-13), The ID (Strategic flexibility) explains approximately ($R^2 = 39.4\%$) of the variation in DV (Relationship quality), the ($F_{\text{test}} = 51.909$) which is greater than $F_{\text{tabulated}}$ and ($\text{sig} = 0.000$) is less than 0.05 the level of significance, goodness of fit for the simple regression is valid for the relation between Strategic flexibility and Relationship quality variables. The slope ($\beta = 0.627$) is the effect of Strategic flexibility variable on Relationship quality and mean that increasing in one unit in Strategic flexibility variable value will increase the slope value of the Relationship quality variable value by one unit, which is a positive effect, and its standard error ($SE = 0.064$), this direct effect is significance ($t = 7.205$) with opposite ($\text{sig} = 0.000$), according to these variables the third main hypothesis is accepted at significance level (0.05), so:

"Strategic flexibility has a strong positive effect on Relationship quality"

Fourth Hypothesis

H4: *Strategic flexibility has a strong positive effect on Customer Loyalty.*

Simple regression was used to test this hypothesis. The analysis results appear in table

(4–14).

Table (4 – 14)

Simple Regression Analysis shows the direct effect of the Strategic flexibility on Customer Loyalty

| DV | R ² | F | D.F | Sig** | Regression Coefficient | | | | |
|------------------|----------------|--------|-----|-------|------------------------|-------|-------|-------|-------|
| | | | | | ID | β | SE | t | Sig** |
| Customer Loyalty | 0.329 | 39.141 | 1 | .000 | Strategic flexibility | 0.573 | 0.072 | 6.256 | .000 |
| | | | 80 | | | | | | |
| | | | 81 | | | | | | |

**Significance at ($\alpha < 0.05$)

The results in table (4-14) indicate that the ID (Strategic flexibility) explains approximately ($R^2 = 32.9\%$) of the variation in DV (Customer Loyalty), the (F _ test = 39.141) which is greater than F _ tabulated and ($sig = 0.000$) is less than 0.05 the level of significance, goodness of for the simple regression is valid for the relation between Strategic flexibility and Customer Loyalty **variables**. The effect of Strategic flexibility variable on Relationship quality equals to ($\beta = 0.573$) which means increasing that in one unit in Strategic flexibility variable value will increase the Customer Loyalty variable by (0.573),

which is a positive effect , and its standard error is (SE = 0.072) , this direct effect is significance (t = 6.256) with opposite (sig = 0.000) , according to these result the fourth main hypothesis is accepted at significance level (0.05), so:

"Strategic flexibility has a strong positive effect on Customer Loyalty"

Fifth Hypothesis

H5: *Relationship Quality has a strong positive effect on Customer Loyalty.*

To test this hypothesis, two sub hypotheses were tested at, these two hypotheses are:

H51: Trust has a strong positive effect on Customer Loyalty.

H52: Commitment has a strong positive effect on Customer Loyalty.

Simple regression used to test these two hypotheses, the analysis results for the first sub hypothesis appears in table (4 – 15).

Table (4 – 15)

Simple Regression Analysis effect of the Relationship Quality / Trust on Customer Loyalty

| DV | R ² | F | D.F | Sig ** | Regression Coefficient | | | | |
|------------------|----------------|--------|-----|--------|------------------------------|-------|-------|-------|--------|
| | | | | | ID | β | SE | t | Sig ** |
| Customer Loyalty | 0.317 | 37.190 | 1 | .000 | Relationship Quality / Trust | 0.563 | 0.089 | 6.098 | .000 |
| | | | 80 | | | | | | |
| | | | 81 | | | | | | |

** Significance at (α < 0.05)

The results in table (4-15) show that the ID (Trust) explains approximately ($R^2 = 31.7\%$) of the variation in DV (Customer Loyalty), the ($F_{\text{test}} = 37.190$) which is greater than $F_{\text{tabulated}}$ and ($\text{sig} = 0.000$) is less than 0.05 the level of significance, goodness of fit for the simple regression is valid for the relation between Trust and Customer Loyalty variables. The effect of Trust variable on Relationship quality equals to ($\beta = 0.563$) which means that increasing in one unit in Trust variable value will increase the Customer Loyalty variable by (0.563), which is a positive effect, and its standard error ($SE = 0.089$), this direct effect is significant ($t = 6.098$) with opposite ($\text{sig} = 0.000$), according to these results the first sub hypothesis is accepted at significance level (0.05), so:

"Trust has a strong positive effect on Customer Loyalty"

The analysis results for testing the second sub hypothesis appear in table (4 – 16).

