THE RELATIONSHIP OF EVOLUTIONARY PROCESS CHANGE PRACTICES, ROLE STRESSOR AND INTERNAL CUSTOMER SATISFACTION IN JORDAN'S TELECOMMUNICATION COMPANIES

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DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2014

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By

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Thesis Submitted to

Othman Yeop Abdullah (Oya) Graduate School of Business

University Utara Malaysia

In Fulfillment of the Requirement for the Degree of Doctor of Philosophy

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ABSTRACT

This study investigates the moderating effect of the role stressor on the relationship between evolutionary process change (EPC) practice factors (leadership change, behavioural change, structural change, technological change, and cultural change) and internal customer satisfaction (ICS). Self-reported surveys were carried out among 354 respondents from three telecommunication companies in Jordan. Both multiple and a three-step hierarchical regression analysis were used to test the hypotheses. Overall, the findings revealed that leadership change, behavioural change, structural change, technological change, and cultural change are significant predictors of internal customer satisfaction. However, mixed results were found on the moderating role of the role stressors. While the study found support for the moderating effect of role conflict on the relationship between structural change and technological change on internal customer satisfaction, role ambiguity moderated only the relationship between cultural change and internal customer satisfaction. The study contributes to the body of knowledge by providing insight into the key factors that affect internal customer satisfaction. It also provides additional insight into the moderating role of the role stressor, in particular role conflict and role ambiguity, in enhancing internal customer satisfaction in the telecommunication industry. The study also highlights the limitations and offers recommendations for future research.

Keywords: role stressor, leadership change, behavioural change, technological change, cultural change

ABSTRAK

Kajian ini mengkaji kesan peranan penyerdahana tekanan terhadap hubungan antara faktor amalan perubahan proses evolusi (EPC) (perubahan kepimpinan, perubahan tingkah laku, perubahan struktur, perubahan teknologi dan perubahan budaya) dengan kepuasan pelanggan dalaman (ICS). Kaji selidik swalapor telah dijalankan dalam kalangan 354 responden di tiga buah syarikat telekomunikasi di Jordan. Analisis regresi berbilang dan regresi hierarki telah digunakan untuk menguji hipotesis. Secara keseluruhannya, hasil kajian menunjukkan bahawa perubahan kepimpinan, perubahan tingkah laku, perubahan struktur, perubahan teknologi dan perubahan budaya adalah peramal yang signifikan terhadap kepuasan pelanggan dalaman. Walau bagaimanapun, hasil yang pelbagai ditemui untuk peranan penyederhana tekanan peranan. Walaupun kajian menyokong kesan penyederhana konflik peranan terhadap hubungan antara perubahan struktur dan perubahan teknologi dan kepuasan pelanggan dalaman, kesamaran peranan hanya menyederhanakan hubungan antara perubahan budaya dan kepuasan pelanggan dalaman. Kajian ini menyumbang kepada badan ilmu dengan memberikan pemahaman tentang faktor-faktor utama yang mempengaruhi kepuasan pelanggan dalaman. Di samping itu, kajian ini turut menyumbang dari sudut peranan penyederhana khususnya konflik peranan dan kesamaran peranan—dalam meningkatkan kepuasan pelanggan dalaman dalam industri telekomunikasi. Kajian ini juga menonjolkan beberapa batasan dan menawarkan cadangan untuk kajian akan datang.

Kata kunci: tekanan peranan, perubahan kepimpinan, perubahan tingkah laku, perubahan teknologi dan perubahan budaya

ACKNOWLEDGEMENT

First and foremost I would like to thank the Almighty Allah for His mercies and making it possible for me to successfully complete my Ph.D journey. Indeed the Almighty Allah has made me to complete this journey in a wonderful way.

Secondly, I would also like to thank my supervisor, Association professor, Dr.HartiniBt Ahmed for her kind guidance, support and encouragement throughout my Ph.D journey. You really made my Ph.D journey a wonderful experience. Indeed you will always be remembered whenever this thesis is being referenced.

