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The Role of Impression Management Strategies in Service Quality

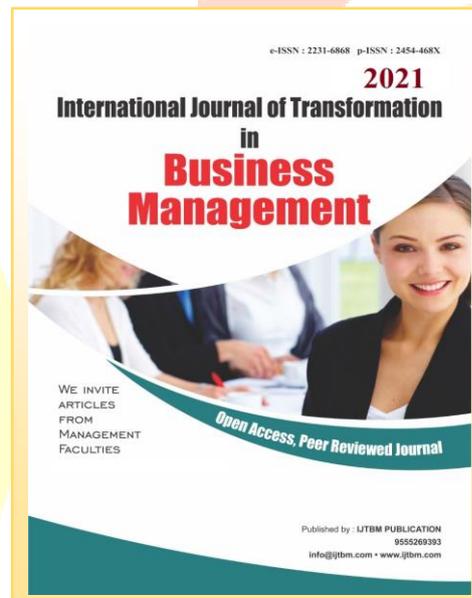
(Applied Research in The Oil Projects Company)

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ABSTRACT

The research aims to measure the role of impression management strategies in service quality / applied research in the Oil Projects Company (one of the Iraqi oil companies) for the purpose of reaching inferences and conclusions that reflect the actual reality of the reflection of the strategies adopted by the Oil Projects Company in the quality of service from the point of view of the Oil Projects Company, and to make recommendations in an attempt to contribute to its improvement, as the research community employs (3,290) employees of the Oil Projects Company, as the sample withdrawn amounted to (279) employees, based on the equation of 'Steven Yammarino', as the electronic link was used after completing the design of a questionnaire via (Google Form) for the employees of the Oil Projects Company, and the statistical analysis program (SPSS V.24) was used.

The research reached a number of conclusions, the most important of which is that the Oil Projects Company enjoys 'motivating an impression and construction a good impression', and that was through the respondents from the company's employees and added as a value to the company in front of foreign companies, and the research came out with several recommendations, the most important of which is that the Oil Projects Company should do with a number of measures aimed at improving its services and which generate positive impressions for the internal customer, including re-evaluating the procedures for providing services according to service quality standards and providing procedures to improve the quality of service provided.

Keywords: impression management strategies, service quality.

INTRODUCTION

Giant organizations are interested in leaving good impressions on their internal customers, during which the organization tries, with its management and operations, to control the general image to reach the desired image and meet the expectations of customers, including internal ones, and how to maintain it, which is called impression management strategies, and we find that it interacts with the quality of service to reach customer satisfaction, so Impression Management Strategies) is a set of intended actions that the organization plans and

follows to reach the desired image of the organization and influence the perception of customers. Therefore, the individual or the organization wants to follow strategies that meet expectations from others. As for our current research, it was used in two dimensions based on a study (Leary & Kowalski, 1990), which are accurate and comprehensive strategic dimensions represented by (impression motivation strategy), and the second dimension is represented by (impression construction strategies), and service quality is one of the main and important issues facing

organizations in order to reach customer satisfaction and meet their requirements, so The research is concerned with determining the impact of impression management strategies on the quality of service provided by the company Since the quality of service does not mean following standards only, because although the Oil Projects Company has obtained the certificate of 'ISO9001:2015', reaching customer satisfaction and focusing on it is one of the most important principles of quality, and this can only be done through the presence of strategies and policies followed by the company, The research problem has been formulated to find out the level of knowledge of the Oil Projects Company with the strategies of impression management, and the level of service quality provided by the company to its customers, and attention to the level of service quality enjoyed by the Oil Projects Company by adopting the strategies of the impression management and to know the extent of the application of service quality in the Oil Projects Company Thus, the research looks at impression management strategies as a mechanism through which to improve service quality. The following tools have been used to achieve the research objectives, namely: questionnaire list, statistical programs.