Table (4 – 16)

Simple Regression Analysis effect of the Relationship Quality / Commitment on Customer Loyalty

| DV | R ² | F | D.F | Sig** | Regression Coefficient | | | | |
|------------------|----------------|--------|-----|-------|------------------------|---------|-------|-------|-------|
| | | | | | ID | β | SE | t | Sig** |
| Customer Loyalty | 0.394 | 51.983 | 1 | .000 | Relationship | 0.628 | 0.086 | 7.210 | .000 |
| | | | 80 | | Quality / | | | | |
| | | | 81 | | Commitment | | | | |

** Significance at ($\alpha < 0.05$)

According to the result in table (4-16), The ID (commitment) explains approximately ($R^2 = 39.4\%$) of the variation in DV (Customer Loyalty), the ($F_{\text{test}} = 51.983$) which is greater than $F_{\text{tabulated}}$ and ($\text{sig} = 0.000$) is less than 0.05 the level of significant, goodness of fit for the simple regression is valid for the relation between Commitment and Customer Loyalty variable. The slope ($\beta = 0.628$) shows the effect of Commitment variable on Customer Loyalty which means that increasing in one unit in Commitment variable value will increase the slope value by one unit of Customer Loyalty variable value, which is a positive effect, and its standard error ($SE = 0.086$), this direct effect is significant ($t = 7.210$) with opposite ($\text{sig} = 0.000$), according to these results, the second sub hypothesis is accepted at significance level (0.05), so:

"Commitment has a strong positive effect on Customer Loyalty"

Table (4 – 17) shows the results of testing the fifth main hypothesis.

Table (4 – 17)

Simple Regression Analysis effect of the Relationship Quality on Customer Loyalty

| DV | R ² | F | D.F | Sig** | Regression Coefficient | | | | |
|------------------|----------------|--------|-----|-------|------------------------|---------|-------|-------|-------|
| | | | | | ID | β | SE | t | Sig** |
| Customer Loyalty | 0.418 | 57.410 | 1 | .000 | Relationship Quality | 0.646 | 0.091 | 7.577 | .000 |
| | | | 80 | | | | | | |
| | | | 81 | | | | | | |

** Significance at ($\alpha < 0.05$)

According to the result in above table (4 – 17), goodness of fit for the simple regression is valid for the relation between Customer Loyalty and Relationship Quality variables, the ($F_{\text{test}} = 57.410$) which is greater than corresponding $F_{\text{tabulated}}$ and the (

sig = 0.000) is less than 0.05 the level of significance. The coefficient of variation ($R^2 = 0.418$) which means that ID (Relationship Quality) explains approximately (41.8 %) of the variation in DV (Customer Loyalty), while the effect of ID (Relationship Quality) variable ($\beta = 0.646$) on DV (Customer Loyalty) which means that increasing in one unit in Relationship Quality variable will increase this magnitude in Customer Loyalty by one unit, which is a positive effect , and its standard error (SE = 0.091) , this direct effect is significant (t = 7.577) with opposite (sig = 0.000 < 0.05). According to these results the Fifth hypothesis is accepted at significance level (0.05), so:

"Relationship Quality has a strong positive effect on Customer Loyalty"

Chapter Five

Conclusions and Recommendations

(5-1) Conclusions and Discussions

(5-2) Recommendations

(5-1) Conclusions and Discussions

The current study stated five hypotheses, and developed statements to measure the study variables, and indicated positive effects among these variables, with high and mid relationships among these variables. On the other hand, the study results answered the study questions and came up with the following conclusions:

1. There is a strong positive effect of Customer Orientation on Strategic Flexibility in commercial Banks in Jordan at significance level ($\alpha \leq 0.05$).
2. There is a strong positive effect of Customer Orientation on Relationship Quality / Trust in commercial Banks in Jordan at significance level ($\alpha \leq 0.05$).
3. There is a strong positive effect of Customer Orientation on Relationship Quality / Commitment in commercial Banks in Jordan at significance level ($\alpha \leq 0.05$).
4. There is a strong positive effect of Customer Orientation on Relationship Quality in commercial Banks in Jordan at significance level ($\alpha \leq 0.05$).
5. There is strong positive effect of Strategic Flexibility on Relationship Quality / Trust in commercial Banks in Jordan at significance level ($\alpha \leq 0.05$).
6. There is strong positive effect of Strategic Flexibility on Relationship Quality / Commitment in commercial Banks in Jordan at significance level ($\alpha \leq 0.05$).
7. There is a strong positive effect of Strategic Flexibility on Relationship Quality in commercial Banks in Jordan at significance level ($\alpha \leq 0.05$).
8. There is strong positive effect of Strategic Flexibility on Customer Loyalty in commercial Banks in Jordan at significance level ($\alpha \leq 0.05$).

