

The Effect of Service Quality on Customer Satisfactions in Jordanian Telecommunications Companies

By

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Abstract

The Aim Of This Analysis Is To Evaluate The Level Of Service Rendered By Jordanian Telecommunications Companies And How It Affects Overall Customer Satisfaction. This Research Used A Convenience Sampling Tool To Gather Data From 460 Respondents Through A Self-Administered Questionnaire Based On The Servqual Approach Scale's Five Dimensions. The Proposed Structural Model Was Also Tested Using Variance-Based Structural Equation Modelling (Pls-Sem). The Findings of This Study Showed That All Five Servqual Scale Measurements, Namely Reliability, Assurance, Tangible, Empathy, and Reliability, Have A Significant, Direct, and Positive Effect On Customer Satisfaction In Jordanian Telecommunications Companies. The Effect Of Service Quality Dimensions On Customer Satisfaction In Jordanian Telecommunications Companies Was Studied In This Study. Due To A Lack Of Funding And Time, This Study Only Includes Respondents From Jordanian Telecommunications Companies; As A Result, A Comparative Comparison Of Results With Other Telecommunications Companies Was Not Possible; As A Consequence, It Is Considered A Study Limitation. Furthermore, Importance-Performance Map Analysis (Ipma) Was Used To Investigate The Significance Of Different Aspects Of Service Quality. According To The Findings, Telecommunications Companies Should Work On All Aspects Of Service Quality, With A Particular Emphasis On Responses, In Order To Improve Customer Satisfaction. The Results Of This Study Are Intended To Assist Jordanian Telecommunications Companies In Better Understanding The Role Of Different Dimensions Of Service Quality In Improving Customer Satisfaction.

Keywords: Ipma, Jordanian Telecommunications Companies, Pls-Sem, Servqual Approach

1.0 Introduction

The Aim Of This Paper Is To Describe An Exploratory Analysis That Used The Servqual Approach To Determine The Quality Of Jordanian Telecommunication Companies' Services, Which Is One Of The Most Competitive In The Middle East. In Jordan, There Is An Increasing Market For Telecommunications, Which Is Matched By More Knowledgeable Consumers Who Emphasize The Importance Of Excellent Services. Companies Who Do Not Succeed At Efficiency Would Find It Difficult To Compete In This Intensely Competitive Market. Customer Preferences And Demands Are That In Tandem With Rapid Developments In The Dynamic Market Climate, Making It Challenging For Many Firms, Especially Airlines, To Maintain Their Customers (Ali Et Al., 2015). Furthermore, Failing To Consider Consumers' Real Interests And Desires Is A Roadblock To Delivering High-Quality Services (Izogo And Ogba, 2015). Today's Dynamic Environment Has Driven Airlines To Rely On

Cost Savings In Order To Run More Efficiently; However, Service Efficiency And Customer Satisfaction Are Often Sacrificed In The Process (Boetsch Et Al., 2011). The Research Employs The Servqual Methodology, Which Looks At How Consumers' Views Of Service Efficiency Influence Their Allegiance To Individual Service Providers. Despite The Fact That The Methodology Has Been Widely Used To Measure The Quality Of Private Sector Providers, This Report Is Unique In That It Focuses On Evaluating Service Quality In A Newly Privatized Sector. It Has The Ability To Help Evaluate Improvements In The Level Of Service Provided To Jordanian Consumers In Comparison To The Service Provided When The Industry Was Monopolistically Controlled By The Government. The Transition Of Control From The State To The Private Sector Improves The New Management's Desire To Maximize Efficiency; The Privatization Process Is Expected To Help The New Management Achieve High Standards Of Service Quality. Jordan Has Taken Significant Measures To Privatize Important Business Industries. The Telecommunications Industry Is One Of These Significant Industries. Jordan Has Been Designing and Implementing A Strategy to Upgrade and Improve Its Telecom Networks and Facilities since the Mid-1990s. Jordan's Telecommunications Market Is Growing At A Rate Of More Than A Billion Dollars A Year, Thanks To Continuing Liberalisation Of The Country's Information And Communication Technology Business. Many Steps Have Been Taken To Ensure That The Jordanian Economy Is Open To Equal Competition; Jordan Now Attracts Developers And Offers Prospects For New Projects And Creative Services. Jordan's Telecom Industry Is Fiercely Competitive And Quickly Expanding. It Is Revised And Extended On A Regular Basis. Jordan's Telecommunications Sector Is Also The Most Competitive In The Region. The Jordanian Government Is Working To Ensure That Everybody Has Access To Affordable Telecom Facilities (Menafn). The Jordanian Government Is Working To Open Up The Telecommunications Market To Competition, And The Private Sector Is Strongly Encouraged To Engage And Invest In The Development Of This Vital Sector Service. Until 2004, Jordan Was Operated By Only One Fixed-Line Provider, Jordan Telecom (Jt), Which Is Operated By The Jordanian Government And A Consortium Headed By France Telecom. The Second Licence To Offer Fixed-Line Telephone Services In Jordan Was Granted To Batelco Jordan In 2005. There Are Three Gsm Telecom Providers That Have Services. Mobilecom, A Wholly Owned Subsidiary Of Jt, And Xpress Telecom, A Concession To Operate An Iden (Motorola Proprietary Based) Radio-Trunking Network, Were The First Operators To Launch The Mobile Service In Jordan. The Studies Of Amjeriya And Malviya (2012) And Ingaldi (2018) Both Confirmed The Need For Further Research And Studies On Service Quality, And This Report Is One Of Them. In Addition, Telecommunications Companies In Jordan Face Several Updates And Challenges, Which Are Caused By Their Internal And External Environments, Including Content, Human, And Technical Problems, As Well As In Response To Improvements And Innovations In The Workplace. Organizations Want To Achieve The Highest Levels Of Environmental Harmony In Order To Accomplish Goals Effectively And Successfully, And One Of The Most Important Internal Factors Is Service Quality And Its Effect On Customer Satisfaction, Because Most Service Organisations Use Service Quality As A Tool And A Strategic Choice That Helps Them Achieve Their Goals. Due To The Sensitivity, Existence, And Kind Of Service Offered To Individuals, And There Is No Question That There Are Few That Dealt With The Current Topic Of Research, And Therefore This Study Arises In Order To Enhance The Studies Under Research.

2.0 Literature Review

2.1 Service Quality

Service Quality, According To Parasuraman Et Al. (1988), Is The "Function Of [The] Discrepancy Between [The] Intended Service And [The] Customer's Expectations Of The Actual Service Provided." In Recent Years, Experts In The Fields Of Service Marketing And Enterprise Growth Have Paid Close Attention To Service Quality (Shabbir Et Al., 2016; Samen Et Al., 2013). Furthermore, The Conceptualization And Measuring Scales Have Received A Lot Of Attention (Akter Et Al., 2013). Service Quality Has Been Widely Researched In A Variety Of Fields, Including Mobile Banking, Health Management, Telecommunications, Online Education, Hoteling And Tourism, And So On (Izogo And Ogba, 2015; Farooq Et Al., 2017). Customers Equate Real Service Delivery To Their Own Preferences, Which Are Influenced By Personal Experience, Perceptions, And/Or Word Of Mouth, According To Tsoukatos And Mastrojianni (2010). This Contrast Aids In Determining The Expected Level Of Service By Consumers (Parasuraman Et Al., 1988). Furthermore, Zeithaml Et Al. (1996) Argue That A Deeper Perception Of Consumers' Perceived Service Level Is Critical For Improving Customer Loyalty Through The Delivery Of High-Quality Services. Parasuraman Et Al. (1985) Suggested A Systematic Model To Quantify Service Efficiency, Which Included Ten Dimensions: Reliability, Tangibles, and Knowledge Of Customers, Communication, Access, Credibility, Competence, Security, And Courtesy. Parasuraman Et Al. (1994) Generalised The Model And Called It Servqual, Restricting It To Five Dimensions: Reliability, Tangibles, Reliability, Empathy, And Assurance. Academicians, Scholars, And Clinicians From A Variety Of Fields And Countries Have Endorsed The Servqual Scale (Butt & Run, 2010; Farooq, 2016). Servqual Is A Robust Assessment Scale With Real-World Ramifications For Customer Service Quality Perception (Parasuraman Et Al., 1994). While Servqual Has Been Generally Embraced And Adopted By Numerous Scholars (Lee-Ross, 2008; Samen Et Al., 2013), It Has Also Been Criticised By Some Scholars (Buttle, 1996; Cronin & Taylor, 1992; Robledo, 2001) Because It Only Compares Perceived Service Quality With Customers' Intended Service Quality. According To Wu And Ko (2013), Servqual Provides Several General Guidance For Assessing Service Quality By Integrating Its Few Measurements And Contexts; However, Service Quality Dimensions Should Be Scrutinised And Analysed Separately For Incorporating Different Industry-Specific Problems. Furthermore, Park Et Al. (2005) Contend That The Airline Industry Is Distinguished From Other Service-Oriented Sectors By Industry-Specific Activities And Concerns (E.G., Online Ticketing, Check-In, Baggage Allocation, Boarding Service, And On-Board Facilities). Customers' Preferences In The Telecommunication Industry Are Established At The "Moment-Of-Truth" By Engaging With The Reservation Department, Telephonic Connectivity, Ticketing Experience, Luggage Handling System, Flight Schedule, And Cabin Crew Member Service, According To Various Scholars (Namukasa, 2013; Wu And Cheng, 2013; Farooq Et Al., 2017; Radovic-Markovic Et Al., 2017). As A Result, Park Et Al. (2005) Claim That The Servqual Scale's Five Measurements Are Insufficient For Calculating All Facets Of Service Quality In The Airline Industry Because They Do Not Include Market-Specific (I.E. Airline Industry) Aspects Of Service Quality. Due To Widespread Criticism Of The Servqual Scale's Use, Many Researchers Have Used And Proposed Servperf, A Service Quality Assessment Scale Developed By Cronin And Taylor In 1992. According To Cronin And Taylor (1994), The Servperf Scale Is Primarily Intended To Measure The Real Service Level Obtained By Focusing On Consumers' Expectations Of Service Providers' Results. Despite The Fact That Some Analysts Have Used This Measure To Determine Service Quality In The Telecommunication Industry, It Has Been Criticised For Failing To Cover All Aspects Of