Furthermore, I am very grateful to my father JumahFalah Al-Sardia, for his fatherly support and encouragement and love that have helped my Ph.D journey. I deeply and sincerely acknowledged your financial support. May Almighty Allah continue to replenish your pocket and add many years to your life so that you will reap all that you have sown in making my Ph.D education a reality?

I would also like to express my warm appreciate and love to my lovely wife, Shams. Who gave all the moral and spiritual support that encouraged me to successfully complete my Ph.D. Your love and patient during this academic journey means a lot to me, without your encourage and spiritual, support financial support my Ph.D journey could not have been possible.

I also extend my sincere gratitude and appreciation to my brothers, sisters, uncles, Aunts, brother-in-law and sister-in-law for their moral, spiritual supports and affections, you all have always been a source of strength and inspiration for the successful completion of my Ph.D journey. In deed I am deeply indebted to you all.

Finally, I would not forget to express my deepest appreciation to all my friends at both home and abroad for their kind and friendly supports, and encouragement. You guys have always been there for me. All efforts would not be forgotten.

TABLE OF CONTENTS

Page

LIST OF TABLES

LIST OF FIGURES

List of Appendices

List of Abbreviations

ICS: Internal Customer Satisfaction

EPC: Evolutionary Process Change

TQM: Total Quality Management

RBV: Resource Base View

ECS: External Customer Satisfaction

TC: Technological Change

TD: Technology Development

TA: Technology Advancement

TPM: Technology Push Model

MPM: Market Pull Model

AAPOR: American Association for Opinion Research

IV: Independent Variable

DV: Dependent Variable

VIF: Variable Inflationary Factor

SPSS   Statistical Package for the Social Sciences

KMO   Kasier-Meyer-Olkin

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter discusses briefly the background of the research, and then introduces the problem statement, the objectives of the research, research questions, significance of the study, and the scope and research limitations. Finally, it sets out the structure of the study.

1.2 Background of Study

The business environment faces many challenges, including globalization which has caused rapid changes in the technology, market demand and systems among others. Therefore, In order to be more competitive, it is not surprising that both the service and manufacturing sectors have dramatically improved since the last few decades (Govindarajulu & Daily, 2004). Fundamentally, the change is required in the way companies operate (Luo & Homburg, 2007).

This study focuses on one of the most central foundations of modern marketing management that is the belief that customer satisfaction lies at the heart of all the endeavours of all organizations (Piercy, 1996). It can be said that previous studies have come out with so many findings related to the organizations which put their efforts beyond the limit of services, quality and customer satisfaction, for example, process-focused (Rohan, 2009). As a result of the emphasis on the best practices to increase the

customer satisfaction, organizations in particular are putting unlimited efforts to improve their operational capabilities and performance, such as value enhancement (Gamby & Reid, 2005), total quality management (Antony, Leung, Knowles & Gosh, 2002; Arumugam, Chang, Ooi & Teh, 2009), and customer-relationship management (Sin, Alan & Yim, 2005; Anvari & Amin, 2010).

Obviously, the changes in the way the organizations operate business is the main agenda to be investigated in this study. These changes are needed specifically to bring operational excellence, which is the main focus of organizations in their ongoing pursuit to improve customer satisfaction. The researcher's perspectives in this study have been largely shaped by earlier studies of Bitner (1990), Hartline and Jones (1996), Winsted (2000), Luo and Homburg (2007), Soderlund and Rosengren (2008).

Based on the critical review of the foregoing studies, the researcher observes that the most difficult and critical area to change is the hearts and minds of those who will be affected by the change, which is the soft side of human's feelings. Unfortunately, organizations do not have similar approaches to be successful in their business. In order to achieve this success, organizations can utilize a number of great concepts, models and theories (Saka, 2003; Luo & Homburg; 2007; Soderlund & Rosengren, 2008). However, there is still a lack of knowledge on the relationship of employee satisfaction with any operational excellence model or approach. To the best knowledge of the researcher, there are certain criteria for operational and performance excellences and to maintain these excellences, quality standards must be followed, such as the ISO 9001, 9000 and 2001

2

etc. (Conti, 1999). Thus, an organization intends to improve its performance would be well- served by selecting any of these models, concepts and conducting a self-assessment, including the service industry, such as telecommunication.