9. There is a strong positive effect of Relationship Quality / Trust on Customer Loyalty in commercial Banks in Jordan at significance level ($\alpha \leq 0.05$).
10. There is a strong positive effect of Relationship Quality / Commitment on Customer Loyalty in commercial Banks in Jordan at significance level ($\alpha \leq 0.05$).
11. There is a strong positive effect of Relationship Quality on Customer Loyalty in commercial Banks in Jordan at significance level ($\alpha \leq 0.05$).

From the above results, the researcher derived the following conclusions:

1. In spite of all main dimensions had a high level of importance, two of them were closed to mid level (Customer Orientation and Strategic flexibility).
2. The effect of Customer Orientation on Relationship quality is more than its effect on Strategic flexibility, which means that Customer Orientation explains the variation in Relationship quality values more than it's explain in Strategic flexibility values.
3. The effect of Customer Orientation on Relationship quality / Trust is more than its effect on Relationship quality / Commitment, which means that Customer Orientation explains the variation in Trust values more than it's explain in Commitment values.
4. The effect of Strategic flexibility on Relationship quality is more than its effect on Customer Loyalty, which means that Strategic flexibility explains the variation in Relationship quality values more than it's explain in Customer Loyalty values.
5. The effect of Strategic flexibility on Relationship quality / Trust is less than its effect on Relationship quality / Commitment, which means that Strategic flexibility explains the variation in Trust values less than it's explain in Commitment values.

6. The effect of Strategic flexibility on Relationship quality / Trust is less than its effect on Relationship quality / Commitment, which means that Strategic flexibility explains the variation in Trust values less than it's explain in Commitment values.
7. The study shows a strong positive relationship between customer orientation and relationship quality, which is also supported by Macintosh (2005); Farrelly (2001); Sanzos *et al* (2003).
8. The study indicated a strong positive relationship between customer orientation and strategic flexibility, this result supported by Favalgi (2005); Asikihia (2010); Dobni (2000); Voola *et al* (2005); Hsieh *et al* (2008).
9. The study shows a strong positive relationship between relationship quality and customer loyalty, Macintosh (2005); Bojei (2010); Cater *et al* (2008); Auruskeviciene *et al* (2010); Rauyrueen *et al* (2007).
10. The study shows a strong positive relationship between strategic flexibility and customer loyalty which is supported by Gaurav study (2008).
11. The study also shows a strong positive relationship between strategic flexibility and customer loyalty that is supported by Voola *et al* (2005); Nwokah (2008); Favalgi *et al* (2005).
12. The study indicates a strong positive relationship between strategic flexibility and relationship quality, Favalgi *et al* (2005) supported that relationship.
13. In General the study proved a strong, positive and direct relationship between customer orientation and customer loyalty Zabkar *et al* (2007); Sanzos *et al* (2003); Macintosh (2005).

(5-2) Recommendations

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

1. Commercial banks should keep investigating and understanding the customer needs and taste in order to reach maximum customer value.
2. Implementing flexible strategy and continuous collecting information about customer needs enable the banks to compete better in current hard economic crisis.
3. Relationship officer in the commercial banks should keep a permanent contact with their (SME's) customers, suggest financial solutions and aids for them to survive among other large companies, keep them up to date with the banks policies and procedures, products and services.
4. Enhancing the relationship quality presented by trust and commitment strengthen the relationship between the banks and (SME's). Relationship officer's superiors should always direct their officers to keep up with this relationship and searching positive ways to get best benefits of the overall relationship.
5. Creating a flexible strategy emphasize customer retention and purchasing behavior, if the bank has the ability to adapt to (SME's) and their financial needs this would result in a higher customer loyalty and long-term successful relationship.
6. Keeping a strong relationship between the banks and the customers creates a strong customer loyalty, which leads for a repetitive purchasing for the banks products and services, at the same time (SME's) owners will turn to the banks when they need financial support and switching opportunities for another banks will decrease.

7. The bank should develop certain programs which has the ability to record and analyze the customers banking transactions in order to create strategies that can support the (SME's) customer's and generate a unique products and services to match their needs.
8. Customer is the most important element in market orientation; it's all about serving the customer, because customer is the one who buy the products and services that generate revenue for the banks. In order to comply with this issue, the banks should keep looking for new services, more flexibility, and reinforce continuous connections with the customers to guarantee repurchasing behavior and loyal customer.