Airline Service Quality (Ali Et Al., 2015; Farooq Et Al., 2017). Furthermore, Several Researchers (Cunningham Et Al., 2004) Have Questioned The Scale's Generic Structure, Arguing That It Is Impossible To Capture Market-Specific Aspects Of The Telecommunication Industry, Which Is Critical For Interpreting Customer Perceptions Of Service Quality. As A Result, Numerous Researchers Have Proposed Various Frameworks For Investigating The Dimensions Of Service Quality With A Focus On The Telecommunications Industry (Chang And Yeh, 2002). However, Chang And Yeh (2002) Proposed An Updated Edition Of Parasuraman Et Al. (1988)'S Five Dimensions Of Service Efficiency, Which Include Tangibility, Accessibility, Durability, Empathy, And Certainty. Furthermore, Park Et Al. (2005) Examined Telecommunication Service Quality By Focusing On Only A Few Aspects Of Service Quality, Such As Customer Service Reliability. Furthermore, Quality Of Service Is Concerned With Quality Systems In All Of Its Aspects (Reliability, Assurance, Tangible, Empathy, And Reliability), And Pursuing Quality Systems In Delivering Service Gives Jordanian Telecommunications Companies An Edge And Gives Them A Comparative Advantage (Shanka, 2012).

2.2 Customer Satisfaction

According To Kotler And Caslione (2009), Satisfaction Is Described As "A Person's Feeling Of Enjoyment Or Dissatisfaction As A Consequence Of Comparing A Product's Results To His Or Her Expectations." In Many Psychological and Behavioural Experiments, Customer Loyalty Has Been A Major Subject (E.G. Chen Et Al., 2012; Farooq Et Al., 2009, 2010). Customer Loyalty Is Founded On The Idea That In Order For A Company To Be Competitive And Successful, It Must Please Its Clients (Farooq, 2016; Izogo And Ogba, 2015; Radovic-Markovic Et Al., 2017). Customer Satisfaction, According To Westbrook And Oliver (1991), Is Described As Optimistic Post-Purchase Feelings. Instead Of Looking At Perceptual Effects, Customer Loyalty Is Thought To Be A Good Indicator Of How Beneficial A Product Or Service Is To Consumers (Berezina Et Al., 2012). Furthermore, A Number Of Researchers (E.G., Cronin And Taylor, 1992; Farooq Et Al., 2009; Seth Et Al., 2005) Have Agreed That Consumer Loyalty Is Closely Linked To Repurchase Aim. Customer Loyalty Is Also An Important Factor In Customer Retention (Abdullah Et Al., 2011; Farooq Et Al., 2016). Customer Loyalty, According To Park Et Al. (2005), Contributes To Optimistic And Favourable Word-Of-Mouth, Which Is Generally Recognised As A Key Source Of Indirect Promotion For Brand Building. According To Several Studies (Jun Et Al., 2004; Prayag, 2007; Farooq & Radovic-Markovic, 2017a), Happy Consumers Will Help Companies Increase Profitability By Assisting Them In Expanding Their Market Through New Referral Customers And Repeat Business From Current Customers. The Phenomenon Of Consumer Loyalty Has Remained Understudied In Different Sectors Due To The Dynamic Nature Of Human Behaviour And Preferences (Ali Et Al., 2015; Shabbir Et Al., 2016). Furthermore, Since Customer Satisfaction Is Intangible, A Full Definition Of Its Determinants Has Remained Elusive (Qin Et Al., 2010; Farooq Et Al., 2017). Customer Satisfaction Is Much More Difficult To Obtain And Sustain For Companies Who Operate In The Service Industry (Li Et Al., 2017). Since There Are Many Customer Interactions Involved In The Whole Procedure, The Essence Of Such Systems Is Multi-Layered And Highly Complicated (Han And Ryu, 2012; Farooq & Radovic-Markovic, 2016). Customer Satisfaction In The Telecommunication Industry Is Affected By Multi-Dimensional Service Quality, A S A Result, In The Telecommunication Industry, Customer Satisfaction Is A Critical Component For Maintaining A Long-Term Company And Interaction With Consumers (Archana & Subha, 2012; Wu & Cheng, 2013; Ali Et Al., 2015).

2.3 Service Quality and Customer Satisfaction

Customer Satisfaction Has Long Been Considered A Good Antecedent And Indicator Of Service Quality (Mcdougall & Levesque, 2000). Saha And Theingi (2009) Conducted Research Into The Relationship Between Telecommunication Service Quality And Customer Satisfaction, And Their Results Showed A Close Connection Between Perceived Service Quality And Customer Satisfaction. A Happier Customer Is More Likely To Stay With The Carrier, While An Unhappy Customer Is More Likely To Turn To Another Service Provider (Archana & Subha, 2012; Gudmundsson & Lechner, 2006; Ali Et Al., 2015). It's Worth Noting That, Despite Widespread Agreement On The Simple Definitions Of Perceived Service Efficiency And Consumer Loyalty, The Causal Association Between The Two Has Remained A Source Of Debate (Al-Alak, 2014). Several Researchers (Parasuraman Et Al., 1988; Cronin & Taylor, 1992; Oliver, 1997) Have Proposed That Perceived Service Quality Is An Antecedent Of Customer Satisfaction, While Others (Bitner, 1990; Bolton & Drew, 1991; Andreassen & Lindestad, 1998) Believe That Perceived Service Quality Is An Antecedent Of Customer Satisfaction. Han Et Al. (2008) Studied The Importance Of Perceived Service Quality As An Antecedent Of Customer Loyalty In A Variety Of Sectors, Including Banks, Hospitals, Information Technology, Education, Beauty Salons, And Airline Firms, In Order To Address This Disparity. Ali Et Al. (2015) Used A Related Concept To Investigate Customer Satisfaction And Perceived Service Quality In Pakistan International Airlines In A Recent Report. As A Result, This Report Adopts The First School Of Thinking And Hypothesises That Airline Companies' Perceived Service Quality Would Have A Significant Influence On Consumer Satisfaction. As Previously Said, This Research Uses The Servqual Scale, Which Was Created By Ekiz Et Al. (2006) To Address The Limitations Of Other Current Service Quality Measures In The Telecommunications Industry. This Servqual Scale Has Five Dimensions: Reliability, Assurance, Tangible, Empathy, And Reliability, Which Are Also Seen In The Proposed Research Framework In Fig. 1. This Thesis Suggests The Following Five Theories Based On Rational Relationships Drawn From The Above Literature Review, Which Offered Evidence For Perceived Service Quality As An Antecedent Of Customer Satisfaction In The Telecommunication Industry:

- H₁:** Reliability Has Significant Positive Effect on Customer Satisfaction in the Jordanian Telecommunication Companies
- H₂:** Assurance Has Significant Positive Effect on Customer Satisfaction in the Jordanian Telecommunication Companies
- H₃:** Tangible Has Significant Positive Effect on Customer Satisfaction in the Jordanian Telecommunication Companies
- H₄:** Empathy Has Significant Positive Effect on Customer Satisfaction in the Jordanian Telecommunication Companies
- H₅:** Reliability Has Significant Positive Effect on Customer Satisfaction in the Jordanian Telecommunication Companies

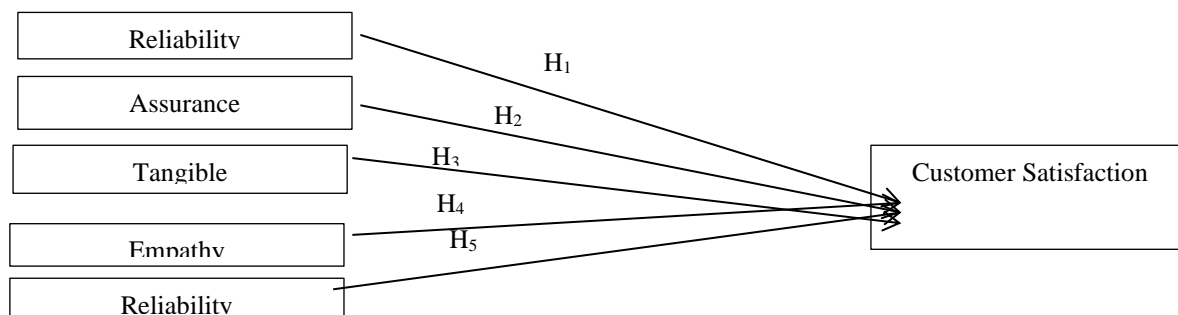


Figure 1.1 *Research Framework*

3.0 Research Methodology

3.1 Research Instrument/Operationalization of Constructs

For Data Collection From Jordanian Telecommunications Company Subscribers, A Survey Instrument Was Adapted From Westbrook And Oliver (1991) And Ekiz Et Al. (2006). The Final Questionnaire Had 33 Items, With Five Belonging To Reliability (Rel), Four To Assurance (A), Five To Tangibility (T), Eight To Responses (Res), Seven To Empathy (E), And The Last Six To Customer Satisfaction. As Recommended By The Researchers, A Seven-Point Likert-Type Scale Was Used To Increase The Study's Consistency And Desecration (Farooq, 2016). A Pilot Analysis Was Also Performed To Test The Questionnaire, Which Included 50 Respondents Who Had Used Jordanian Telecommunications. While Minor Improvements Were Made To The Sentence Structure Of The Final Questionnaire, The Results Of The Pilot Study Confirmed The Questionnaire's Reliability And Validity.

3.2 Sample Design and Data Collection

The Aim Of This Analysis Is To Find Out How Service Quality Affects Customer Satisfaction In Jordanian Telecommunications Companies. To Achieve This Goal, All Customers Of Jordanian Telecommunication Companies Served By Zain, Umniah, And Orange Were Listed As The Study's Target Population. Choosing The Appropriate Sample Size Is Critical For Maintaining The Accuracy And Rigour Of Every Analysis. Hair Et Al. (2017) Recommend Using The 10 Times Law, Which Was Introduced By Barclay Et Al. (1995) To Determine The Required Sample Size In A Pls-Sem Study. The Minimum Sample Size Is "10 Times The Largest Number Of Structural Paths Directed At A Given Build In The Structural Model," According To This Law. The Structural Model Of This Analysis Includes Six Constructs (Five Independent And One Dependent Variable), And Our Minimum Sample Size Should Be 50 Respondents, According To The 10 Times Rule Criterion. However, We Have Followed Westland's More Stringent Criteria (2010). Furthermore, The Sample Size For This Study Was Calculated Using An Analysis Of Previous Similar Research As Well As Recommendations From Various Scholars (E.G. Ali Et Al., 2015; An And Noh, 2009; Archana And Subha, 2012; Farooq And Radovic-Markovic, 2017b). Data Was Collected Using A Self-Administered Survey Questionnaire. 600 Questionnaires Were Spread In Three Telecommunication Companies Using A Proportion Sampling Method (Zain, Umniah, And Orange). A Total Of 418 Responses Were Received, Indicating A 69.67 Percent Overall Response Rate.

3.2 Analytical Method

Ibm Spss Statistics Version 24.0 And Smartpls Version 3.2.7 Were Used To Analyse The Data (Ringle Et Al., 2017). Since It Can Accommodate All Types Of Estimation Models (I.E. Reflective And Formative Models) That Are Included In The Proposed Concept Of This Analysis, A Variance-Based Pls-Sem Approach Was Chosen. Cb-Sem/Amos, On The Other Hand, Is Normally Limited To Translucent Models. Farooq Et Al. (2017) Used Pls-Sem To Validate The Utaut3 Model In A Related Recent Review (I.E. Extended Version Of Unified Theory Of Acceptance And Use Of Technology). Furthermore, Pls-Sem Was Chosen Because Of Its Ability To Estimate Causal Interactions Among All Latent Constructs At The Same Time When Dealing With Structural Model Calculation Errors (Farooq, 2016; Hair Et Al., 2017). Furthermore, Since Our Research Is Causal In Nature, Pls-Sem Is The Best Fit

For It (Farooq & Radovic-Markovic, 2017b). Measurement Models Were Tested Independently Until The Structural Model Was Evaluated, Following The Recommendations Proposed By Hair Et Al. (2017). Until Running The Pls-Sem Study, Multiple Tests (Common-Method Variance Bias Test, Non-Response Bias Test, Data Filtering For Missing Values, Etc.) Were Run Along With Other Validity And Reliability Reviews To Ensure The Data Accuracy And Accuracy Of The Conceptual Model.

4.0 Data Analysis

The Harman (1976) One Factor Test Is Used In This Analysis To See If There Is Any Common-Method Variance Bias Among Variables. The Researchers Used Podsakoff Et Al. (2003)'S Guidance and Method to Perform Harman's (1976) One-Factor Test. Both Measurement Scale Objects Were Entered Into A Principal Component Analysis With Varimax Rotation For This Reason, So That Any Single Factor Indications Could Be Detected From Factor Analysis. The Rotation Converged In 5 Iterations After Extracting Six Separate Variables From 34 Calculation Structures (Reliability, Assurance, Tangible, Empathy, Reliability, And Customer Satisfaction). Based On These Findings, It Is Concluded That This Research Does Not Suffer From Common-Method Variance Bias.

Table 1 *The Assessment for Comb in Dataset – Harman's One Factor Solution*

Component	Initial Eigenvalues			Extraction Sums Of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %
1	16.493	47.124	47.124	16.493	47.124	47.124
2	3.277	9.362	56.486	3.277	9.362	56.486
3	1.493	4.266	60.751	1.493	4.266	60.751
4	1.341	3.833	64.584	1.341	3.833	64.584
5	1.046	2.988	67.571	1.046	2.988	67.571

4.1 Non-Response Bias Test

The Extrapolation Approach Is Used In This Analysis To Screen For Non-Response Bias. The Most Widely Used Approach Is Extrapolation, Which Includes Comparing Early And Late Respondents For Potential Differences In Populations And Mean Values Of Other Primary Constructs (Armstrong And Overton, 1977). An Unbiased Sample T-Test Was Used To Compare The Answers Of The First 50 And Last 50 Questionnaires For This Reason. The Results Of The Independent Sample T-Test Showed That The Mean Values Of Both Classes Were Not Significantly Different At The 0.05 Stage (I.E. First 50 Respondents Vs Last 50 Respondents). As A Result Of The Results Of The Independent Sample T-Test, It Was Determined That There Was No Significant Variation Between The Responses Of Both Groups; Hence, Non-Response Bias Was Not An Issue In This Analysis.