Telecommunication is a widely expanding industry and it has tremendous opportunities globally. Today's telecommunication firms are lowering their cost and improving their services to be competitive. As noted by Paul and Wolfram (2012), because this industry is maturing, organizations are continuously working on improving their products and services. Increasingly, it has been accepted that companies face two kinds of markets and customers: internal and external (Hauser, Simester & Wernerfelt, 1996; Piercy, 1992; 1995). This view has been successfully adopted by many organizations to manage the implementation of their strategies. Thomson (1991) has important implications in the issue of customer satisfaction, both in analyzing the barriers which the organizations may face, and in designing effective implementation strategies.

Previous studies (Housley, 1999; Spendolini, Friedel & Workman, 1999; Lupton & Haynes, 2000; Kowalski & Swanson, 2005) tend to focus on the macro aspect of operational excellence by emphasizing its impact on external customers. It is therefore not surprising that extensive research has been conducted on the characteristics and quality of organizational effectiveness from the perspective of the organization's external customers (Parasuraman, Zeithaml & Berry, 1988; Fisk, Brown & Bitner, 1993; Taylor & Baker 1994; Zeithaml, Berry & Parasuraman, 1996; Nicholls, Gilbert & Roslow, 1998).

Consequently, much less has been reported about organizational effectiveness from the perspective of internal customer satisfaction. Therefore, the current research proposes that the micro aspect should not be neglected because it represents the 'people' element in the operational excellence of the organizations.

It seems that the effective internal customer relations are essential prerequisites to the level of quality service that yields sustained external customer satisfaction, loyalty, retention and long-term financial success. For instance, when the employees feel that they are not treated properly by the organization, they, of course, can be very upset. In turn, this can lead them to vent their frustration on external customers which can significantly impact loyalty and future business. It can be said that building customer loyalty is contingent upon treating employees as internal customers and ensuring that they feel valued. Karl (1990), as cited in Hammond (1992), posited that "The concept of internal service, the idea that the whole organization must serve those who serve has emerged as one of the most important principles of the service management approach." In this sense, Karl (1990) recognizes that serving the internal customer is a critical component in the creation, maintenance and delivery of service quality to external customers. Therefore, it is vital to ensure the internal service. For example, the people in each activity in the business process should do their best to carry out the tasks assigned (Ahmad and Francis, 2008).

It is clear based on the above discussion that for all those in business, success derives from satisfying the needs of all the stakeholders in our organization, including the

customers, shareholders, employees, suppliers and the community. Among these, perhaps the most pressing demands come from customers internally and externally. The importance of delivering customer satisfaction in underpinning the satisfaction of the organization's other stakeholders is recognized in the widely respected models for business excellence. Therefore, customer satisfaction is a major driver for survival, competitiveness and growth, not only for the organization as a whole, but also for the internal business functions (Jones, 1996).

In-depth researches have been carried out on the areas of service quality which covers customer satisfaction, and thus it was suggested that future studies should concentrate on establishing the relationship between customer satisfaction and loyalty and profitability of the organization (Manfred, 2003). Additionally, Davis (1993) mentioned that the majority of the conducted researches have focused solely on external customers; hence a need to analyze front-line employees' satisfaction is necessary. Moreover very little attention has been given to researching internal customers' satisfaction in the organization.

However, since Davis' (1993) study, the number of studies in the area of internal customer satisfaction has increased, where more researches have been conducted on the internal service encounters, internal service delivery process, as well as the classification of the internal services; However, these studies were not extensive especially in the investigation of the factors that determine how internal customers would perceive the

quality provided by others in the organization. Therefore, the purpose of this study is to examine the role of the internal customer orientation in the Jordanian Telecommunication sector.