METHODOLOGY

Research Problem

The Oil Projects Company, with its various formations, is trying to provide services that achieve satisfaction for the beneficiary parties and the various stakeholders, but with bureaucratic restrictions on the procedures for implementing projects and providing services to the beneficiary parties (ministries, companies, the private sector, foreign companies), as all efforts made by the company aim to meet the requirements of The work is offset by the failure to conduct surveys for the clients, especially the company's employees, as it is not known their impression of the company and their evaluation of dealing with it and the quality of services provided to them for the administrative transactions and procedures and the nature of dealing, whether by the employees themselves or at the level of management, and since the quality of service does not mean following standards only, and despite the fact that The Oil Projects Company obtained the 'ISO9001:2015' certificate, but reaching customer satisfaction is one of the most important principles of quality, and this can only be done by having strategies and policies followed by the company for the purpose of construction and motivating positive impressions. Impression management, and the level of service quality provided by the company to its customers.

From this point of view, the main research problem is united by a question (to what extent can adopting impression management strategies improve service quality?) and through this problem a number of research questions fall under my agency:

(1) What is the level of adoption of the impression management strategy by the company under study? (2) What is the level of service quality provided by the researched company? (3) Is there an impact of the impression management strategy on the company under study?

Research Importance

The importance of the research is manifested in two aspects. The first is embodied in the link between the strategies of impression management through (the construction strategy and the motivation strategy) and the quality of service in the Oil Projects Company. Activating impression strategies and improving service quality.

While the second was embodied through its application in the Oil Projects Company, as it is an ancient company and is the right arm of the Iraqi Ministry of Oil.

Research Objectives

The current research aims to try to formulate a conceptual model for the research variables represented by the independent variable (impression management strategies) and the dependent variable (service quality), for the

purpose of reaching inferences and conclusions that reflect the actual reality of these concepts in the Oil Projects Company and making recommendations that try to contribute to their improvement by testing the targeted relationships From conducting the search, as described below:

- 1- Diagnose the level of impression management strategies in the company under study.
- 2- Determining the level of quality provided by the company under study.
- 3- To test the extent to which there is an effect between the strategies of impression management and the quality of service in the surveyed companies.

The Hypotheses of the Research

Figure No. (1) presents the hypothetical model of the research by addressing the relationship between the main and sub-variables of the research, as the one-way arrow represents the effect relationship.

