

The Impact of Service Quality and Relationship Quality on E-Advertising Success: Knowledge Management as a Moderator

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Abstract

Existing studies have examined forced viewing of online advertisements and elucidates how consumers experience forced exposure circumstances in interactive environment while very few of this studies have really investigated the aspect of relationship quality and service quality in relation to online advertising. This study seeks to examine the effects of relationship quality and service quality on e-advertising in the advertising industry with the inclusion of knowledge management's role as a moderator to measure its influence on the relationship. After using survey of 119 CEOs and managers of advertising agency companies in Jordan, the findings show that relationship quality (trust, commitment, and satisfaction) and e-advertising success are positively related. The findings also show that service quality from the perspective of service tangibility and service responsiveness have insignificant relationship with e-advertising success, meanwhile service quality from the perspective of service reliability is positively and significantly related with success of e-advertising. Knowledge management moderates the association between relationship quality and e-advertising success, but insignificant in the relationship between service quality and e-advertising success. This study suggests that advertising agency companies should improve in service and relationship quality by implementing and effective knowledge management system that will enhance the established trust and commitment with their online consumers, and lead to e-advertising success.

Keywords: service quality, relationship quality, e-advertising, knowledge management.

1. INTRODUCTION

The notion of interactive digital advertising otherwise known as e-advertisement involves the presentation of information through digital technology-based mediated means. It is a form of

mutual and relatively immediate interaction between marketers and consumers using digital technologies (Stewart 2004). Due to its measurability, precision, customisation, personalisation and easy targeting (Ili & Woodside 2005), interactive digital marketing is arguably one of the most potent tools available to advertisers (Radzeviciute and Sliburyte 2005; Gibson 2014). It is evident that interactive digital advertising is currently a product of the alliance mainly between computers with internet access and mobile phones.

Furthermore, the goal of Internet advertising, like any other businesses, is to maximize profits and the achievement of this goal relates to meeting and satisfaction of the customers' needs (Yozgat et al. 2013). However, the success and/or failure of online advertising is determined by the companies' total readiness to apply technology, to apply web-based marketing practices into their business, customers and competitors' pressures as well as the government's support (Omar et al. 2011).

More importantly, the major purpose of Internet advertising is not different from other types of advertising, that is, to convince customers towards purchase a product or service. Therefore, internet advertisement is considered an alternative means to well-known traditional methods of advertising. Customer knowledge of this alternative means of disseminating advertising messages is on increase day-in, day-out and gaining recognition.

In Jordan, advertising has evolved progressively as it has moved from its old-fashioned media forms to the emergent new media advertising but still at an emerging stage. The new media advertising has potentials for development as it enriches the content digitization on web applications. This is evident as a total sum of US\$336 million worth of advertisements was spent in 2016 in Jordan and more than 30% of it was spent on internet advertisement (www.pressreader.com). There is a speedily growing Internet audience in Jordan as 5.7 million people which is approximately 73.6% of Jordanian population use internet (Internet World Stats 2016). This behooves the marketers to make use of this advantage by creating ways to involve targeted audience. It equally behooves of the players in e-advertising industry to realize that they need to grow and develop in terms of creativity and innovation to be able to contain the existing challenges and to maximize the available opportunities in the industry.

The threats in advertising in the new medium are snowballing as research into online advertising is still in its embryonic stage. Many debates have not been resolved regarding the success of online advertising, although some studies have indicated the effectiveness of online advertising in the aspect of promoting products (Dreze and Hussherr 2003; Ogutu et al. 2014). How to measure and achieve the success of online advertising has not been adequately crystalized. Furthermore, due to the declining click-through rates, which is less than 2% in most cases, it is therefore germane to make more inquiry into the success and effectiveness of online advertising (Tuten et al. 2000; Eric 2012). Apparently, advertisers are striving to rationalize online advertising outflows on their products in their marketing budget to ensure being more strategic and precise in planning and optimizing online campaigns, these organizations lack detailed guidelines of successful implementation of the appropriate characteristics of online advertising (Shansi 2007). There has been a need to bring the quality back and increase distance knowledge (Evert, 2012). Media owners need to establish real relationship quality in the mass market (Bhattacharya and Ruth 2000; Michael 2012). Having organizational value be projected

into the world through a new internet relationship with customers is of much importance to organizations. Relationship quality play an essential role in advertising service industry and the customer loyalty (Bojei and Alwie 2010; Rizan 2014). E-advertising has some challenges, ranging from the problem of ad ware, data leakage, and insecurity. The landscape has become broken and segmented. There are too many platforms, such as demand and supply platforms, ad exchanges, real time binding platforms, and thousands of different ways of targeting audience with different matrices and reports.

In addition, understanding consumer attitudes has been at the forefront of debate (Tsang et al. 2004; Rettie et al. 2005; Maduku 2014). Consumer attitudes are found to influence the adoption of technology-related products such as the internet and mobile phones (Mort and Drennan 2005; Maduku 2014). There is a body of literature dealing with consumer attitudes towards advertising related to the internet and mobile phones. A comparison between them can offer some implications for advertising or marketing strategies. Prior literature proves that overall consumer attitudes towards internet-based advertising are positive. For example, the study of Korgaonkar and Wolin (2002) and Maduku (2014) argued that the more frequently internet users surf online, the more positive are their attitudes towards e-advertising. Gender attributes have also been found to play a critical role in moderating consumer attitudes. Based on Wolin and Korgaonkar's (2003) and Dehkordi (2012) research findings, males display more positive attitudes towards e-advertising than females. And online promotion has influence online customer in difference perception. Nevertheless, several factors are also found to result in negative attitudes, such as annoyance towards internet advertising. In general, consumers may be frustrated by annoying advertisements and thus quit the website altogether (Gao et al. 2004). However, little is known regarding the effect of relationship quality and service quality on internet-based advertising.

Even though researchers have conducted a good number of researches on knowledge management as either an independent variable or dependent variable and few studies have empirically investigated the potential moderating effect of knowledge management (Ling, 2011), there is a lack of studies on the moderating effect of knowledge management on the relationship between relationship quality, service quality and e-advertising success.