References

1. *Achuama, Pius & Usoro (2010). Dancing with the stars: E-CRM and SME's in developing countries. Journal of economic development management, IT, finance, & marketing.2 (2) 68-80.*
2. *Agarwal, Sanjeev & Erramilli & Dev (2003). Market orientation and performance in service firms: role of innovation. Journal of service marketing .vol.17 no.1.p.68-22.*
3. *ALrubaiee Laith and Al Nazer (2010). Investigate the Impact of Relationship Marketing Orientation on Customer Loyalty: The Customer's Perspective. International Journal of Marketing Studies. Vol. 2, No. 1; May 2010.*
4. *Arnet Dennis & Badrinarayanan (2005). Enhancing customer driven CRM strategies core selling teams, knowledge management competence and relationship marketing competence. Journal of personal selling & sales management, vol XXV, no 4, p.320-343.*
5. *Asikhia, Olalekan (2010). Strategic orientation and performance: a case of synergistic merger effect of Nigerian banks. European journal of scientific research. Vol.42.no2, p.268-289.*
6. *Auruskeviciene, Vilte, Salciuviene & Skudiene 2010.The relationship Quality effect on customer loyalty. Pecvnia, 10 (2010), pp. 23-36.*
7. *Baumeister, Hubert (2002). Customer relationship management for SME's.*

8. *Bigne, Enrique, Kuster and Turan (2003). **Market orientation and industrial sales force: divers measure instrument.** Journal of business and industrial marketing. Vol 18, no1. pp. 59-81.*
9. *Bojei, Jamil & Alwie (2010). **The influence of relationship quality on loyalty in service sector.** International journal of economics & management 4(1): p.81-100.*
10. *Caniels, Marjolein and Gelderman (2007). **Power and interdependence in buyer supplier relationships: A purchasing portfolio approach.** Industrial Marketing Management 36 (2007) 219 – 229.*
11. *Carmen, Camarero and Jose (2008). **The role of technological and organizational innovation in the relation between market orientation and performance in cultural organizations.** European Journal of Innovation Management. Vol. 11 No. 3, 2008 pp. 413-434.*
12. *Castro, Carmen, Armario and Sanchez del Río (2002). **Consequences of market orientation for customers and employees.** European Journal of Marketing. Vol. 39 No. 5/6, 2005 pp. 646-675.*
13. *Cater, Barbara and Zabkar (2008). **Antecedents and consequences of commitment in marketing research services: The client's perspective.** Industrial Marketing Management.p.13.*
14. *Chaston, I, Badger, Mangles and Smith (2003). **Relationship Marketing, Knowledge Management Systems and E-Commerce Operations In Small UK Accountancy Practices.** Journal of Marketing Management, 2003, 19, 109-129.*

15. *Chiou, Jyh and Droge (2006). Service quality, trust, specific asset investment and expertise. Direct and indirect effect in a satisfaction- loyalty framework. Journal of the academy of marketing science.*
16. *Claycomb, Cindy & Martin (2002). Building customer relationships: an inventory of service providers' objectives and practices. The journal of service marketing 2002.16; 7 academic research library p.615.*
17. *Crosby, Lawrence, Evans and Cowles (1990). Relationship quality in service selling: an interpersonal influence perspective. Journal of Marketing; Jul 1990; 54, 3;p 68.*
18. *D.H.R. Price, Muhlemann and Paterson (1998). A system to support the enhancement of strategic flexibility in manufacturing enterprise. European journal of operational research. 109 (1998) 362-376.*
19. *De wulf, Kristof, Schroder and Lacoubci (2001). Investment in consumer relationships: a cross country and a cross industry exploration. Journal of Marketing; Oct 2001; 65, 4;p 33.*
20. *Dlacic, Jasmina &Zabkar (2007). Customer orientation, customer satisfaction and performance: the case of Croatia. Seventh international conference on" Enterprise in transition.*

21. *Dobni, Brooke and Luffman (2000). Market orientation and market strategy profiling: an empirical test of environment-behavior-action co alignment and its performance implications. Management Decision journal. 38/8,503-519.*
22. *Doney, Patricia and Cannon (1997). An examination of the nature of trust in buyer-seller relationship. Journal of Marketing; Apr 1997; 61, 2; p 35.*
23. *Eisingrelich, Andreas and Bell (2004). Maintaining customer relationships in high credence services. Journal of service marketing. 21/4. pp. 253- 262.*
24. *Ellinger, Alexander, Ketchen and Hult (2008). Market orientation, employee development practices, and performance in logistics service provider firms. Industrial Marketing Management 37 (2008) 353–366.*
25. *Esteban, Agueda, Millan, Molinad and Martin (2001). Market orientation in service. Review and analysis. European journal of marketing. Vol. 36, no9/10. pp 1003-1021.*
26. *Farrelly, Francis & Quester (2003). The effect of market orientation on trust and commitment. European journal of marketing. Vol.37.no3/4 p 530-553.*
27. *Favalgi, Raj &Whipple &Ghosh & Young. (2005). Market orientation, strategic flexibility and performance: implications for service providers. Journal of service marketing 19/4 212-221.*