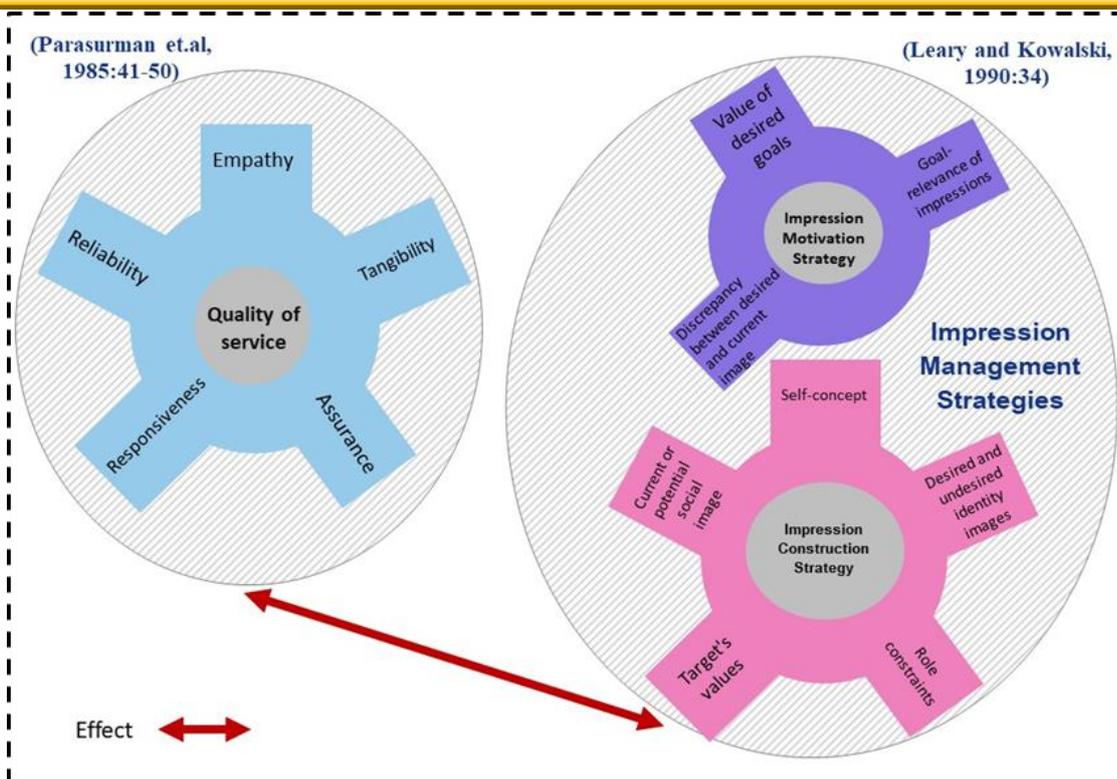


Figure (1) Hypothetical Model

Hypotheses

The research is based on a main hypothesis:

The main hypothesis: There is a positive, statistically significant effect of impression management strategies on service quality in its dimensions for the Oil Projects Company.

THEORETICAL BACKGROUND

Impression Management Strategies

1. The Concept of Impression Management

Impression management is a conscious or unconscious process in which individuals attempt to influence other people’s perceptions of a person, thing, or

event by organizing and controlling information in social interaction (Leary and Kowalski, 1990: 34), I believe (Jones, 1964) and (bonomas, 1971) that the management of impressions are those behavioral traits that are influenced by motives of increasing power designed to shape the characteristics and behavior of others. And (Leary and Kowalski, 1990) defined impression management that the process by which individuals try to control the impression formed by others of them aims to research the impression management in the origin of the individual, yet it has been organized in organizational behavior. (Allen and Caillouet, 1994:44), and one way to better understand the basic motivations of

individuals and the organization is through impression management theory (also known as self-presentation theory), where researchers in the social, behavioral, managerial and organizational sciences are devoting increasing attention to this aspect that it revolves around the interests of individuals to form positive impressions of others (Rosenfeld, Giacalone and Riordan, 1995:602).

2. Impression Management Strategies Objectives

There are many objectives of impression management strategies, which the researcher was able to review as follows:

1. The impression management strategy helps to gain a better perception and a stronger image of the organization among its competitors (El-Badawy and Chahine, 2017:56).
2. To effectively manage stakeholders and determine their behavior and interactions, and interpersonal relationships based on impressions (Chaubey and Kandpal, 2017:10).
3. Use of impression management strategies helps to identify aspects that should be considered by organizational practitioners during decision making including policy making regarding acceptable organizational behaviors (Sanaria.2016:10).

4. To redirect attention towards the positive features of the organization and to make arguments for the issues raised by opponents (Srikant, 2019:136).

3. Impression Management Strategies

The model (Leary and Kowalski, 1990) was adopted, which consists of two separate processes, the first includes 'motivating the impression' and the second 'impression construction'

a. Impression motivation strategy

(Basran, 1992) described motivation as influencing the parties to perform a specific task in accordance with the expectations of objectives (Cebeci and Çağanağa, 2019:3) and (Bolino, 1999) explained that organizational members are likely to have an incentive to manage others' impressions of their organizational citizenship. And that these individuals will rely on the five known dimensions of impression management to do so (congratulation, representation, intimidation, self-promotion, supplication) (Adame and Bisel, 2016:5), other than that between (Pekel, 2001) and by analyzing the definition of motivations as fulfilling Needs as it must be directed to a purpose related to the organization, so the impression motivation strategies consist of "the association of the impression with the goals, the value of the results, the contrast between the current and

the desired image” (Leary and Kowalski, 1990:36).

b. Impression construction strategy

The results of many studies have shown that impressions are generated automatically and intuitively and based on a minimum amount of information, and that the characteristics of an effective impression in these situations are (attractiveness, empathy, trustworthiness, competence and aggressiveness) (Jendrosch, 2010:26), that the emerging good impression is presented to organizations Attract and retain talent, market themselves and their products, and improve their standing with internal and external stakeholders (Highhouse, et. al., 2009:10). Impression construction strategies consist of 'self-concept and the current and desired identity image contrast, role determinants, goal value and social image' (Leary and Kowalski, 1990:36).