In a nutshell, e-advertising industry is a very vibrant and favorable new market with huge revenue all over the world, including Jordan (Shansi 2007; Nielsen 2011) and thus worthy to be explored. Also, customers are frustrated regarding the ads from e-advertising which sometimes obstruct the content they want to go through (Qaffas et al. 2013). This calls for an in-depth inquiry into how relationship quality and service quality can impact the success of e-advertising, to find solution to the frustration of customers regarding the e-advertising practices, and the role knowledge management play in the relationship.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 Relationship Quality and E-Advertising

Keeping customers requires quality relationship and achieving this requires companies to consider methods that enhance customer satisfaction and build customer trust (Liu et al. 2011). Relationship quality is always conceptualized by researchers as a higher order construct, and it

is composed of commitment, satisfaction, and trust (Ghzaïel and Akrouit 2012; Ulaga and Eggert, 2006). From the extant literature, RQ is the main outcome of Relationship Marketing (De Wulf et al., 2001). In the same manner, Dorsch et al., (1998) conceptualise relationship quality on the part of the buyers as being indicated by trust, commitment, and satisfaction. While Crosby et al., (1990) categorize satisfaction and trust as key constituents of relationship quality, Hewett et al., (2002) and Hibbard et al., (2001) described relationship quality as a higher-order construct with trust and commitment as first-order constructs. Considering these categorizations in previous researches, this study focuses on trust, commitment, and culture of business as key dimensions of relationship quality (Ghzaïel & Akrouit, 2012).

There is no unified definition of relationship quality (Rauyruen and Miller, 2007). However, Huntley (2006) views relationship quality is the degree to which buyers are satisfied over time with the overall partnership as manifested in product quality, service quality, and value for money. In a context that is reflecting a people-based, inter-organisational approach to relationship quality, Holmlund (2001) provides a working definition that views relationship quality as 'the joint cognitive evaluation of business interactions by key individuals in the dyad, comparatively with potential alternative interactions. Also, there are diverse opinions on what relationship quality constitutes. Although, its nature and dimensions are extensively discussed in the literature, reaching a consensus on relationship quality dimensions is still a problem (Gregori et al. 2014). However, some scholars conceptualized relationship quality as a construct consisting of several components. These components include satisfaction (Crosby et al. 1990), trust (Hennig-Thurau et al, 2002), commitment (Hennig-Thurau et al., 2002), and overall quality (Hennig-Thurau et al., 2002) among others. In other studies, satisfaction, trust, and commitment are the most examined aspects of relationship quality (Athanasopoulou 2009; De Canniere et al. 2009; Rauyruen and Miller 2007). According to Crosby et al. (1990), Dwyer et al. (1987), it was initially developed from theory and research within relationship marketing fields. The concept was developed to strengthen already strong relationships and transform unresponsive customers into loyal ones (Rauyruen and Miller 2007). In fact, several authors maintained that developing an understanding of loyalty is of fundamental importance to online advertising (Goode and Harris, 2007; Zeithaml et al. 2002).

Previous studies held that relationship marketing is different in online global business compared to the retailing industry. While retailing is more on the firm and client relationship (Rauyruen and Miller, 2007), internet business relates more to the competitive advantages and consumer needs, postages information and confidence on the goods purchased online. This view is consistent with Porter's value chain on the suppliers chain which requires a globalized environment with competitive advantages (Porter, 1985). Previous finding holds that relationship quality has a positive relationship with company's performance (Keating et al. 2011). Relationship quality has been found to be important for user retention and customer loyalty (Liang et al. 2012), and that service quality is positively significant with relationship quality (Gronroos 2004). However, relationship quality in internet advertising is held to contain contemporary relationship theory originated from the earlier study of interaction and network approach. According to Gronroos (2002) the concept of promise is an integral part of relationship marketing where marketing responsibilities should include urging customers to be

passive counterparts on the marketplace in order to act in a particular way. This is also essential for attaining customer satisfaction, customer retention, and a sustained economic prosperity. The study of trust, commitment and satisfaction is important indicators in the overall evaluation of relationship quality in successful business (Moliner et al. 2007). There are many definitions on trust and commitment originating from several theories such as social psychology theory, organizational theory, interaction theory, and entering the realm of relationship marketing theory (Morgan et al. 1994). Online or internet business is a strange transaction involving perceived risk on consumer psychological behaviours, therefore many scholars observe that online trust is a real obstacle to a successful e-commerce company transaction. Therefore, this study hypothesized that:

Hypothesis 1: There is a positive relationship between relationship quality (trust, commitment, and satisfaction)

and e-advertising success.

Hypothesis 1a: There is a positive relationship between customers' trust and e-advertising success.

Hypothesis 1b: There is a positive relationship between customers' commitment and e-advertising success.

Hypothesis 1c: There is a positive relationship between customers' satisfaction and e-advertising success.

2.2 Service Quality and E-Advertising

Liu et al. (2011) defined service quality as the whole service quality perceived by customers after using the service. Service quality is long thought to be very important to customer satisfaction and trust. It is also one of the frequently studied antecedents of relationship quality (Athanasopoulou 2009). Companies need to maintain a high level of service quality and strive to excel in supplying added value to their customers. For companies in a highly competitive market, the better strategy is to provide high service quality and to implement methods aiming to provide added value to customers (Liu et al. 2011; Daniel and Berinyuy 2010). Customer satisfaction will enhance when the organization improve their service quality and relationship quality. To improve perceived quality, tangibles and intangibles resources of the firm should be managed well (Segoro 2013).

The use of technology in service delivery has helped in the provision of better services to customers with increasing convenience (Sachan et al. 2007). Brady and Cronin (2001) referred to service quality as a reflection of the customer's perception of certain services elements like interaction quality, physical environment quality and outcome quality. Among the first researchers to define service quality were Lewis and Booms (1983). In their definition, they referred service quality as a "measure of how well the service level delivered matches the customer's expectation". Service quality is thought of in this circumstance as an attitude of overall judgment about superiority of a service. Researchers like Parasuraman et al. (1988) suggested that the development of service quality started with comparing performance perceptions with expectations. On the other hand, Cronin and Taylor (1992) held that it was a derivative of comparison of performance with ideal standards or from performance

perceptions. Some scholars (e.g., Grönroos 1983; Lehtinen and Lehtinen 1982) also agree that service quality can be split into two major dimensions. The first dimension is concerned with what the service delivers, also referred to as “outcome quality” and “technical quality”. The second dimension is about how the service is delivered, implying the process that the customer went through to get to the outcome of the service.