4.2 Data Screening and Pre-Analysis

A Comprehensive Review Process Was Carried Out As Part Of The Data Processing Planning. Data Was Checked For Outliers, Missing Values, And Demographic Features, As Well As Any Statistical Errors In Normality. About The Fact That There Were Few Missed Values, The Commonly Recommended Method Of Mean Substitution Was Used To Manage Them. This Alternative Is A Smartpls Built-In Feature That Substitutes Missed Data Points With The Average Of All Data Points For The Same Predictor (Hair Et Al., 2017). One Of The Most Sought-After Advantages Of The Mean Replacement Strategy Is That It Does Not

Change Our Sample Size (Unlike List-Wise And Pair-Wise Deletion) While Maintaining The Mean Values Of All Variables (Hair Et Al., 2017; Radovic-Markovic Et Al., 2017). Furthermore, Data Collection And Explanation Of Study Results Begin With A Brief Overview Of Respondents' Demographic Characteristics, Such As Age, Gender, And Educational Level. Males Made Up 59 Percent Of The 418 Respondents, While Females Made Up 41 Percent. The Majority Of The Respondents (Nearly 56%) Were Between The Ages Of 21 And 30. The Majority Of Respondents (Nearly 73 Percent) Were Jordanians, According To Ethnic Background Statistics. In Addition, 43% Of The Respondents Had A Bachelor's Degree, 30% Had A Master's Degree, And 27% Had Just A High School Diploma. Table 2 Lists All Of The Demographic Characteristics Of The Respondents In Detail.

4.3 Analysis Of Measurement Model

Both Formative And Reflective Estimation Models Are Used In This Study's Conceptual Model. One Variable (Customer Satisfaction) Has A Formative Measurement Model, While The Other Five Variables (Reliability, Assurance, Tangible, Empathy, And Reliability) Have Reflective Measurement Models. Reflective Measurement Models Have Different Statistical Estimation Requirements Than Formative Measurement Models (Hair Et Al., 2017). Internal Accuracy Is Unacceptable In Formative Measurement Models (Chin, 1998), Since Formative Measurement Scale Objects Are Likely To Reflect An Individual Cause And Are Not Inherently Heavily Correlated With One Another (Hair Et Al., 2017). Reflective Calculation Model Objects, On The Other Hand, Must Be Correlated and Represent Important Outer Loading Values (Hair Et Al., 2017). Both Reflective And Formative Calculation Models Were Tested Independently For The Purposes Of This Analysis. Both Reflective Measurement Models Were Evaluated For Construct Reliability And Validity Using Hair Et Al. (2017) Guidelines, While Formative Measurement Models (I.E. Customer Satisfaction) Were Evaluated For Convergent Validity And Discriminant Validity Using Hair Et Al. (2017) Guidelines. Starting With the Assessment of Reflective Measurement Models, This Section Will Address the Evaluation of Measurement Models (Outer Models).

4.4 Analysis of Reflective Measurement Models

Hair Et Al. (2017) And Henseler Et Al. (2009) Recommendations Were Used To Analyse Structures Of Reflective Assessment Models (Reliability, Assurance, Tangible, Empathy, And Reliability). Both Structures Were Evaluated For Their Reliability And Validity In Order To Test The Reflective Measurement Models. The Results Showed That Both Constructs Had A Factor Loading Value Between 0.70 And 0.90, Which Is Considered Sufficient. Both Constructs Were Also Evaluated For Composite Reliability (Cr) And Cronbach's Alpha Values, Which Were Higher Than Cohen's 0.70 Critical Stage (1988). The Average Variance Extracted (Ave) Value of Both Structures Was Also Greater Than Hair ET Acritical.'S Value Of 0.50. (2017). Table 3 Shows the Complete Validity and Reliability Outcomes for All Constructs. In Addition, The Discriminant Validity Was Assessed Using The Fornell-Larcker Criteria, As Seen In Table 4. The Square-Root Of Ave, Which Is Higher Than The Approximate Correlation Values, Is Shown In Bold In Table 4, Showing The Discriminant Validity Of The Structures Used In The Proposed Measurement Models (Farooq Et Al., 2016; Hair Et Al., 2017). In General, These Findings Meet All Of The Criteria For Determining The Validity And Reliability Of Reflective Measurement Models. In Addition, The Htmt Ratio Of Correlations Was Estimated, Which Henseler Et Al. (2015) Propose As A New Method For Analysing Discriminant Validity Of Structures In Measurement Models. An Htmt Value Greater Than 0.85, On Average, Suggests A Possible Issue With Discriminant Validity (Hair Et Al., 2017). All Htmt Values In This Sample Were Far Below The Threshold Level Of 0.85, Indicating That Discriminant Validity Was Not A

Concern. Both Cross-Loading Values Of Reflective Constructs' Markers Were Evaluated As Another Test For Discriminant Validity Of Reflective Measurement Models. As Opposed To Other Structures In The Structural Model, Indices Of Reflective Measurement Models Should Have The Highest Loading On Their Own Corresponding Latent Framework (Farooq Et Al., 2017; Hair Et Al., 2017). Table 5 Contains A Complete List Of Crossloading Values For All Metrics Used In The Frameworks Of Reflective Measurement Models. According To The Results In Table 5, All Indicators (Measurement Scale Items) In Reflective Measurement Models Have A Higher Loading On Their Respective Underlying Latent Construct Than Any Other Construct In The Model. As A Result, These Results Follow The Cross Loadings Assessment Criterion And Provide Sufficient Support For The Reflective Measurement Models' Discriminant Validity. The Discussion Now Shifts To The Evaluation Of The Formative Measuring Model (Customer Satisfaction) Used In This Analysis.

Table 3 *Validity and Reliability of Latent Constructs*

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (Ave)
Assurance	0.834	0.889	0.669
Empathy	0.878	0.904	0.543
Reliability	0.875	0.914	0.728
Responses	0.921	0.936	0.678
Tangibility	0.889	0.918	0.693

Table 4 *Fornell-Larcker Criterion Analysis Discriminant Validity*

	Assurance	Empathy	Reliability	Responses	Tangibility
Assurance	0.818				
Empathy	0.652	0.737			
Reliability	0.658	0.717	0.853		
Responses	0.539	0.757	0.653	0.823	
Tangibility	0.487	0.725	0.570	0.783	0.832

Table 5 *Hetromonotrait Analysis Discriminant Validity*

	Assurance	Empathy	Reliability	Responses	Tangibility
Assurance					
Empathy	0.758				
Reliability	0.761	0.810			
Responses	0.605	0.747	0.725		
Tangibility	0.558	0.78	0.643	0.774	

4.5 Analysis of Formative Measurement Models

Formative Constructs Have A Distinct Evaluation Process Than Reflective Constructs (Chin, 2010; Henseler Et Al., 2009; Hair Et Al., 2017). According To This Rationale, All Formative Measurement Models Are Likely To Reflect An Independent Trigger For The Underlying Latent Framework, So Formative Measures Do Not Have A High Correlation Across Measurement Scale Objects. Furthermore, The Approach For Calculating Convergent Validity Differs For Formative Measurement Models (Chin, 1998; Hair Et Al., 2017). This Thesis Uses One Formative Measurement Model, As Discussed In The Previous Section (I.E. Customer Satisfaction). The Magnitude Of The Path Coefficient (Correlation) Between Formative And Reflective Structures, Csformative And Csreflective, Was Measured To Determine Convergent Validity. For Evaluating Convergent Validity Of Formative Structures, The Correlation Value Between Yformative And Yreflective Should Be 0.80 Or Higher (Chin, 1998; Hair Et Al., 2017). The Results Show That The Path Coefficient Values Between Csformative And Csreflective Are Higher Than The 0.80

Threshold, Indicating That They Meet The Standards Outlined By (Chin, 1998). As A Result, We Should Conclude That Our Formative Measurement Model (Customer Satisfaction) Has Ample Convergent Validity. Furthermore, Formative Indicator Outer Weights (Relative Value) Were Evaluated In Order To Determine The Relative Importance Of Indicators For Their Underlying Latent Construct. Table 6 Contains A Full List Of Outer Weights For All Elements Used In The Calculation Of The Formative Model Of Customer Satisfaction. These Outer Weight Values Were Also Evaluated For Their Importance Using The Criteria Of (Hair Et Al., 2017; Henseler Et Al., 2016). The Results Show That All Of The Formative Measurement Model's Metrics Have Important And Optimistic Outer Weight Values. It Demonstrates That All Formative Measurement Model Metrics Have Followed The Standards For Determining Their Importance And Meaning. On The Basis Of The Foregoing Debate, The Suitability Of Formative Structures Is Defined, And An Overall Examination Of Reflective And Formative Measurement Models Yields Satisfactory Results, Allowing The Structural Model To Be Evaluated. The Topic Then Moves On To The Evaluation Of The Structural Model (Inner Model) In The Following Section.