28. Ganesan, Shankar (1994). **Determinations of long-term buyer seller relationship.** *Journal of marketing.* 58, 2 p. 1.
29. Garbarino, Ellen and Johnson (1999). **The difference role of satisfaction, trust and commitment in customer relationships.** *Journal of Marketing;* Apr 1999; 63, 2;p. 70.
30. Gaurav, Kunal (2008). *Impact of relationship marketing strategy on customer loyalty.*
31. Glennie, Neil (2010). **Examining Trust Factor Relationships in the Online Business-To-Consumer Environment.**
32. Gray, Brendan, Matear and Boshoff (1998). **Developing a better measure of market orientation.** *European Journal of Marketing, Vol. 32 No. 9/10, 1998, pp. 884-903,*
33. Gray, Brendan, Matear and Matheson (2000). **Improving the performance of hospitality firms.** *International Journal of Contemporary Hospitality Management 12/3 [2000] 149-155.*
34. Grayson, Kent (2007). **Friendship Vs Business in marketing relationship.** *Journal of Marketing Vol. 71 (October 2007), 121–139.*
35. Grewal, Rajdeep and Tansuhaj (2001).**Building Organizational Capabilities for Managing Economic Crisis: The Role of market Orientation and Strategic Flexibility.** *Journal of Marketing. Vol. 65 (April 2001), 67-80.*

36. Gundlach, Gregory, Achrol and Mentzer (1995). **The structure of commitment in exchange.** *Journal of Marketing*; Jan 1995; 59, 1;p. 78.
37. Hawkins, Timothy, Wittmann and Beyerlein (2006). **Antecedents and consequences of opportunism in buyer–supplier relations: Research synthesis and new frontiers.** *Industrial Marketing Management* 37 (2008) 895–909.
38. Helfert, Gabriele, Ritter and Walter (2000). **Redefining market orientation from a relationship perspective. Theoretical considerations and empirical results.** *European journal of marketing.* Vol 36, no 9/10. pp 1119-1139.
39. Hsieh, Ming & Tsai & Wang (2007). **The moderating of market orientation and launch proficiency on the product advantage – performance relationship.** *Industrial marketing management* 37.p 580- 592.
40. Hsieh, Yi-Ching, Chiu and Hsu (2008). **Supplier market orientation and accommodation of the customer in different relationship phases.** *Industrial Marketing Management* 37 (2008) 380–393.
41. Jaworski, Bernard and Kholi (1993). **Market orientation: antecedents and consequences.** *Journal of Marketing*; Jul 1993; 57, 3;p. 53.

42. Karande, Ha and Singhapakdi (2008). **The role of contextual factors in relationship commitment of buyers to foreign suppliers: A survey of Korean importers.** *Industrial Marketing Management* 37 (2008) 856–862.
43. Kelley, Liz & Gilbert & Mannicom (2003). **How e-CRM can enhance customer loyalty.** *Marketing intelligence and planning* 21/4 p.239-248.
44. Kholi, Ajay and Jaworski (1990). **Market orientation: the construct, research propositions and managerial implications.** *Journal of marketing. Vol. 54. 1-18.*
45. Kotler, Philip & Keller (2009). **Marketing Management.**
46. Laaksonen, Toni, Pajunen and Kulmala (2006). Co-evolution of trust and dependence in customer–supplier relationships. *Industrial Marketing Management* 37 (2008) 910–920.
47. Lado, Nora and Olivares (1998). **Exploring the link between market orientating and innovations in European and US insurance markets.** *International market review. Vol. 18. No.2, pp 130- 144.*
48. Lee, ThaeMin and Jun (2007). **Contextual perceived value? Investigating the role of contextual marketing for customer relationship management in a mobile commerce context.** *Business Process Management Journal* Vol. 13 No. 6, 2007 pp. 798-814.
49. Liu, Yi, Li, Tao and Wang (2008). **Relationship stability, trust and relational risk in marketing channels Evidence from China.** *Industrial Marketing Management* 37 (2008) 432–446.