Quality is a multi-dimensional construct, and it is impossible to reach the service quality without distinguishing the important aspects of quality. Gronroos (2002) considers output technical quality, service performance quality, and organization’s mental picture as the main three dimensions of service quality. This is similar the dimensions proposed by Lehtinen and Lehtinen (1991), which are physical quality, interactive quality and corporate quality. Technical quality dimensions are those that can be measured objectively irrespective of customers' opinion, while those concerned with functional quality are related to the interaction between the service provider and recipient and are often perceived subjectively (Ramaiyah and Ahmad 2007). While these attempts have played a major role in the breaking up of service quality into process quality and output quality, they are criticized for insufficient details. Initially, Parasuraman et al., (1988) had considered ten dimensions of service quality, which include Tangibility, Reliability, Competence, Courtesy, Credibility, Security, Access, Communication and Understanding the customer. Subsequently, it was discovered that a strong correlation among those dimensions. Hence, the dimensions were combined and reduced to a fivefold dimension including: Reliability, Responsiveness, Assurance, Empathy and Tangibility, which were later applied as a basis for making a tool for testing the service quality, known as SERVQUAL. In their studies, they emphasize the reliability of SERVQUAL as a tool in measuring of service quality which is equally applicable in a wide spectrum of service domains such as financial institutions, libraries, hotels, medical centers and so on. Although some components of SERVQUAL needed to be rephrased, or additional components added, researchers have applied this tool in different service domains (Mosahab et al. 2010). This explains its relationship with the present study on e-advertising success as reliability play a vital role in e-advertisement companies, because in every internet advertising, buyers need an assurance that their purchases through internet is reliable and fulfil the requirement promised with satisfaction. There is a positive relationship in its hypothesis in relation to the reliability and the success of advertisement industry. (Wang & Shieh 2006).

Various factors have been linked to service quality. Baringer (2008), opined that the most recent literature has focused on the relationship between perceived service quality, customer satisfaction and the effect on behavioural intentions more specifically, customer loyalty and profitability. At the most general level, perceived service quality and customer satisfaction are evaluation variables that relate to customers’ judgement about a product or service (Ograjensˇek and Gal, 2012). According to the service profit chain (Heskett et al. 1994), increased service quality and customer satisfaction can improve profitability through increased customer loyalty, which is a multidimensional construct, with behavioural and attitudinal dimensions being most widely recognised (Velazquez et al. 2011).

E-advertising is unique in the sense that the internet provides an easy platform for buyer-seller interaction. This interactivity can turn around the way design and implementation of

advertising is done Chandon et al. (2003). Through interactive advertising, quality information can easily be accessed and processed by users. Thus, an avenue should be created where the consumer can evaluate quality of service in terms of assurance that their purchases through internet are reliable and fulfil the requirement promised with satisfaction. Besides, authors like McFarlane and Nolan (1995) suggested that service quality is positively associated with e-advertising success. Thus, the service quality and e-advertising success relationship is held to improve this research considering the key dimensions of tangibility, reliability and responsiveness.

Conclusively, the conceptualisation and measurement of service quality is an important field of research in the history of services marketing literature. Service quality is a successful method of differentiation in the service-oriented business. Measuring service quality can help management provide reliable data that can be used to monitor and maintain improved service quality. Using the SERVQUAL model to assess service quality enables management to better understand the various dimensions and how they affect service quality and customer satisfaction. This will help them to identify those that have strengths and weaknesses and thereby make necessary improvements (Daniel and Berinyuy 2010). Also, the SERVQUAL model is a good scale to use when measuring service quality in various specific industries. Hence, this study will make use of SERVQUAL model for the measurement of service quality. In this regards, this study hypothesized that:

Hypothesis 2: There is a positive relationship between service quality (tangibility, reliability, responsiveness) and e-advertising success.

Hypothesis 2a: There is a positive relationship between service tangibility and e-advertising.

Hypothesis 2b: There is a positive relationship between service reliability and e-advertising success.

Hypothesis 2c: There is a positive relationship between service responsiveness and e-advertising.

2.3 Relationship Quality, Service Quality, Knowledge Management and E-advertising

Knowledge management became one of the most important and modern topics in the present day, and it also became a basis which we depend upon it in concentration efforts of multilateral perspectives and different interests, especially those who work in the marketing management (Hersh and Aladwan, 2014). While globalization leads to increased competition, customer satisfaction is becoming the key strategy to ensure survival and competitiveness (Afiouni, 2007). Also, with the rapid growth of the global knowledge economy, intellectual capital has emerged as a concept to update the understanding of the competitive edge of business in knowledge-intensive and rapidly changing business environments (Bose and Oh 2004; Kavida and Sivakoumar 2010; Perrott, 2007).

Researchers have devoted much attention to knowledge management as either an independent variable or dependent variable and few studies have empirically investigated the potential moderating effect of knowledge management (Ling 2011). However, there is a lack of studies on the moderating effect of knowledge management on the relationship between relationship quality, service quality and e-advertising success.

Moderating factors represent a factor that assumes significant impact on the relationship between the independent variables and the dependence variables. The value of a moderating valuable could significantly affect the dependent variable, whereas a mediator is to explain how external physical events take on internal psychological significance (Baron and Kenny 1986).

Neu (2000) observed that moderator is a qualitative or quantitative variable that affects the direction and/or strength of the relation between an independent or predictor variable and a dependent or criterion variable. A mediator is a variable that accounts for the relation between the predictor and the criterion. Mediators attempt to explain how external physical events take on internal psychological significance. It is not all-uncommon for psychological researchers to use the terms moderator and mediator interchangeably and a failure to appreciate the moderator-mediator distinction inhibits the researcher in exploring the nature of causal mechanisms and integrating different theoretical positions. By making the distinction, investigators will be able to add to the depth and breadth of research and theory to increase the understanding of third variables that can influence dependent outcome variables (Neu 2000).