Quality of Service

1. The Concept of Service Quality

Extensive interest in service quality and its emphasis occurs within a strategic administrative framework, or service culture supports the idea of quality as a guide for administrative research (Izogo, 2013: 33) and supports the implementation of the organization's

strategy and achieving its goals and mission, and thus its vision, and we explain the concept of quality to a number of writers and researchers, as it' The ability of the organization to meet or exceed the expectations of customers” (Parasuraman et.al., 1985:42), and “the responsibility of all and consumer desires is the basis of design” (Crosby et al., 1990:70), and “a measure of meeting customer needs and expectations from During the service (Nejadjavad and Gilaninia, 2016:20).

2. Dimensions of Service Quality

(Parasuraman et al., 1988) suggest that organizations use the five-dimensional model three to four times a year to measure their service quality over different times, to find out the discrepancies between perceived and actual services, another model can be used to assess the perception of service quality by employees, and try to find out These employees recommend improvement in the quality of their services. They equally require that when applying the model, we must try to measure the relative importance of each dimension. This can be considered as a weighted model for quality of service (Cronin and Taylor, 1992: 64).

a. Reliability

Defined (Parasuraman et al., 1988:23) as 'the ability to perform the promised service reliably and accurately. (Zeithaml et al., 2006) explained that the organization must be committed to fulfilling its promises to the customer with the service and its basic characteristics, while (Pollack, 2008) between the relationship of reliability and quality of service (Mwiya et al., 2017: 1052)

b. Assurance

Assurance can be defined as employee knowledge and kindness and the ability of the company and its employees to inspire confidence in their customers. (Ramya et al., 2019:41) It also refers to employees' attitudes and behavior, and employees' ability to provide friendly, courteous and efficient services (5Pakurár M. et al., 2019:).

c. Responsiveness

(Parasuraman et al., 1988:23) defined responsiveness as 'willingness to help customers and provide prompt service', and from the point of view of Zeithaml et al., 2006) that the customer will judge the performance of the organization by the speed with which their requests, inquiries, or requests are dealt with. Their complaints, and thus the employee's actions and attitude towards the performance of the service play a

major role in customers' perceptions of the service. (Mwiya et al., 2017:1050).

d. Empathy

(Johnston, 1997) defined empathy as the ability to make customers feel welcome, especially through employee communications (Al-Azzam, 2015:45), and Pollack (2008) another meaning of empathy as it was attached to interactive quality. (Mwiya et al.,2017:1051)

e. Tangibility

(Parasuraman et al., 1988:23) defined tangibility as 'the appearance of physical facilities, equipment, personnel, and written materials'. In other words, Pollack (2008) made it clear that tangibility is related to the quality of the physical environment, and because services are intangible in nature, tangible elements enable Individuals can form perceptions of service based on what they see (Mwiya et al., 2017:1052)

APPLICATION ASPECT

The main objective of this section is to identify the most prominent results produced by the statistical tools used in analysis, interpretation and discussion to know the trends of the study variables within the concerned organization as in the following paragraphs:

Data Collection Tools

The researchers adopted the descriptive analytical approach in carrying out this research, and they also adopted a

questionnaire in collecting data that was prepared using the ideas of a number of researchers in this field as shown in Table (1):

Table (1) Search Tools

Source of Scale	Paragraphs	Sub-Variables	Main Dimensions
Researcher preparation	5-1	Gender, age, certificate obtained, occupation, length of service in the current job, owners	Personal Information
Revista Iberoamericana de Psicología del ejercicio y el Deporte. Vol. 14, n. 1 (2019)	9-1	Impression motivations strategy	Impression Management Strategies
	26-10	Impression construction strategy	
Compiled from Parasuraman et al., (1988); Finn and Lamb, (1991)	30-27	Tangible	Service Quality
	35-31	Assurance	
	39-36	Responsiveness	
	43-40	Reliability	
	47-44	Empathy	

Note: The questionnaire was prepared according to a 5-dimensional Likert scale (1) totally disagree (2) disagree (3) neutral (4) agree (5) totally agree.