Table 6 *Cross Loadings among Reflective Measurement Scale Items.*

	Assurance	Empathy	Reliability	Responses	Tangibility
A1	0.883	0.596	0.608	0.507	0.479
A2	0.849	0.561	0.57	0.459	0.384
A3	0.801	0.475	0.528	0.425	0.413
A4	0.729	0.494	0.427	0.356	0.298
Cs2	0.721	0.6	0.6	0.493	0.452
Cs3	0.762	0.683	0.703	0.602	0.526
Cs4	0.398	0.468	0.365	0.501	0.593
Cs5	0.361	0.593	0.46	0.645	0.651
Cs6	0.41	0.627	0.509	0.721	0.682
E1	0.386	0.791	0.457	0.748	0.761
E2	0.442	0.788	0.549	0.749	0.728
E3	0.434	0.816	0.572	0.794	0.751
E4	0.489	0.718	0.485	0.522	0.399
E5	0.491	0.683	0.538	0.535	0.475
E6	0.536	0.629	0.442	0.4	0.318
E7	0.363	0.787	0.485	0.757	0.702
E8	0.679	0.662	0.654	0.5	0.434
Rel1	0.473	0.612	0.803	0.552	0.491
Rel2	0.6	0.663	0.89	0.576	0.489
Rel3	0.631	0.646	0.901	0.602	0.544
Rel4	0.532	0.519	0.815	0.493	0.412
Res2	0.463	0.779	0.57	0.851	0.711
Res3	0.376	0.676	0.491	0.787	0.657
Res4	0.383	0.758	0.551	0.843	0.711
Res5	0.447	0.725	0.547	0.872	0.781
Res6	0.448	0.696	0.568	0.801	0.692
Res7	0.53	0.691	0.555	0.809	0.732
Res8	0.435	0.612	0.475	0.796	0.796
T1	0.438	0.636	0.476	0.756	0.85
T2	0.337	0.614	0.42	0.705	0.803
T3	0.42	0.648	0.535	0.76	0.826
T4	0.37	0.665	0.44	0.684	0.812
T5	0.455	0.702	0.493	0.766	0.869

Table 6 Outer Weights of Items Involved In Formative Constructs.

	Outer Weights	T Statistics (O/Stdev)	P Values
Cs2 -> Customer Satisfaction	0.786	38.892	0.000
Cs3 -> Customer Satisfaction	0.885	63.168	0.000
Cs5 -> Customer Satisfaction	0.652	21.82	0.000
Cs6 -> Customer Satisfaction	0.718	26.523	0.000

Table 7 the Path Coefficients

	Original Sample (O)	Standard Deviation (Stdev)	T Statistics (O/Stdev)	P Values
Responses -> Customer Satisfaction	0.227	0.048	4.694	0.000
Assurance -> Customer Satisfaction	0.377	0.026	14.609	0.000
Tangibility -> Customer Satisfaction	0.108	0.033	3.267	0.001
Empathy -> Customer Satisfaction	0.140	0.039	3.565	0.000
Reliability -> Customer Satisfaction	0.199	0.026	7.525	0.000

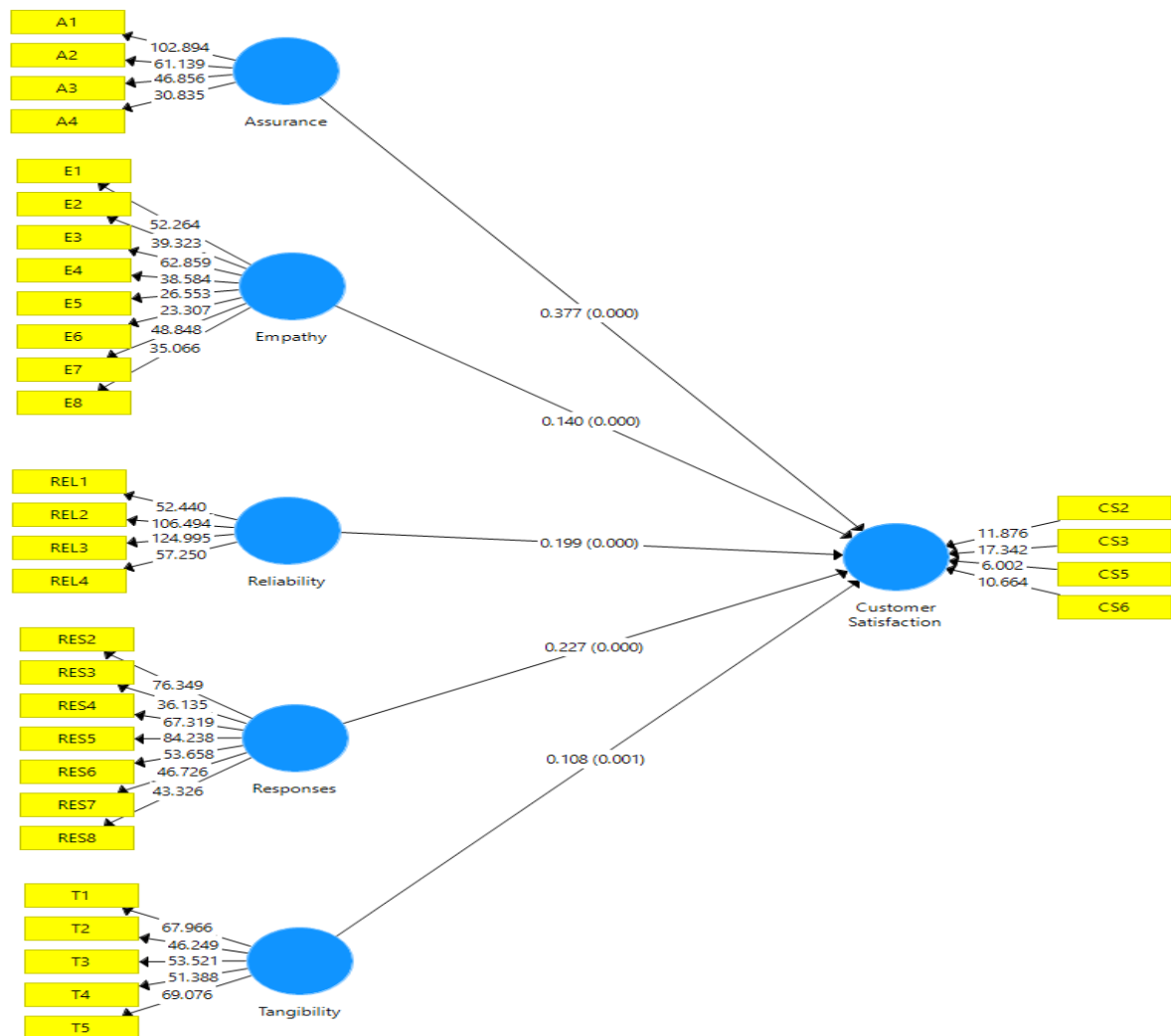


Figure 1 the Standardized Result

4.6 Analysis of Structural Model

The R2 Value, The Statistical Relevance Of The Q2 Value, And The Path Coefficient -Values Were Used To Evaluate The Structural Model's Overall Explanatory Capacity Of Constructs. Figure 2 Shows The Structural Model's Performance. With R2 = 0.809, These Findings Suggest That The Proposed Model Has 80.90 Percent Predictive Capacity For Consumer Satisfaction. Furthermore, The Relationship Between Reliability And Customer Satisfaction (= 0.227; T-Value = 4.694; P = 0.000) Is Considered To Be Significant And Positive, Supporting H1. Similarly, H2 (= 0.377; T-Value = 14.609; P = 0.000) Supports the Association between Assurance and Customer Satisfaction. H3 Is Also Supported By the Proposed Relationship between Tangible and Customer Satisfaction (= 0.108; T-Value = 3.267; P = 0.001). Furthermore, H4 Is Supported By A Good Association between Empathy and Customer Loyalty (= 0.140; T-Value = 3.567; P = 0.000). Finally, Results From Sem Research Confirm H5, Showing A Clear And Positive Direct Association Between Reliability And Customer Satisfaction (= 0.199; T-Value = 7.525; P = 0.000). Table 7 Provides A Summary Of These Results.