The knowledge management practices as a moderating variable is held to have a significant and positive impact on performance, as recommend by Lestari et al. (2011). Knowledge agents engage in several processes in dealing with information and knowledge at their disposal. In this sense, the process is knowledge creation and knowledge sharing with other units. It also involves information capturing, accessing knowledge from other entities and applying such knowledge to accomplish various organizational tasks. This process could also be explained as individuals or groups' reflection and brainstorming to produce new concepts/designs/processes, while using such experience in new contexts and for new problems, and organizations invent in unique situations to bring about new knowledge (Madjar et al. 2002). This creativity can then be employed in problem solving situations or stored in organizational databases or entrenched in its practices where it can be accessed by the knowledge agents or shared between them. Knowledge management can be a veritable construct in internet advertising by introducing a right social media platform to improve the communication and creating a new network with customers. By using social media tools, e-advertising companies can manage and monitor their performance with a better knowledge management in information technology. With the globalization of modern economies and transition to integral knowledge society, Karin et al. (2012) submitted that the inefficiency of most knowledge management efforts has arisen because enough attention is not given to the task of convincing people to effectively use the information system. As such, information in e-advertising is essential in creating a knowledge management by applying strategy and knowledge management technology.

Further, according to Kumar and Reinartz (2012), it is important to observe organizations that have implemented knowledge management on e-advertising information. It is imperative to implement software application and hardware management applications, guidance on knowledge management best practices, potential benefits in tutorials, guides, book excerpts, videos and podcasts to ensure e-advertising success. Therefore, it is held that implementing knowledge management practices to improve the firm performance have a positive

hypothetical relation with the success of the online advertisement company (David & Quang, 2013).

Based on the recommendation of Lestari et al. (2011), knowledge management will be used as a moderator in the relationship between relationship quality, service quality and e-advertising success. Lestari *et al.*, (2011) contended that knowledge management as a moderating variable would have a significant and positive impact on performance. Even though researchers have devoted much attention to knowledge management as either an independent variable or dependent variable and few studies have empirically investigated the potential moderating effect of knowledge management (Ling, 2011), there is a lack of studies on the moderating effect of knowledge management on the relationship between relationship quality, service quality and e-advertising success. Therefore, this study hypothesized that:

Hypothesis 3: Knowledge management moderates the relationship between relationship quality (trust, commitment, and satisfaction) and e-advertising success).

Hypothesis 3a: Knowledge management moderates the relationship between customers' trust and e-advertising success

Hypothesis 3b: Knowledge management moderates the relationship between customers' commitment and e-advertising success.

Hypothesis 3c: Knowledge management moderates the relationship between customers' satisfaction and e-advertising success.

Hypotheses 4: Knowledge management moderates the relationship between service quality (tangibility, reliability, responsiveness) and e-advertising success.

Hypothesis 4a: Knowledge management moderates the relationship between service tangibility and e-advertising success.

Hypothesis 4b: Knowledge management moderates the relationship between service reliability and e-advertising success.

Hypothesis 4c: Knowledge management moderates the relationship between service responsiveness and e-advertising success.

3. METHODOLOGY

3.1 Population and Sample

A sample size of 300 was chosen from the population of 2000 advertisement agency companies in Jordan for this study. This sample is enough and relevant based on the observation of Sekaran (2003). A survey based on questionnaire was applied and the respondents are the CEOs or managers of the selected companies. This is informed by the fact that most of the decisions are taken by these people (Sekaran, 2003).

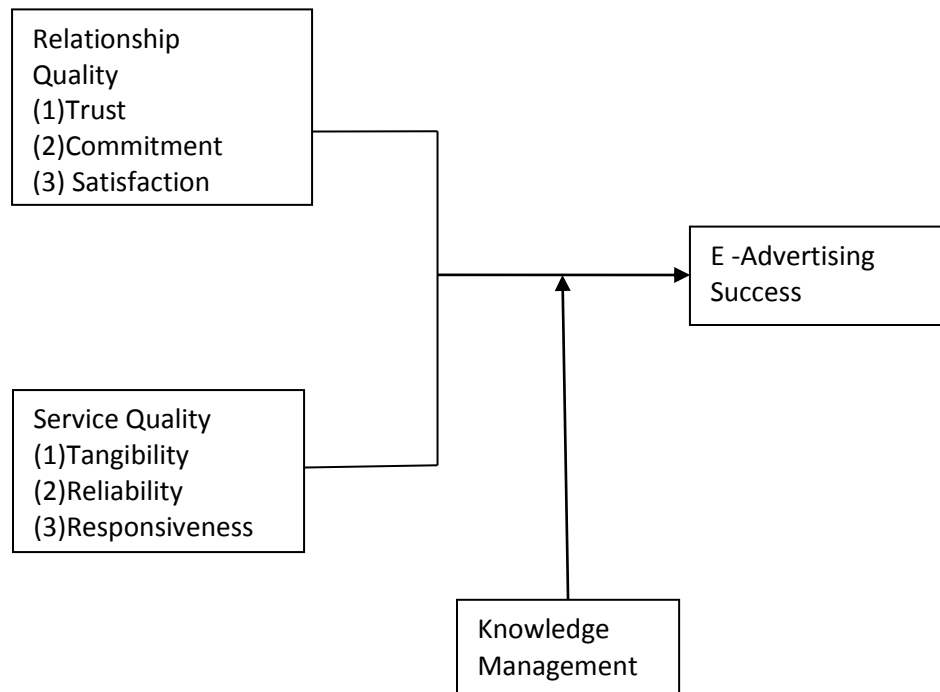


Figure 1: Conceptual Framework

3.2 Measuring Variables

Measurement in this context represents a tool used to define some properties of the variables of a research through allotment of numbers in a consistent and valid way (Sekaran and Bougie 2010). To ensure the easy way of quantification and analysis, the instruments of this study is utilized. Likewise, the instruments utilized seek to collect the opinions, attitudes, feelings and perceptions of the respondents. Hence, they are appropriate. The measurement items of this study are adapted from the previous studies. The following is the distribution of variables:

Table 3.1: Distribution of Variables

| Variable | Dimension | Item | Scale | Reference |
|--------------------------------|--------------------------|--------|------------------|---|
| Relationship Quality | Trust | 5 | Likert scale 1-7 | Ivens & pardo (2007) |
| | Commitment | 5 | Likert scale 1-7 | Werner (1997) |
| | Satisfaction | 9 | Likert scale 1-7 | Gauzente (2003) |
| Service Quality | Reliability | 5 | Likert scale 1-7 | Parasuaman et al. (1988); Seidman, (2001) |
| | Responsiveness | 3 | Likert scale 1-7 | Bitner (1990) |
| | Tangibles | 10 | Likert scale 1-7 | Zeithaml et al. (2006) |
| Knowledge Management Processes | Codification Strategy | 5 | Likert scale 1-5 | Kumar & Ganesh, 2011 |
| | Personalization Strategy | 5 | Likert scale 1-5 | Kumar & Ganesh, 2011 |
| e-Advertising | Advertising Awareness | 3 | | Shansi (2007) |
| | Attitude towards ads | 1 | Likert scale 1-5 | Olney et al. (1991), |
| | Attitude towards brand | 1 | Likert scale 1-5 | Shansi (2007) |
| | Purchase Interest | 2 1 | Likert scale 1-7 | Raman (1996) IAB Study (2006) |

3.3 Data Analysis Techniques

Statistical Package for Social Sciences (SPSS) was used to analyze the data obtained from the self-administered questionnaire. Percentages of data are given using descriptive statistic while Pearson correlation was used to assess the correlation of the variables. Multiple regression is used to test the prediction and contribution of independent variables and moderator on the dependent variables; the prediction and contribution of relationship quality and service, and knowledge management (as moderator) quality on e-advertising success. Eventually, 119 questionnaires, representing 40 percent response rate, were duly completed and were retained for analysis as there was no issues of both univariate and multivariate outliers.

4. FINDINGS

4.1 Descriptive Statistics

4.1.1 Descriptive Statistics of Demographic Data

In this section, information about the demography of the respondents was reported. The demographic information involves gender, age, position of the respondents in the organization, years of working in the organization, and annual income of the respondents. This is represented in the table 4.1 below:

Table 4.1: Descriptive Analysis of Demographic Data

| Demographic Variables | Frequency | Percent (%) |
|------------------------------------|------------------|--------------------|
| Job Position | | |
| CEO | 4 | 3.4 |
| Managing Director | 23 | 19.3 |
| Others | 92 | 77.3 |
| Total | 119 | 100.0 |
| Years of Working Experience | | |
| Less than 3 years | 24 | 20.2 |
| 3 to less than 10 years | 40 | 33.6 |
| 10 years and above | 55 | 46.2 |
| Total | 119 | 100.0 |
| Gender | | |
| Male | 66 | 55.5 |
| Female | 53 | 44.5 |
| Total | 119 | 100.0 |
| Age | | |
| Less than 21 | 4 | 3.4 |
| 22-37 | 65 | 54.6 |
| 38-53 | 39 | 32.8 |
| 54-69 | 9 | 7.6 |
| Above 69 | 2 | 1.7 |
| Total | 119 | 100.0 |
| Annual Income | | |
| Less than 10k | 17 | 14.3 |
| 10-20k | 10 | 8.4 |
| 20-50k | 42 | 35.3 |
| 50-100k | 31 | 26.1 |
| Above 100k | 19 | 16.0 |
| Total | 119 | 100.0 |

The table 4.1 above presents the profile of the respondents of this study in a tabular form. It demonstrates that most the respondents (constituting 77%) hold managerial positions excluding managing director and CEO's positions. Only 4% of the respondents are the CEO while 19% are managing directors in their respective workplaces. This indicates that majority of the respondents are stakeholders in their workplaces, yet they are employees who are subject to the owners' desire.

Regarding the years of working experience, 46% of the respondents have 10 years or more of working experience, 34% of them have between 3-10 years of working experience but the remaining 20% have less than 3 years of working experience. This demonstrates that majority of the respondents are well experience and has been in the business for quite substantial years. Hence, well acquainted with the industry inside-out.

Concerning gender and age, 56% of the respondents are male while the remaining, 44%, are female. Majority of the respondents, 55%, are within the age of 22-37 years. This is followed by

the 33% of respondents who are within age 38-53. 3% of them are less than 21 years of age. 7% are within the age range 54-69. The remaining, 2%, are above 69 years of age. These statistics demonstrates that majority of the respondents are male and young chap.

The annual income of most the respondents (constituting 35%) ranges between JOD10, 000-JOD20, 000 and 26% of the respondents earn between JOD20, 000-JOD50, 000. While 14% of them earn less than JOD10, 000, only 9% earn between JOD10, 000-JOD20, 000. The higher annual income which is above JOD100, 000 is earned by 16% of the respondents. This indicates that majority of the respondents are high salary earners.

4.1.2 Descriptive Analysis of the Constructs

Descriptive analysis of constructs portrays the common situation of the constructs of the study (i.e. relationship quality, service quality, knowledge management and e-advertising) in the context of Jordanian advertisement industry. This is depicted via mean, standard deviation and correlational analysis of the constructs shown in table 4.2 (below).

Table 4.2: Descriptive Statistics of the Constructs (n=119)

| | Minimum | Maximum | Mean | Std. Deviation |
|----------------------|----------------|----------------|-------------|-----------------------|
| Relationship Quality | 3.37 | 7.00 | 5.0969 | .67731 |
| Service Quality | 3.33 | 6.61 | 4.9155 | .56830 |
| Knowledge Management | 2.00 | 5.00 | 3.8025 | .52826 |
| e-Advertising | 1.80 | 5.20 | 3.3496 | .57826 |

From table 4.2 above, means, standard deviations, and the minimum and maximum of the constructs are presented. The minimum value of all the constructs was 1.80 and the maximum value of the constructs of both knowledge management and e-advertising was 5.00, but the maximum value of the constructs of both relationship quality and service quality was 7.00. Hence representing the adopted Likert Scale in this study.

Generally, the mean and standard deviation of the variables of this study are of high level; relationship quality (M=5.10, SD=0.68), service quality (M=4.92, SD=0.57), knowledge management (M=3.80, SD=0.53), e-advertising (M=3.35, SD=0.58). Also, it is discerned from the result that has the highest mean score and standard deviation score. This is followed by service quality. This indicates that the respondents have awareness and high perception of relationship quality and service quality in their respective organizations. This reflects their awareness and understanding of the constructs of both variables. Relationship quality in this study entails trust, commitment and satisfaction. Service quality in this study entails tangibility, reliability and responsiveness. In addition, the mean score and standard deviation score of knowledge management is also of high level. Hence the high perception of the knowledge management in their respective organizations. The mean score and standard deviation score of e-advertising success is almost of high level. Hence the high perception of the knowledge management in their respective organizations.