Presentation, analysis and interpretation of the sample's response to the research variables

This topic deals with presenting the results of descriptive statistics to present, analyze and interpret the response of the two samples to the independent variable represented by the

strategies of impression management and the dependent variable embodied in the quality of service and to determine the level of interest and perception. It is shown in Table (2):

Table (2) Rating Categories

4.4-5	3.5-4.3	2.6-3.4	1.7-2.5	0.8-1.60	Category
Very good	Good	Average	Weak	Very poor	Evaluation

1. Presentation, analysis and interpretation of the independent variable

Table (3) Descriptive statistics for the impression management strategies of the Oil Projects Company

Evaluation	Variation coefficient	Standard deviation	Arithmetic mean	Sub-dimensions
Good	0.221	0.876	3.953	Impression motivation strategy
Good	0.25	0.927	3.776	Impression construction strategy

It turns out that the total, after motivating the impression of the Oil Projects Company, is at a level of (good), as the arithmetic mean of the variable as a whole was (3.953), and the standard deviation was (0.876), while the coefficient of variation reached (0.221), i.e. with a dispersion percentage (22%), meaning that the level of homogeneity (Good), and this indicates that most of the responses to the sample are in a convergent orientation with regard to motivating the impression, and this indicates that (the Oil Projects Company enjoys motivating a good impression and this is what was shown to us by the respondents who are the company’s employees, which made the company one of the distinguished companies with its works, projects and

employees This distinction is the result of the employees’ involvement in the work and that they are always looking for their inner strength and their will to continue and progress and this makes them happy when performing their work and this adds value to the company in front of the beneficiaries). It also shows that the total, after construction the impression of the Oil Projects Company, is at a level of (good), as the arithmetic mean of the variable as a whole is (3.776), and the standard deviation is (0.927), while the coefficient of variation is (0.25), i.e. with a dispersion percentage (25%), meaning that the level of homogeneity (Good), and this indicates that most of the responses to the sample are in a convergent approach with

regard to construction the impression, and this indicates that (the Oil Projects Company enjoys construction a good impression, since after determining the level of motivating the impression of good, it was necessary to determine the type of construction the

impression and thus we find the company It offers its best and has the flexibility to meet the challenges of work, making it one of the leading companies in Iraq and in the establishment of oil projects, and considering it the right arm of the Ministry of Oil). 2.

2. Presentation, analysis and interpretation of the dependent variable

Table (4) Descriptive statistics of service quality for the Oil Projects Company

Evaluation	Variation coefficient	Standard deviation	Arithmetic mean	Sub-dimensions
Average	0.333	1.114	3.337	Tangible
Good	0.256	0.940	3.667	Assurance
Good	0.249	0.899	3.610	Responsiveness
Good	0.291	0.997	3.519	Reliability
Good	0.248	0.907	3.673	Empathy
Good	0.275	0.971	3.561	Overall average

Table (4) shows that the total service quality for the Oil Projects Company is of a (good) level, as the arithmetic mean of the variable as a whole was (3.561), and the standard deviation was (0.971), while the coefficient of variation was (0.275), i.e. with a dispersion rate of (27%), i.e. The level of homogeneity is (good), and this indicates that most of the responses to the sample are in a convergent orientation with regard to the quality of service for respondents in the Oil Projects Company, and this indicates that (one of the interests and priorities of the

company is its possession of sufficient and good equipment to complete projects and the material means whose appearance is compatible with the type of The services provided are also concerned with the company’s infrastructure. As a result of changes in the continuous work site, the company is working to equip workers with all the requirements of rehabilitating constructions, furniture, caravans and cars according to work requirements. The company also has procedures and documentation programs for most of its

activities through preparing monthly and semi-annual reports on Work procedures and the percentage of completion of each project, and the company is keen to find quick solutions in the event of any problem at work and is also keen to fulfill its obligations, and one of its goals is also 'developing the company's employees, as well as keen The company aims to make the beneficiaries feel respected and appreciated when they deal with the company's management and employees.