Victoria and Andreas (2008) suggest that when organizations focus on their internal customer's satisfaction, it would have a direct impact on their external customer's satisfaction because the attitudes of the people working in the organization are reflected to their external customers; hence the internal customers would be able to provide superior external service quality (Strauss, 1995; Varey, 1995). Actually, this study is operationalized within Jordan's telecommunications sector that is a demand-driven industry, constituting an important part of the overall services industry.

The rapidly changing environment and steep competition has stressed the importance of customer satisfaction and optimization of service quality for increasing market shares and profitability in this sector. Under these circumstances, the present study concentrates on examining the internal customer satisfaction within the rubric of internal service quality and its implications within the telecommunications sector in terms of the front-line employee behavior which is critical for the service quality provided and the customer satisfaction.

1.3 Jordan Overview

Jordan is one of the developing countries in the Middle East with a population of 6 million people. The main challenges of Jordan among others are to reduce dependency on

external grants, managing budget deficiency, encouraging and attracting internal and external investments, and creating new job opportunities (World Fact Book, 2008). It seems that the telecommunication sector plays a pivotal role in the economic development in Jordan (Central Bank of Jordan, 2011).

Economy depends mainly on knowledge as a key driver of economic growth through the availability of information and communication technology, using innovation, as well as having qualified and highly skilled human resources. It seems that the telecommunications sector is considered the main artery and the heart of the economy in all countries of the world, thus Jordan has realized the importance of keeping up global development in this sector (Ministry of Planning and International Cooperation Jordan, 2010).

The communication sector has been supported by the King since 2000 due to its role in promoting the economic growth. It is worth mentioning that the telecommunications sector and information technology in Jordan are of the most important Upstream sectors, contributing to the state treasury and supporting the national economy, where the contribution percentage of this sector, telecommunications sector, to gross domestic product (GDP) in 2008 accounted for 14.3 % Returns sector (billion dinars) 1.9, and 16% in 2012, Returns sector (billion dinars) 3, and the estimated employment provided by the sector was 82 thousand cumulative jobs; a matter that indicates the important role played by the sector in contributing to upgrading the community career in Jordan, as well as its role in providing thousands of jobs, (Ministry of Planning and International Cooperation Jordan, 2010).

His Majesty King Abdullah II has identified Information and Communication Technology (ICT) sector as a crucial sector which could contribute positively to Jordan's success and growth (Ministry of Information and Communications Technology, 2004).

In spite of the interest and support received from the Jordanian government, the country faces several challenges in the economic sector in general and in the management system in particular. The most important challenges facing this sector are Inexperience contractors implementing fiber-optic network project, a culture of resistance to change existing in society, Lack of promotion of the activities of telecommunications and information technology, Regional and international competition in the telecommunications sector and information technology, and Lack of qualified human resources to meet the needs of the telecommunications sector and information technology (Ministry of Planning and International Cooperation Jordan, 2010).

Researchers have argued that marketing as a business practice is not feasible without its input (employees, human resource department, stakeholders) or its output components (external customers) (Oliver & Swan, 1989a). Nonetheless, traditional marketing practices have focused primarily on the needs, wants, interests, and desires of their external clients, whereas the internal customer's needs, wants, and attitudes are unnoticed (Berry, 1986; Flipo, 1986). Since "customers "buy" the people when they buy a service" (Berry & Parasuraman, 1992), the practice of internal marketing should be recognized as a necessary business practice momentous in developing successful service/relationship

marketing and promoting customer-minded service employees (Berry & Parasuraman, 1992; George, 1990; Gronroos, 1985).

Qutaishat, Khattab, Zaid, & Al-Manasra (2012) found that, in the telecommunication sector in Jordan, the construct of the internal customer satisfaction has a direct effect on the service quality and innovation, but satisfaction did not affect employees' productivity. It is Possible that this issue could be explained in terms of the lack of training provided to the employees. Based on this finding, there is an argument that if the employees, internal customers, are satisfied totally, then the productivity should increase. However, in the Jordanian telecommunication sector, there is still a need for analyzing the effect of the internal customer satisfaction during the evolution process.