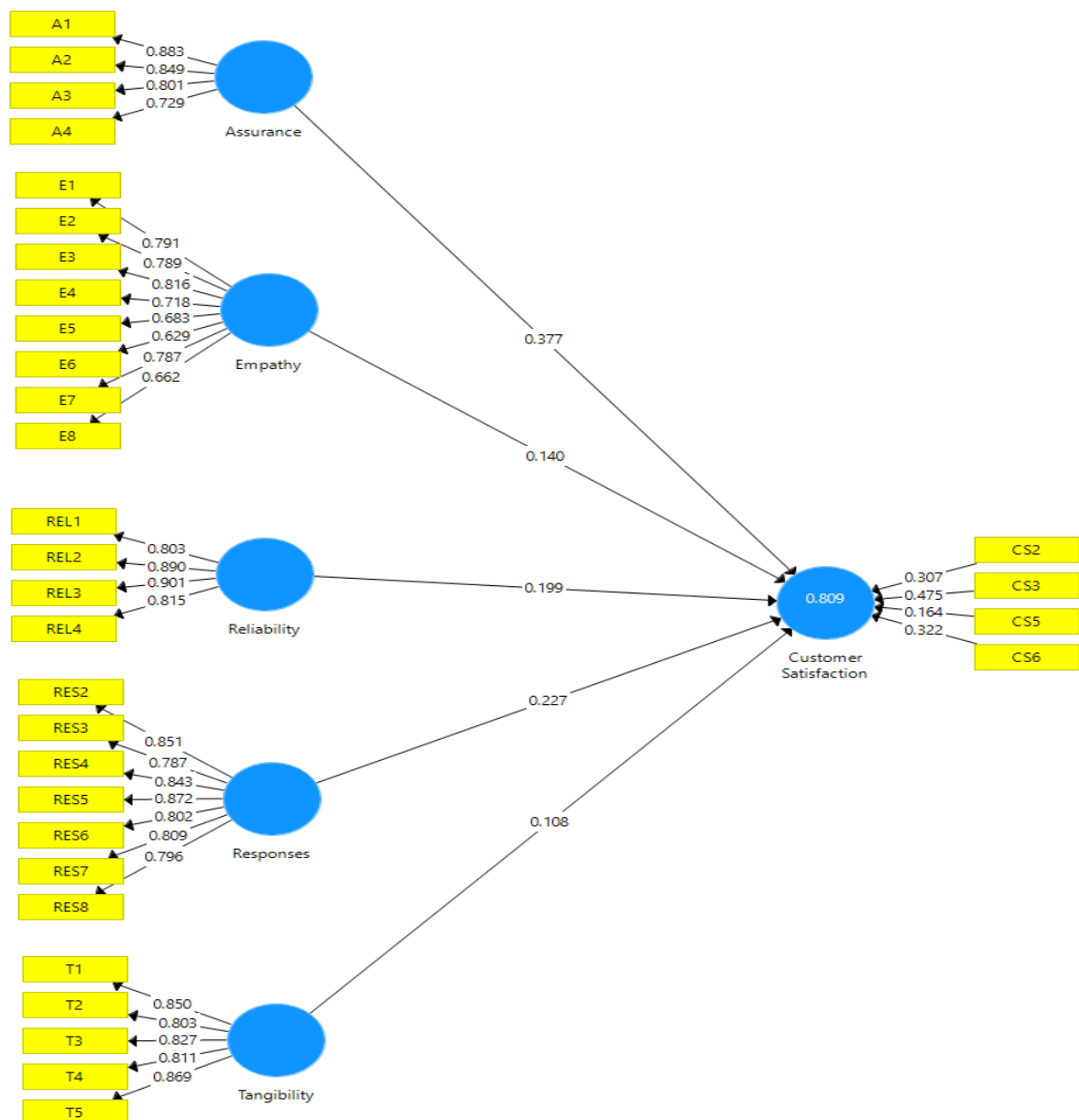


Figure 2 the Standardized Result

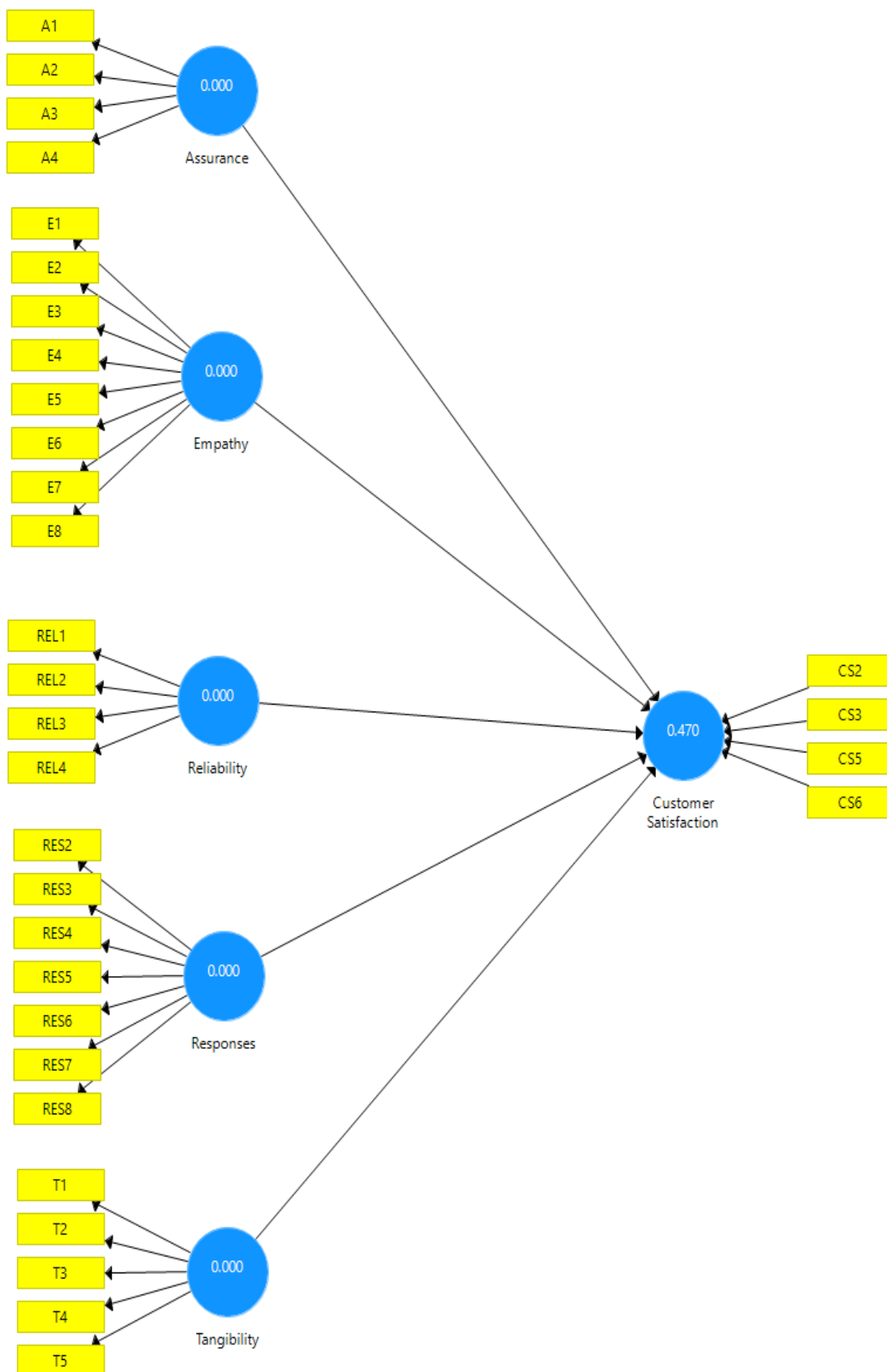


Figure 3 the Standardized Result

The R2 Value Of Our Structural Model Is 0.809, As Seen In Fig. 2, Indicating That The Suggested Conceptual Model Has Sufficient Explanatory Meaning. Here, Caution Is Advised, As Relying Solely On The R2 Value To Help A Model Is Not A Successful Strategy (Hair Et Al., 2017; Radovic-Markovic Et Al., 2017). As A Result, Stone-(1974) Geisser's Q2 Test Was Used To Evaluate The Structural Model's Predictive Relevance. If The Q2 Value Is Greater Than Zero, It Indicates That The Structural Model's Latent Exogenous Constructs Have Predictive Validity For Latent Endogenous Constructs (Chin, 2010; Hair Et Al., 2017). The Q2 Value Of Our Model, As Seen In Fig. 3, Is 0.470, Confirming The Study's Fundamental Premise That The Endogenous Construct (I.E. Customer Satisfaction) Has High Predictive Significance. Furthermore, Any Build Was Examined For The Possibility Of Collinearity. Collinearity Was Not A Problem In Our Research, According To The Results. As A Result, Our Proposed Structural Model's Overall Predictive Relevance Is Reached. The Study Of Importance-Performance Map Analysis (Ipma) Is Now Discussed, Accompanied By The Evaluation Of Goodness Of Fit (Gof) Meaning In The Next Section.