50. *Lohtia, Ritu, Bello and Porter (2007). Building trust in US–Japanese business relationships: Mediating role of cultural sensitivity. Industrial Marketing Management 38 (2009) 239–252.*
51. *Mahmud, Mohamed (2011). Market orientation and business performance among SME's in Ghana. International business research. Vol. 4, no 1.*
52. *Manzano, Joaquin, Kuster and Vila (2005). Market orientation and innovation: an inter-relationship Analysis. European Journal of Innovation Management Vol. 8 No. 4, 2005 pp. 437-452.*
53. *Matear, Sheelagh, Gray and Garrett (2004). Market orientation, brand investment, new service development, market position and performance for service Organizations. International Journal of Service Industry Management. Vol. 15 No. 3, 2004 pp. 284-301.*
54. *Meyer, John, Stanley, Herscovitch and Topolnytsky (2002). Affective, continuance and normative commitment to the organization. A meta-analysis of antecedents, correlates and consequences. Journal of vocational behavior 61p.p 20-52.*
55. *Moorman, Christine, Deshpande and Zaltman (1993). Factors affecting trust in market research relationships. Journal of marketing. 57, 1 p.81.*
56. *Ngai, Jimmy and Ellis (1997). Market orientation and business performance: some evidence from Hong Kong. International Marketing Review, Vol. 15 No. 2, 1998, pp. 119-139.*

57. *Nwokah, N (2008). Strategic market orientation and business performance: the study of food and beverages organizations in Nigeria. European Journal of Marketing Vol. 42 No. 3/4, 2008 pp. 279-286.*
58. *Olivares, Albert and Lado (2003). Market orientation and business economic performance a mediated model. International Journal of Service Industry Management Vol. 14 No. 3, 2003 pp. 284-309.*
59. *Osuagwu, Linus (2005).Market orientation in Nigerian Companies. Marketing Intelligence & Planning.Vol.24 No. 6, 2006. pp. 608-631.*
60. *Panda, K, Tapan 2001. Service quality value alignment through internal customer orientation in financial service –An exploratory study in India bank.*
<http://dspace.iimk.ac.in/bitstream/2259/201/1> .time 4:18 May.11th.2011.
61. *Peng, Leong and Wang (2006). Impact of Relationship Marketing Tactics (RMTs) on Switchers and Stayers in a Competitive Service Industry. Journal of Marketing Management, 2006, 22, 25-59.*
62. *Percy, W, Naicker and Watson (2010). Relationship marketing: strategic and tactical challenges for SMEs. African journal of business management. Vol 4(13), pp 2596-2603.*

63. Rauyruen, Papassapa, & Miller & Barret (2007). **Relationship Quality as a predictor of B2B customer loyalty.** *Journal of Business Research*, 2007.
64. Richards, Keith and Jones (2008). **Customer relationship management: Finding value drivers.** *Industrial Marketing Management* 37, 120–130.
65. Sanchez, Antonio and Marin (2005). **Strategic Orientation, Management Characteristics, and Performance: A Study of Spanish SMEs.** *Journal of Small Business Management* 2005 43(3), pp. 287–308.
66. Sanzo, Joas & Santos & Vazquez & Alvares (2003). **The role of market orientation in business dyadic relationships: testing an integrated model.** *Journal of marketing management* 2003, 19, p 73-107.
67. Scheer, Christian and Peter (2002). **Concepts of customer orientation – Internet business model for customer-driven output.**
68. Sen, Barbara (2005). **Defining market orientation for libraries.** *Library Management* Vol. 27 No. 4/5, 2006 pp. 201-217.
69. Shikh Ali (2011). **Respect and rapport: do they matter in perceived relationship quality.** *International journal of business and social science*. Vol. 2 no 10.

70. Sin, Leo, Tse, Yau, lee and Chow (2002). **The effect of relationship marketing orientation on business performance in a service oriented economy.** *Journal of service marketing.* Vol. 16 no 7, pp. 656-676.
71. Sirdeshmukh, Deepak, Singh and Sabol (2002). **Consumer trust, value and loyalty in relational exchange.** *Journal of marketing.* P.15.
72. Slater, Stanley and Narver (1995). **Market orientation and learning organization.** *Journal of Marketing;* Jul 1995; 59, 3;p. 63.
73. Soliman, Hisham (2011). **Customer Relationship Management and Its Relationship to the Marketing Performance.** *International Journal of Business and Social Science.* Vol. 2 No. 10.
74. Stanko, Michael. Bonner and Calantone (2006). **Building commitment in buyer-seller relationships: A tie strength perspective.** *Industrial Marketing Management* 36 (2007) 1094–1103.
75. Stefanou, Constantinous & Sarmaniotis & Stafyla (2003). **CRM and customer centric knowledge management: an empirical research.** *Business process management journal* .vol.9, no 5, p.617-634.
76. Tuomienm, Matii & Rajala, Moller 2002. **Market orientation: a promising metaphor for culture and collaboration in industrial networks.** <http://www.impgroup.org/uploads/papers/4203.time>
4:13.May.11th.2011.

77. *Vegholm, Ftima & Silver. (2008). The impact of corporate fairness on the bank SME relationship.*

Journal of financial regulations and compliance. Vol 16.No 4, p.352-364...