Research Hypothesis Test

This part explains the test of the influence relationship between the independent

variable (impression management strategies) with the dependent variable (service quality by its dimensions) in the Oil Projects Company, through the hypothesis of the effect using simple linear regression in order to know the strength of attraction and convergence between the research variables, and to test the main research hypothesis (There is a positive, statistically significant effect of impression management strategies on service quality with its dimensions for the company under study).

The main hypothesis: There is a positive, statistically significant effect of impression management strategies on service quality in its dimensions for the Oil Projects Company.

Table (5) The effect of the independent variable on the variable belonging to the Oil Projects Company

Quality of service	Empathy	Reliability	Responsiveness	Assurance	Tangible	Variables/Dimensions	Impression management strategies
-0.276-	-0.089-	-0.572-	-0.129-	-0.145-	-0.477-	α	
1.002	0.981	1.066	0.975	0.994	0.994	β	
0.670	0.545	0.550	0.534	0.597	0.389	R ²	
562.557	331.380	338.957	316.997	410.771	176.376	F	
0.000	0.000	0.000	0.000	0.000	0.000	Sig	
moral	moral	moral	moral	moral	moral	Indication	

It is evident from Table (5) that the simple linear regression test for the main dimension represented by the impression management strategies in the perceived value of the customer that the calculated (f) value of (562.557) is greater than the tabular (f) value of (2.556), and the (sig) value reached (0.000) at the level of significance (0.01), and (0.05), and this is an indication of the significance of the simple linear regression test, as the effect value between impression management strategies in service quality reached (1.002), meaning that changing one unit of impression management strategies leads to The service quality changed by (100.2%), and the value of the interpretation coefficient amounted to (0.670), meaning that (67%) of the service quality came as a result of impression management strategies and the rest either from other variables or from random errors, and these results indicate acceptance of the third main hypothesis The effect is **(there is a positive, statistically significant effect of impression management strategies on service quality in its dimensions for the Oil Projects Company).**

CONCLUSIONS AND RECOMMENDATIONS

Conclusons

1.It was found that the Oil Projects Company enjoys strategies to motivation ate the impression from the point of view of its employees as a result of its excellence in its work, projects and employees and their enthusiasm to work, and that employees make double efforts to accomplish tasks when the goals of the company are clear and ambitious, and we find its employees always looking for their internal strength and their will to continue, progress and distinguish the company.

2. It was found that the Oil Projects Company enjoys strategies for construction an impression from the point of view of its employees as a result of the distinguished method used by the company's officials in front of the company's employees and the foreign companies dealing with them by speaking proudly of the company's capabilities and what it possesses of experience, skills and achievements in turn leaves a distinct impression on the recipient of the employees and companies Foreign dealings with them.

3. Through the response of the company's employees and the foreign companies dealing with it, it was found that there is a

positive impact of the impression management strategies on the quality of service in its dimensions to the Oil Projects Company, as the nature of the projects and the different standards and types of contracts between the company and foreign companies, so the impression management is a continuous process and not intermittent and that the work continues. On strengthening the management strategies, the impression is reflected on the quality of service.

Recommendations

1- The necessity for Oil Project Company to promote the adoption of motivating and impression-construction strategies through detailed policies and procedures for each of them that can be included in the curricula of training courses or through a booklet obligating employees to be updated from the ideas and suggestions of the company's employees for the purpose of maintaining a positive impression and creating a state of preference for dealing with her as well.

2- The necessity of the projects company's commitment to the strategies of impression management because of its impact on the quality of service through the sustainability of the impression management strategies by following up on each project with the overall impression management strategies and following up on the impact of

that on a continuous basis on the quality of service.

3- The Oil Projects Company should take a number of measures aimed at improving its services and generating positive impressions for the internal customer, including (1) re-evaluating the procedures for providing services according to service quality standards, (2) providing procedures to improve the quality of the service provided, (3) activating the fund Complaints of employees and external companies, (4) continuous follow-up by the company's management on the level of project implementation, (5) providing a regulation of the behavior of employees and the tasks and duties of each employee, (6) responding by providing the project implementation requirements in a timely manner.