4.7 Importance-Performance Map Analysis (Ipma)

Ipma (Also Known As Value Efficiency Matrix Analysis Or Priority Map Analysis) Is A Very Useful Computational Method In Pls-Sem That Graphically Extends The Traditional Path Coefficient Calculations In A More Realistic Way (Ringle And Sarstedt, 2016). Ipma Contrasts Significance (I.E. The Total Effect Of Predecessor Constructs In Predicting A Target Construct) And Success (I.E. The Total Effect Of Predecessor Constructs In Predicting A Target Construct) (I.E. Average Latent Variable Scores). Ipma's Aim, According To Ringle And Sarstedt (2016), Is To Find Predecessors With Low Efficiency But High Priority For The Target Constructs. By The Cumulative Impact Size (I.E. Importance) Of The Same Predecessor Construct, A One-Unit Point Increase In The Performance Of The Predecessor Construct Would Increase The Performance Of The Goal Construct (Ringle And Sarstedt, 2016; Schloderer Et Al., 2014). Customer Satisfaction Is A Target Construct In Our Situation, And It Is Expected By Five Predecessor Constructs (Reliability, Assurance, Tangible, Empathy, Reliability, And Customer Satisfaction); See Fig. 1. For This Analysis, We Used Ipma, And The Results Are Seen In Figures 4 And 5. Looking At The Lower Right Corner Of The Value Performance Map, "Responses" Has The Highest Importance Score Of 0.205; If Jordanian Telecommunication Improves Its Assurance Level By One-Unit Point, Total Consumer Loyalty Would Rise By 0.205. (Ceteris Paribus). Furthermore, Our Results Showed That Jordanian Communication Companies Had The Lowest Performance In Terms Of Reliability And Assurance, With Scores Of 67.570 And 67.801 Respectively, Indicating That These Fields Have A Lot Of Space For Improvement. A Full List Of Importance-Performance Values Is Given In Table 8 For The Convenience Of Readers.

Table 8 *Importance-Performance Map Analysis For Customer Satisfaction.*

Latent Variable	Performances	Importance
Assurance	67.801	0.360
Empathy	77.148	0.162
Reliability	67.57	0.22
Responses	77.414	0.205
Tangibility	77.249	0.093