4.2 Correlation Analysis

The correlation among the variables of this study (i.e. e-advertising success, relationship quality, service quality and knowledge management) are depicted in the table 4.3 below:

Table 4.3: Pearson Correlation Analysis

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|----------|--------|--------|--------|--------|--------|-------|--------|---|
| (1) RQT | 1 | | | | | | | |
| (2) RQC | .192* | 1 | | | | | | |
| (3) RQS | .609** | .051 | 1 | | | | | |
| (4) SQT | -.053 | -.033 | -.001 | 1 | | | | |
| (5) SQR | .192* | .360** | .051 | -.033 | 1 | | | |
| (6) SQRe | -.047 | -.070 | -.008 | .635** | -.070 | 1 | | |
| (7) eADV | .541** | .381** | .435** | .013 | .381** | -.034 | 1 | |
| (8) KM | .192* | .350** | .051 | -.033 | .340** | -.070 | .381** | 1 |

Note: RQT = relationship quality (trust), RQC = relationship quality (commitment), RQS = relationship quality (satisfaction), SQT = service quality (tangibility), SQR = service quality (reliability), SQRe = service quality (responsiveness), KM = knowledge management, and eADV = e-advertising success.

*. Correlation is significant at the 0.05 level (1-tailed). **. Correlation is significant at the 0.01 level (1-tailed).

The above tabularized result gives the preliminary image of the involvement nexus among the variables of the study which are relationship quality (trust), relationship quality (commitment), relationship quality (satisfaction), service quality (tangibility), service quality (reliability), service quality (responsiveness), knowledge management and e-advertising success. Most of the variables of the study are correlated significantly with each other. Also, no correlation with a value of 0.9 in the result and this indicates that no multicollinearity exists among the variables (Hair et al., 2010).

4.3 Multiple Regressions and Hypotheses Test

Through multiple regression, the level and character of the independent and dependent variable relationship are objectively examined (Sekaran and Bougie 2010; Hair et al. 2007; Field 2009). Also, the relative importance and the degree of role of each independent variable in the prediction of dependent variable are presented by the regression coefficient. This implies that as the independent variables jointly predict dependent variable, the regression coefficient also shows the size effect of each independent variables' prediction of the dependent variable. This also indicates how much an increase in one unit of an independent variable would affect the dependent variable (Sekaran and Bougie 2010; Zikmund et al. 2010). Regression analysis test in the case of this study was conducted to test the hypotheses of the study since all the underlying assumptions of multiple regression have been examined in relation to the study, and it was found that none of the assumption was violated.

4.3.1 Relationship Quality and e-Advertising Success

Table 4.4: Regression Result of effect of relationship quality (trust), relationship quality (commitment), relationship quality (satisfaction) on e-advertising success

| Model | Unstandardized Coefficients | | Standardized Coefficient | t | Sig. | Collinearity Statistics | | |
|--------------------------|-----------------------------|------------|--------------------------|-------|------|-------------------------|--------|--|
| | B | Std. Error | | | | Tolerance | VIF | |
| (Constant) | 1.502 | .446 | | 4.365 | .000 | | | |
| RQT | .277 | .072 | .361 | 3.870 | .000 | .603 | 1.659 | |
| RQC | .343 | .084 | .301 | 4.069 | .000 | .956 | 1.046 | |
| RQS | .176 | .081 | .200 | 2.179 | .031 | .624 | 1.602 | |
| R Square | | | | | | | .397 | |
| Adjusted R Square | | | | | | | .381 | |
| F-Value | | | | | | | 25.216 | |
| Sig of F-value | | | | | | | .000 | |
| Durbin-Watson Statistics | | | | | | | 1.964 | |

Table 4.4 above indicates the relationship among the dimensions of relationship quality and e-advertising. From the table, it is discernible that customers' trust positively and significantly contributed to the prediction of e-advertising at the 0.000 significant level ($\beta=0.361$, $t=3.870$, $p<0.000$). With this result, it can therefore be deduced that hypothesis 1a is supported. Likewise, customers' commitment and customers' satisfaction positively and significantly contributed to the prediction of e-advertising at the 0.001 significant level ($\beta=0.301$, $t=4.069$, $p<0.000$; $\beta=0.200$, $t=2.179$, $p<0.050$) respectively. Hence, hypotheses 1a and 1b are supported. In sum, hypothesis 1 with all its sub-divisions are supported. Furthermore, R^2 in this model stands at 397. Cohen's (1988) R^2 classification indicates that R^2 is of three categories: R^2 of value 0.02 is weak, R^2 of value 0.13 is moderate while R^2 of value 0.26 is substantial. Based on this classification, it can be affirmed that relationship quality with its three dimensions accounted for 39% of the variance in the e-advertising success. Hence, R^2 is substantial. Durbin-Watson Statistics which stands at 1.964 indicates the absence of zero/auto correlation.

4.3.2 Service Quality and e-Advertising Success

Table 4.5: *Regression Result of effect of service quality (tangibility), service quality (reliability), service quality (responsiveness), on e-advertising success*

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|--------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| (Constant) | 3.470 | .555 | | 6.248 | .000 | | |
| SQT | .038 | .084 | .051 | .456 | .649 | .596 | 1.678 |
| SQR | .432 | .098 | .380 | 4.397 | .000 | .995 | 1.005 |
| SQRe | -.033 | .091 | -.040 | -.356 | .723 | .594 | 1.684 |
| R Square | | | | | | | .147 |
| Adjusted R Square | | | | | | | .124 |
| F-Value | | | | | | | 6.587 |
| Sig of F-value | | | | | | | .000 |
| Durbin-Watson Statistics | | | | | | | 1.730 |

Table 4.5 above indicates the relationship among the dimensions of service quality and e-advertising. From the table, it is discernible that service reliability positively and significantly contributed to the prediction of e-advertising at the 0.000 significant level ($\beta=0.380$, $t=4.397$, $p<0.000$). Hence, it can be deduced that hypothesis 2b is supported. Conversely, service tangibility and service responsiveness are insignificantly contributed to the prediction of e-advertising. Service tangibility positively correlated with e-advertising at the .649 significant level ($\beta=0.051$, $t=.456$, $p=.649$). Service responsiveness negatively correlated with e-advertising at the .723 significant level ($\beta=-.040$, $t=-.356$, $p=.723$). Hence, hypotheses 2a and 2c are not supported. In sum, hypothesis 2b is supported while hypotheses 2a and 2c are not supported. Furthermore, based on Cohen’s (1988) classification, it can be affirmed that service quality with its three dimensions accounted for 14% of the variance in the e-advertising success. Hence, R^2 is moderate. Durbin-Watson Statistics which stands at 1.730 indicates the absence of zero/auto correlation. It should be note here that all the dimensions of service quality jointly predict e-advertising success at the 0.000 significant level (F value=6.587, $p<0.000$).