78. *Voola, Rnjit & Muthaly (2005). Strategic flexibility and organizational performance: the*

mediating effect of total market orientation. ANZMAC 2005 conference: strategic marketing and

marketing orientation pp.117-125.

79. *Wang, Cheng, Siu and Barnes (2008). The significance of trust and renqing in the long-term*

orientation of Chinese business-to-business relationships. *Industrial Marketing Management* 37

(2008) 819–824.

Appendix:

Names of arbitrators:

| No | Name | Specialization | Work place |
|----|---------------------|----------------|------------|
| 1 | Dr. Mohamed Nuimi. | E. Business. | MEU |
| 2 | Dr. Ali Abbas | Marketing | MEU |
| 3 | Dr. Feras Abo Gaoud | Marketing | MEU |
| 4 | Dr. Hamzeh Khrim | Marketing | MEU |

Dear respondent,

The following questions are being asked for the purpose of *“investigating the impact of customer orientation, strategic flexibility, and relationship quality on customer loyalty in small and medium enterprise in commercial banks in Jordan”*.

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:

Up to 31 years from 31-40 years from 41-50 from 51-60
years 60 years and above

(3) Education level:

Less than diploma Bachelor Master/High Diploma
PhD

(4) Number of working years for the current position:

Less than 5 years from 5-10 years from 11-15
years from 16-20 years more than 20 years

(5) number of banks the company deal with: ()

(6) the company is dealing with the current bank for:

Less than 1 year from 1-5 years from 6-10 years
from 11-15 years more than 15 years

Customer Orientation

| N | statement | Strongly agree | Agree | Partially agree | Uncertain/ Neutral | Partially disagree | Disagree | Strongly disagree |
|----|--|----------------|-------|-----------------|-----------------------|--------------------|----------|-------------------|
| 1 | The bank knows the customer needs well. | | | | | | | |
| 2 | The bank provides services and products better than other banks. | | | | | | | |
| 3 | The bank keeps up-to-date with its product and services. | | | | | | | |
| 4 | The bank encourage your comments and complaints because they help the bank do job better. | | | | | | | |
| 5 | The bank has strong commitment to the customer. | | | | | | | |
| 6 | The bank uses the information to reach better customer value. | | | | | | | |
| 7 | The bank tries to keep abreast of changes so as to assess their impacts on customer needs. | | | | | | | |
| 8 | The bank has strong commitment to meet the firm needs. | | | | | | | |
| 9 | The banks pay close attention for after sales service. | | | | | | | |
| 10 | The bank offers customized services to meet the customer needs. | | | | | | | |
| 11 | The bank is flexible in serving my needs. | | | | | | | |
| 12 | The bank has the ability to openly discuss solutions when problem arises. | | | | | | | |
| 13 | The bank always collect information about the firm. | | | | | | | |

Relationship quality/ Trust

| | statement | Strongly agree | Agree | Partially agree | Uncertain/ Neutral | Partially disagree | Disagree | Strongly disagree |
|----|--|----------------|-------|-----------------|--------------------|--------------------|----------|-------------------|
| 14 | The firm counts on the bank for support in important financial matters. | | | | | | | |
| 15 | The firm trusts the bank when conducting activities that the firm can't do on its own. | | | | | | | |
| 16 | The banks keep promises they made to the firm. | | | | | | | |
| 17 | The firm believes the information that the bank provides them. | | | | | | | |
| 18 | The bank is trustworthy. | | | | | | | |
| 19 | The bank is very concerned with the security if my transactions. | | | | | | | |
| 20 | The bank is consistent in providing quality services. | | | | | | | |
| 21 | The firm has confidence in the bank services. | | | | | | | |
| 22 | The bank deals fairly and sincerely with the firm. | | | | | | | |
| 23 | The bank always gives the firm information that proved to be accurate later. | | | | | | | |
| 24 | The firm believes that the bank is looking for the firm interest. | | | | | | | |

Relationship Quality/ Commitment

| | statement | Strongly agree | Agree | Partially agree | Uncertain/ Neutral | Partially disagree | Disagree | Strongly disagree |
|----|--|----------------|-------|-----------------|--------------------|--------------------|----------|-------------------|
| 25 | It's pleasant dealing with bank, that's why we continue deal with it. | | | | | | | |
| 26 | It is so difficult to switch to another bank because of the lack of good alternatives. | | | | | | | |
| 27 | Even if we receive better offer from other banks, we believe it would not be right to stop working with this bank. | | | | | | | |
| 28 | The firm is willing to accept short-term disadvantages in order to maintain long term relationship. | | | | | | | |
| 29 | The firm puts the long-term cooperation with the bank before his short-term profit. | | | | | | | |
| 30 | The relationship the firm maintains with the bank is very important. | | | | | | | |
| 31 | The bank cares about its relationship with the firm. | | | | | | | |
| 32 | The firm relationship with the banks deserves maximum efforts to maintain. | | | | | | | |