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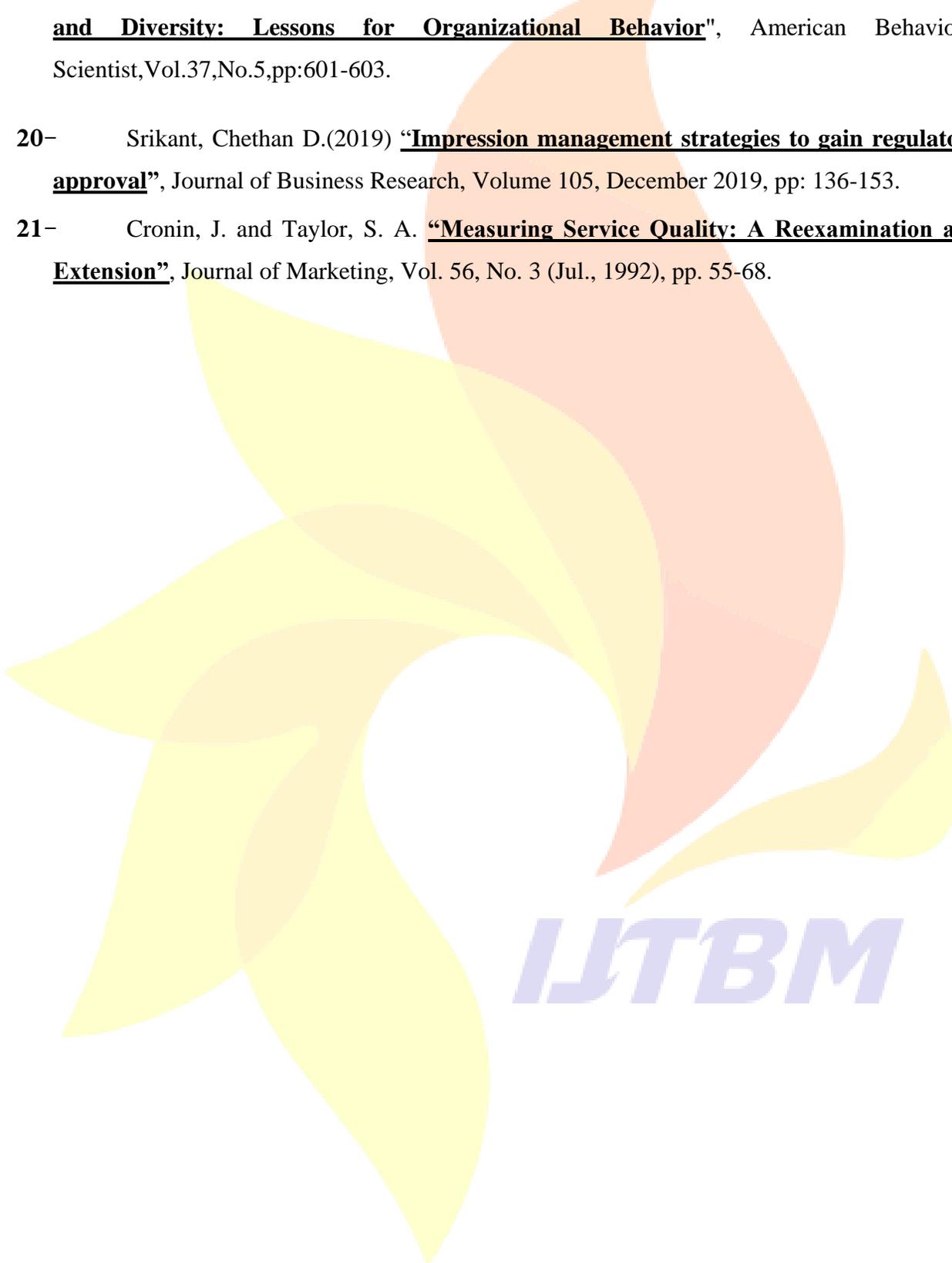
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