4.3.3 Moderating effect of knowledge management on relationship quality, service quality and e-advertising success relationships

Baron and Kenny’s (1986) 3-step hierarchical regression is adopted to test the moderating effect of knowledge management in the relationship between relationship quality, service quality and e-advertising success. This will identify the variance proportion of a variable as explained by the other variables, and these are set for regression analysis in a fixed order (Cramer, 2003). The first step in the Baron and Kenny’s (1986) 3-step hierarchical regression involves insertion of the direct effect of independent variables (i.e. direct effect of relationship quality and service quality). The second step entails insertion of moderator (Knowledge

management), then moderator’s direct effect on DV (i.e. e-advertising success) will be examined. The third step involves the insertion of interaction terms, which will be derived from the interaction between independent variables and moderator, and this will give an additional variance explained. The results are depicted in table 4.6 below.

Table 4.6: Hierarchical Regression Result: The moderating effect of knowledge management on relationship quality, service quality and e-advertising success relationships

| | Relationship Quality (trust) | Relationship Quality (commitment) | Relationship Quality (satisfaction) | Service Quality (Tangibility) | Service Quality (reliability) | Service Quality (responsiveness) |
|--------------------------------|------------------------------|-----------------------------------|-------------------------------------|-------------------------------|-------------------------------|----------------------------------|
| Step 1 - Std. Beta | 0.541 | 0.381 | 0.435 | 0.474 | 0.532 | 0.442 |
| Step 2 - Std. Beta | 0.485 | 0.384 | 0.417 | 0.43 | 0.574 | 0.352 |
| Step 3 - Std. Beta | 0.387 | 0.451 | -0.111 | 0.431 | 0.529 | 0.347 |
| RQT*KM | 0.226 | | | | | |
| RQC*KM | | 0.427 | | | | |
| RQS*KM | | | 0.793 | | | |
| SQT*KM | | | | 0.518 | | |
| SQR*KM | | | | | 0.226 | |
| SQRE*KM | | | | | | 0.328 |
| Step 1 - R ² | 0.292 | 0.145 | 0.189 | 0.225 | 0.372 | 0.471 |
| Step 2 - R ² | 0.372 | 0.145 | 0.218 | 0.327 | 0.387 | 0.475 |
| Step 3 - R ² | 0.419 | 0.167 | 0.246 | 0.327 | 0.421 | 0.512 |
| Step 1 - R ² change | 0.292 | 0.145 | 0.189 | 0.431 | 0.225 | 0.143 |
| Step 2 - R ² change | 0.372 | 0.145 | 0.318 | 0.327 | 0.327 | 0.214 |
| Step 3 - R ² change | 0.047 | 0.022 | 0.003 | 0.054 | 0 | 0.042 |
| Step 1 - F change | 48.306 | 19.849 | 27.297 | 35.432 | 33.96 | 31.324 |
| Step 2 - F change | 34.339 | 19.849 | 27.072 | 27.538 | 28.154 | 29.852 |
| Step 3 - F change | 9.279 | 0.291 | 0.592 | 10.742 | 0.006 | 11.426 |
| Step 1- Sig. Level (p<) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.531 |
| Step 2- Sig. Level (p<) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.364 |
| Step 3- Sig. Level (p<) | 0.003 | 0.014 | 0.002 | 0.940 | 0.02 | 0.428 |

In table 4.6 above, the first step of the hierarchical regression result between relationship quality - trust and e-advertising success shows that relationship quality - trust explained 29% of the variance. Then, when the moderator (i.e. knowledge management) was inserted in the step 2, the total variance as explained by the model was 37%. In step 3, the interaction term was inserted, then there is an additional increase of the variance explained in the model in which the total variance that was explained by the model was 42%. Also, the F-Change at the three steps are all significant (p< .000, .000, .003 respectively). Inspection of the interaction terms between relationship quality - trust and knowledge management also indicates statistical significance. Hence, knowledge management moderates the relationship between relationship quality - trust and e-advertising success, thus the hypotheses were supported.

The first step in the hierarchical regression result between relationship quality - commitment and e-advertising success indicates that relationship quality - commitment explained 15% of the variance. Then when the moderator (i.e. knowledge management) was inserted in the step 2, the total variance as explained by the model was still the same thing, 15%. In step 3, the interaction term was inserted, then the total variance that was explained by the model increases to 16.7%. Also, the F-Change at the three steps are all significant ($p < .000$, $.000$, 0.014 respectively). Inspection of the interaction terms between relationship quality- commitment and knowledge management also indicates statistical significance. Hence, knowledge management moderates the relationship between relationship quality - commitment and e-advertising success. Therefore, the hypotheses were supported.

The first step in the hierarchical regression result between relationship quality - satisfaction and e-advertising success indicates that relationship quality (satisfaction) explained 19% of the variance. Then when the moderator (i.e. knowledge management) was inserted in the step 2, the total variance as explained by the model increases to 22%. In step 3, the interaction term was inserted, then the total variance that was explained by the model increases to 25%. Also, the F-Change at the three steps are all significant ($p < .000$, $.000$, 0.002 respectively). Inspection of the interaction terms between relationship quality - satisfaction and knowledge management also indicates statistical significance. Hence, knowledge management moderates the relationship between relationship quality - satisfaction and e-advertising success. So, hypotheses were supported.

Furthermore, the first step in the hierarchical regression result between service quality-tangibility and e-advertising success indicates that service quality-tangibility explained 23% of the variance. Then when the moderator (i.e. knowledge management) was inserted in the step 2, the total variance as explained by the model was 33%. In step 3, the interaction term was inserted but the total variance that was explained by the model was still 33%. Hence, there is no an additional increase of the variance explained in the model. Also, the F-Change at the first two steps are all significant ($p < .000$, $.000$) respectively but it is not significant at the third level ($p = .940$). Inspection of the interaction terms between service quality (tangibility) and knowledge management also indicates no statistical significance. Hence, knowledge management does not moderate the relationship between service quality -tangibility and e-advertising success. Thus, hypotheses were not supported.