Strategic flexibility

| | statement | Strongly agree | Agree | Partially agree | Uncertain/ Neutral | Partially disagree | Disagree | Strongly disagree |
|----|---|----------------|-------|-----------------|--------------------|--------------------|----------|-------------------|
| 33 | The Bank Management assurance material and moral support to meet the customer current and future needs | | | | | | | |
| 34 | The Bank Management generates new options if the firm financial needs didn't match the bank requirements. | | | | | | | |
| 35 | The Bank adapt to the firm financial needs according to the firm current situation. | | | | | | | |
| 36 | The collateral requirements of the bank for its loans are too strict. | | | | | | | |
| 37 | The bank is too focused on its product to be able to solve the firm's financial problems. | | | | | | | |
| 38 | The bank provides financing under reasonable conditions for the firm. | | | | | | | |

Customer loyalty

| | statement | Strongly agree | Agree | Partially agree | Uncertain/ Neutral | Partially disagree | Disagree | Strongly disagree |
|----|---|----------------|-------|-----------------|--------------------|--------------------|----------|-------------------|
| 39 | We say positive things about the bank for other firms. | | | | | | | |
| 40 | We recommend the bank services for other firms. | | | | | | | |
| 41 | The bank is our first choice for financial needs. | | | | | | | |
| 42 | The firm expects to stay with the bank for a long period of time. | | | | | | | |
| 43 | When a need arises, I prefer this bank over others | | | | | | | |
| 44 | The company has strong sense of loyalty to the bank. | | | | | | | |

Circular for licensed Banks

According to the regulations of the legal articles (60/A/2) and (99/B) for the Banks Law number (28) of the year 2000 and its modifications, and for the importance of the existence of a standardized definition of small and medium enterprises to all working banks in Jordan, I decide the following:

First: the requirements that must exist in a company to be considered a small company:-

1. It must not be a Joint Stock Company, an insurance company or a Brokerage company.
2. Its total assets must worth less than 1 million JD's, or its total annual sales must be less than 1 million JD's.
3. The total number of workers in the company must be between (5-20) workers.

Second: the requirements that must exist in a company to be considered a medium company:-

1. Its total assets must worth from (1-3) million JD's, or its total annual sales must be from (1-3) million JD's.
2. The total number of workers in the company must be between (21-100) workers.

Third: The terms mentioned above are used for classification purposes in financial data that are provided to the Central Bank of Jordan, so that they are applied on customers of working banks branches only in Jordan.

Fourth: The terms mentioned above are applicable starting of financial data of banks as they are by the end of june/2011.

البنك المركزي الأردني



٤٢٦ /٥/١٠

١٤٣٢٨ / ١

٢٠١١ / ١ / ١١

تعميم إلى البنوك المرخصة

استناداً لأحكام المادتين (٢/١/٦٠) و (٩٩/ب) من قانون البنوك رقم (٢٨) لسنة ٢٠٠٠ وتعديلاته وبمضماً لأهمية وجود تعريف موحد للشركات الصغيرة ومتوسطة الحجم لدى كافة البنوك العاملة في المملكة، أقر ما يلي:-

أولاً: الشروط الواجب توافرها في الشركة لاعتبارها ضمن الشركات صغيرة الحجم:-

١. أن لا تكون شركة مساهمة عامة أو شركة تأمين أو شركة وساطة مالية.
٢. أن يقل إجمالي موجوداتها عن مليون دينار أو أن يقل إجمالي مبيعاتها السنوية عن مليون دينار.
٣. أن يتراوح عدد العاملين في الشركة بين (٥-٢٠) عامل.

ثانياً: الشروط الواجب توافرها في الشركة لاعتبارها ضمن الشركات متوسطة الحجم:-

١. أن يتراوح إجمالي موجوداتها بين (١-٣) مليون دينار أو أن يتراوح إجمالي مبيعاتها السنوية بين (١-٣) مليون دينار.
٢. أن يتراوح عدد العاملين في الشركة بين (٢١-١٠٠) عامل.

ثالثاً: تستخدم الشروط الواردة في البندين أعلاه لأغراض التصنيف في البيانات المالية التي يتم تزويد بنك المركزي الأردني بها، وبحيث تطبق على عملاء فروع البنوك العاملة داخل المملكة فقط.

رابعاً: يعمل بما جاء أعلاه اعتباراً من البيانات المالية للبنوك كما هي نهاية شهر حزيران/٢٠١١.

وتفضلوا بقبول فائق الاحترام،،،


المحافظ

فارس عبد الحميد شرف