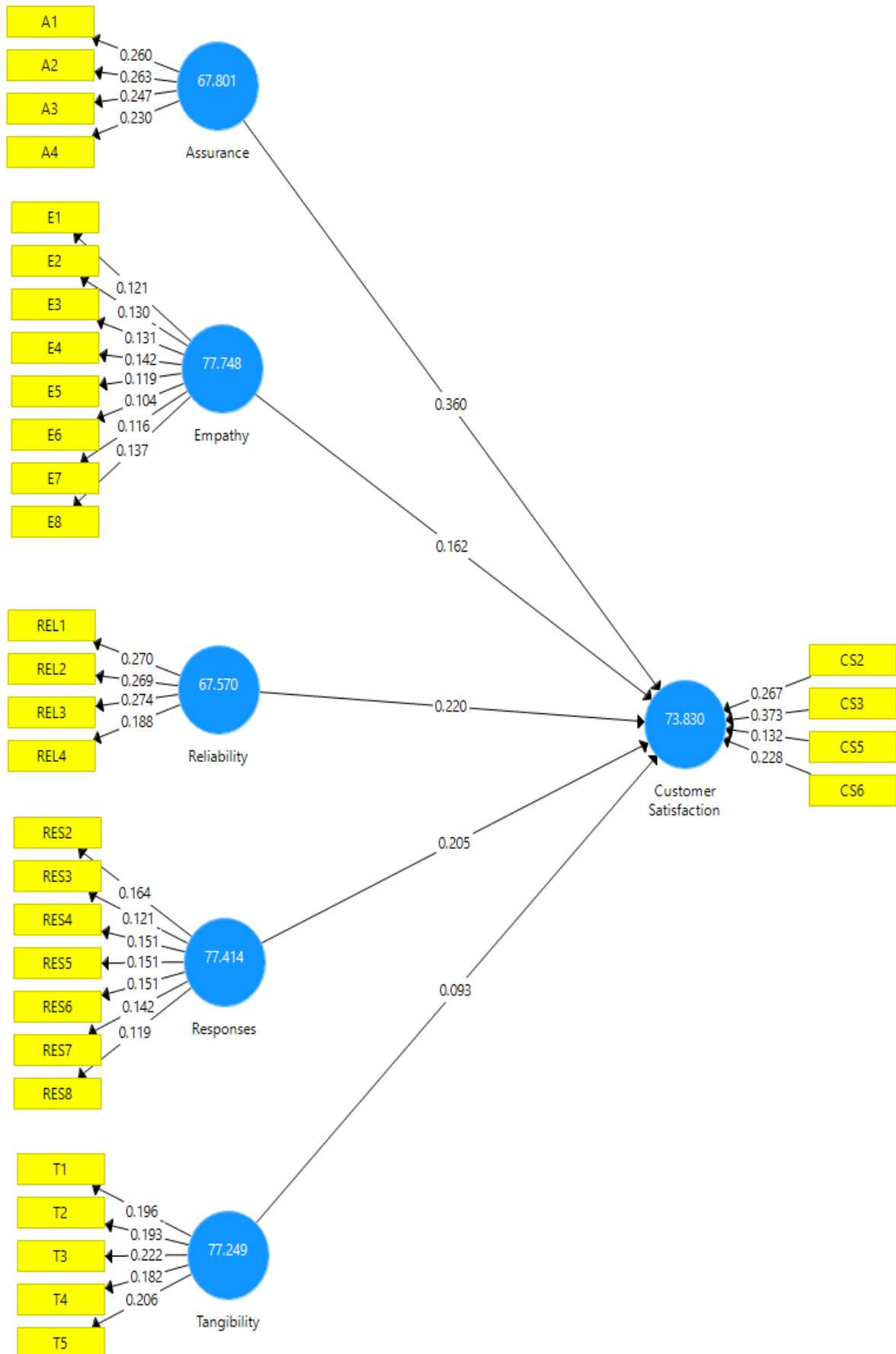


Figure 4 the Importance-Performance Map Analysis for Customer Satisfaction

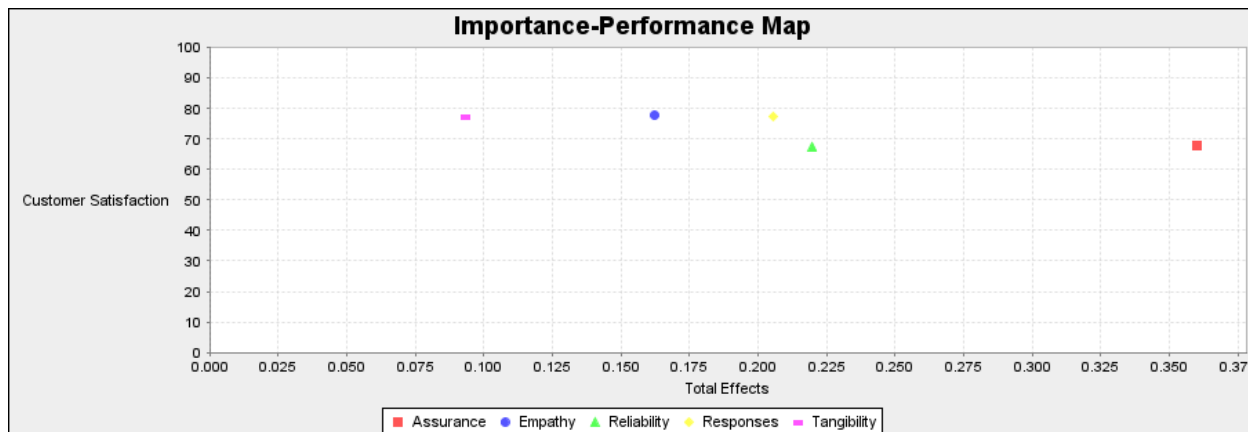


Figure 5 the Importance-Performance Map Analysis for Customer Satisfaction

4.8 Goodness of Fit (Gof)

Since PLS-Sem Does Not Provide Overall Goodness Of Fit (Gof) Indices, The R2 Value Is Widely Used To Assess The Model's Explanatory Capacity (Henseler Et Al., 2016). The Model Fit Was Assessed Using A Diagnostic Instrument Developed By Tenenhaus Et Al. (2005) Known As The Goodness Of Fit (Gof) Index For PLS-Sem. The Geometric Mean Value Of The Average Communalities Score (AVE Values) And The Average R2 Values (For Endogenous Constructs) Was Used To Determine The Goodness Of Fit (Gof), Which Is Computed Using The Following Equation: $(GoF = \sqrt{AVE \times R^2})$. While Tenenhaus Et Al. (2005) Did Not Include Any Cut-Off Values For The Aforementioned Goodness Of Fit (Gof) Index, Wetzels Et Al. (2009) Provided The Following Cut-Off Values For Evaluating The Gof Study Results: Gofmedium = 0.25; Goflarge = 0.36; Gofsmall = 0.1; Gofmedium = 0.25; Goflarge = 0.36. A Strong Model Fit, According To Henseler Et Al. (2016), Means That A Model Is Parsimonious And Plausible. We Measured The Goodness Of Fit (Gof) Index For The Model In This Analysis Using The Recommendations Of Tenenhaus Et Al. (2005) And Henseler Et Al. (2016), Which Is Seen Below. The Conceptual Model Used In This Analysis Had A Goodness Of Fit (Gof) Index Value Of 0.694, Which Means A Very Good (Goflarge) Model Fit, As Seen In The Table. On The Basis Of A Thorough Examination Of Measurement Models And Structural Models, It Has Been Determined That All Models (Measurement And Structural) Are Accurate. Furthermore, These Findings Show That The Study's Proposed Theoretical Model Has Important Predictive And Explanatory Capacity.

$$GoF = \sqrt{AVE \times R^2} = \sqrt{0.595 \times 0.809} = \sqrt{0.481} = 0.694$$

	Average Variance Extracted (Ave)	R ²
Assurance	0.669	
Customer Satisfaction	0.595	0.809
Empathy	0.544	
Reliability	0.728	
Responses	0.678	
Tangibility	0.693	

5.0 Discussion

In Today's Service Industry, Service Quality Is One Of The Most Important Success Factors, Particularly As It Is Considered One Of The Defining Factors (Ekiz Et Al., 2006; Farooq Et Al., 2009). In The Recent Dynamic and Demanding World Of Telecommunication Firms, This Point Holds True (Farooq Et Al., 2016; Gudmundsson And Rhoades, 2001;

Srinidhi And Manrai, 2013). Companies Have Been Required To Increase Service Efficiency In Order To Attract And Please Their Consumers Due To Intense Rivalry (Truitt And Haynes, 1994). The Aim Of This Analysis Was To Use The Servqual Approach To Assess The Service Quality Of Jordanian Telecommunication Companies. The Findings Of This Study Showed That All Suggested Theories Are Strongly Endorsed, And All Servqual Measurements, Including Reliability, Assurance, Tangible, Empathy, And Reliability, Have An Effect On Malaysia Airlines Customer Satisfaction. This Research Adds To The Literature On Service Efficiency By Offering A First-Hand And Cross-Country Confirmation Of The Servqual Scale In Jordanian Telecommunications Customers. According To The Findings Of This Report, Higher Service Quality Contributes To Increased Customer Satisfaction In Telecommunications Firms. These Results Are Consistent With Previous Research In The Area. Ali Et Al. (2015) And Nadiri Et Al. (2008), For Example, Found That The Standard Of Terminal Tangibility Has A Significant Effect On Customer Satisfaction. However, It Is Important To Note That Their Results Revealed That Empathy Has A Higher Predictive Power Than Tangible Quality. Our Results Suggest That, As Opposed To Empathy, The Accuracy Of Responses Has A Significant Impact On Consumer Satisfaction. According To A Similar Study By Saha And Theingi (2009), High-Quality Tangibles Not Only Increase Customer Satisfaction But Also Boost The Organization's Goodwill Through Positive Word-Of-Mouth. This Research Further Shows That Higher-Quality Staffing Resources Lead To Higher Levels Of Customer Loyalty. These Findings Support Previous Research, Such As Ali Et Al. (2015), Who Found That Ground Workers And Flight Attendants' Attitudes Have A Major Effect On Customer Comfort In Pakistan International Airlines. Similarly, Saha And Theingi (2009) Emphasised The Relevance Of Staff Resources In The Airline Industry For Improving Customer Satisfaction. In Line With Other Research (E.G., Cunningham Et Al., 2004; Humphrey, 2013; Prayag, 2007; Radovic-Markovic Et Al., 2017), This Study Shows That Responses Have A Direct Impact On Overall Consumer Satisfaction. Human Empathy, According To Nadiri Et Al. (2008), Leads Favourably To Airline Service Efficiency For Cyprus National Airline. Furthermore, This Research Discovered A Connection Between An Airline's Image And Customer Satisfaction. Furthermore, This Research Discovered A Connection Between An Airline's Image And Customer Satisfaction. While This Conclusion Contradicts Tsaur Et Al. (2002)'S Results, It Is Consistent With Ali Et Al. (2015)'S Findings On The Impact Of Brand Recognition On Airline Customer Satisfaction.

5.1 Implications

For Jordanian Telecommunications Providers, Policymakers, And Professionals, This Research Has A Host Of Realistic Consequences. According To The Findings Of This Report, Jordanian Telecommunication Companies Should Rely On A Service Differentiation Approach To Improve Customer Satisfaction. Given Jordan's Rapid Economic Development, The Results Of This Study Would Aid Policymakers And Practitioners In Gaining A Deeper Understanding Of Key Aspects Of Jordanian Telecommunication Companies' Service Quality. Customers Of Jordanian Telecommunication Companies Value Better And More Customized Services With Faster Responses, So The Company Can Hire And Prepare Its Human Resources To Offer Better And More Personalized Services With Faster Responses. Customers Demand A Personalized Touch, As Well As A Sense Of Confidence In Service Delivery. Jordanian Telecommunication Firms Have The Lowest Reliability And Assurance Efficiency, As Seen In Our Importance-Performance Map Review. As A Result, Businesses Should Concentrate On Enhancing The Efficiency Of Their Offerings By Renovating Their Exterior And Interior Appearance.

5.2 Limitations and Future Research Directions

However, Certain Drawbacks Must Be Considered. Since This Analysis Only Used Five Dimensions Of The Servqual Scale, Including Reliability, Assurance, Tangible, Empathy, And Reliability, Other Metrics Not Used In The Servqual Scale, Such As Safety Concerns, Technological Adoption, And Repurchase Purpose, Were Left Out Of The Conceptual Model. Future Researchers Can Investigate These Aspects In Telecommunication Companies Using The New Technological Adoption Models, Such As The Utaut3 Model (I.E. An Expanded Version of the Universal Theory of Acceptance and Use of Technology). The Proportional Sampling Method Was Used In This Analysis Due To Limited Resources And Time Constraints; However, Future Research Will Address This Restriction By Using Some Other Sampling Methodology. Second, In Comparison To The Target Population Of Telecommunication Firms, The Sample Size For This Analysis Was Comparatively Limited. More Research from Other Jordanian Telecommunications Companies Is Also Required To Investigate More Aspects of Service Quality of Telecommunications Companies through A Comparative Study Of Different Cultures

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