The first step in the hierarchical regression result between service quality (reliability) and e-advertising success indicates that service quality - reliability explained 37% of the variance. Then when the moderator (i.e. knowledge management) was inserted in the step 2, the total variance as explained by the model increases to 39%. In step 3, the interaction term was inserted, then the total variance that was explained by the model increases to 42%. Also, the F-Change at the three steps are all significant ($p < .000$, $.000$, 0.002 respectively). Inspection of the interaction terms between service quality - reliability and knowledge management also indicates statistical significance. Hence, knowledge management moderates the relationship between service quality- reliability and e-advertising success. So, hypotheses were supported.

In addition, the first step in the hierarchical regression result between service quality - responsiveness and e-advertising success indicates that service quality - responsiveness

explained 47% of the variance. Then when the moderator (i.e. knowledge management) was inserted in the step 2, the total variance as explained by the model was 48%. In step 3, the interaction term was inserted but the total variance that was explained by the model was still 51%. Also, the F-Change at all the steps are insignificant ($p < 0.531, 0.364, 0.428$ respectively). Inspection of the interaction terms between service quality - responsiveness and knowledge management also indicates no statistical significance. Hence, knowledge management does not moderate the relationship between service quality - responsiveness and e-advertising success. Thus, hypotheses were not supported.

5. CONCLUSION

This study examines the effects of relationship quality and service quality on e-advertising in the advertising industry in Jordan with the inclusion of knowledge management's role as a moderator to measure its influence on the relationship. The data for the study was retrieved from the CEOs and Managers of advertising agency companies through assigning of questionnaires. This data comprises of 119 questionnaires returned from the sample size of 300 advertising agency companies randomly selected from 2000 existing advertising companies in Jordan. The data obtained through the self-administered questionnaires was analyzed by applying data screening and factor analysis to ensure data validity, descriptive statistics to show the percentages and average mean of the variables, Pearson correlation to assess the correlation of the variables, and multiple regression to examine the prediction and contribution of independent variables and moderator on the dependent variables; the prediction and contribution of relationship quality and service, and knowledge management (as moderator) quality on e-advertising success. The findings show that there is a positive relationship between relationship quality (trust, commitment, and satisfaction) and e-advertising success. This indicates that relationship quality through trust, commitment and satisfaction has positive influence on e-advertising success. The findings also show that service quality from the perspective of service tangibility and service responsiveness have insignificant relationship with e-advertising success, meanwhile service quality from the perspective of service reliability is positively and significantly related with success of e-advertising. This implies that service quality has no impact on the success of e-advertising through service tangibility and responsiveness but positive impact on e-advertising success through service reliability.

In addition, the findings revealed that knowledge management significantly moderates the relationship between relationship quality and e-advertising success through customers' trust, commitment, and satisfaction. This indicates that knowledge management has significant influence on the association between relationship quality and e-advertising success through customers' trust, commitment, and satisfaction. Furthermore, the findings show that knowledge management significantly moderates the relationship between service quality and e-advertising success through reliability, but insignificant through service tangibility responsiveness. This indicates that knowledge management influence the relationship between service quality and e-advertising success from the perspective of service reliability, but not on the perspective of service tangibility and service responsiveness.

The plausible reason for the positive significant relationship between relationship quality and e-advertising success is that the three main dimensions of relationship quality used in this study (e.g., trust, commitment, and satisfaction) strengthen their relationship with e-advertising success Jordan and transform unresponsive customers into loyal customers (Busacca and Castaldo 2003). This is because the intention of Jordan online consumers to purchase and patronize a firm through e-advertising can be facilitated by the good relationship between the firm and consumers (Ogutu et al. 2014).

The plausible reason for insignificant relationship between the two dimensions of service quality (tangibility and responsiveness) can be traced to unsatisfied service quality of the e-advertising firms in Jordan through tangibility and responsiveness which affected customer loyalty towards the firm product and services (Heskett et al., 1994), because customers' satisfaction is an evaluation factor that relates to customers' decision on a product or service (Ograjens'ek & Gal, 2012). Another plausible reason is that despite Jordan progressive movement from antiquated media forms to the emergent new media advertising, Jordan advertising is still at developing stage. Therefore, there is still lack of quality of services rendered by the e-advertising firms in Jordan. However, the positive influence of reliability of SERVQUAL on e-advertising success in Jordan can be traced to the ability of the e-advertising firms in Jordan to proficiently, accurately, and dependably carry out their certain required services.

As knowledge management moderates the relationship between relationship quality (customers' trust, commitment and satisfaction) and e-advertising success, it indicates that the increase in knowledge management of the e-advertising firms in Jordan increase their customers' trust, commitment and satisfaction which then leads to increase in e-advertising success in Jordan. Knowledge management is a veritable concept in e-advertising and it helps Jordan e-advertising firms through using an accurate social media platform to improve the communication and create a new network with customers, as well as manage and monitor their own performance with a better knowledge management in information technology. **However**, the insignificant moderating effect of knowledge management on the relationship between all dimensions of service quality (tangibility, reliability, responsiveness) and e-advertising success indicates that there is inadequate or non-implementation of knowledge management on e-advertising information by the Jordanian advertising firms. This is because it is essential to implement software application and hardware management applications, guidance on knowledge management best practices, potential benefits in tutorials, guides, book excerpts, videos and podcasts to ensure e-advertising success (Kumar & Reinartz, 2012).

This study recommends that for service firms such as the advertising firms to achieve success in e-advertising through customer relationship there is need for them to implement software application and hardware management applications, guidance on knowledge management best practices, potential benefits in tutorials, guides, book excerpts, videos and podcasts to ensure e-advertising success. Future and broader studies on cross countries and multiple contexts would be necessary to establish the relationship between the variables on other industry. It would be motivating to examine this relationship on other industries in some other economies to determine whether similar findings will be revealed. Further evidence from this study can be

discovered by repeating the variables of this study especially in an advanced economy where accessibility of information is easy.

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