1.4 Problem Statement

Nowadays, customers have more choices to make to patronize any company that offers them better services or products. If the customers are happy with the products and services, they would return back to the same service provider, else the customers will look for a new service provider; therefore, in order to survive in a competitive environment, organizations need to provide goods and services that would make their customers happy (Gilbert, 2000). According to Jones and Sasser (1995), Gilbert (2000) and Johnston (2001), the retention of very loyal customers is the key to the organization's survival. Thus, organizations are challenged to create demand for their products and services through outstanding customer support. To be sustainable, an organization needs to have an excellent external customer support, and require an excellent internal system

9

that should be aligned to serve the external customer. Hence, each internal subsystem would add value to others within the organization that is dependent on it as though the other subsystems were its customers (Gilbert, 2000). Thus, when considering 'people' inside the system, it is important to highlight the evolution of internal customer satisfaction (ICS).

Past researches showed that the experience the customers encounter with the services provided to them by the organization is crucial in determining their satisfaction while doing business with the organization (Woodside, Frey & Daly, 1989; Bitner, 1990). The concept of internal marketing by Ahmed and Rafiq (1999) is the "notion of a link between customer satisfaction and employee satisfaction gradually took widespread hold". Bruhn (2003) mentioned that the systematic transformation of all the internal processes in a company is vital as evidence shows that the external customer satisfaction can be achieved only when there are satisfactory internal operations within the company.

Organizations have two kinds of customers, internal and external (Hauser, Simester & Wernerfelt, 1996; Piercy, 1995). According to Bowers, Swan and Koehler (1994) and Bellou and Andronikidis (2008), internal customers of an organization and their satisfaction is the "mirror-image" of the external customers and their satisfaction. Therefore, it can be suggested that personnel who effectively manage internal customers would demonstrate similar appropriate behaviour when interacting with external customers. It is therefore reasonable to expect that within organizations, greater consideration should be given to internal services and dyadic interactions between

suppliers and customers. In this case, it is necessary that all the departments in the organization provide high quality services to their internal or external customers. However, in practice, there are numerous problems in the customer-supplier relationships (Davis, 1991). For instance, issues related to the internal service delivery from the customer's point of view would lack transparency in the costs and performance, below the service quality, insufficient direction given to customer's enquiries, low customer satisfaction and most importantly, very little freedom given in decision making. On the contrary, issues from the supplier's point of view, when dealing with the organization, such as high fixed cost, lack of independence, insufficient capability to provide services and most importantly, the lack of say, etc. are deemed to be on the increase (Bruhn, 2003).

Consequently, the primary challenge examined in this study is that many service improvement efforts focus only on employees who work with the external customers, but unfortunately, employees who work with the internal customers are completely disregarded. Henceforth, to better serve the internal customers, the functional groups providing outputs must first identify their internal customers, their corporate needs and their expectations. Additionally, in todays' highly competitive globalized world, customers are less tolerant with the poor service given by the organizations or service providers; therefore, these customers are more willing to change suppliers. Apart from the fact there are more suppliers to choose from today, customers are also more educated about both product and service quality, hence they expect and at times demand attentive service. Finally, nowadays employees feel more empowered, thus commanding their

loyalty takes much more effort and strategy. To this extent, organizations can only provide seamless, trustworthy, attentive and resourceful service if they have an internal customer culture. Moreover, if employees are angry, frustrated, or discouraged, they will not ignore these feelings to focus on delivering high levels of service quality, hence providing a service of low or no quality to their customers. In conclusion, smooth and seamless delivery on the outside demands and depends on smooth and seamless delivery on the inside.

In today's' dynamic environment, achieving better internal customer satisfaction may require Evolutionary Process Change (EPC). The term Evolutionary Process Change can be explained as "the vast collection of philosophies, concepts, methods and tools, which are now being used throughout the world to manage quality", but at its core, it is a management approach in a long-term to be successful through customer satisfaction (Filippini, 1997; Michalska & Cwiek, 2009).

Shiba, Graham and Walden (1993) define EPC as an evolving system, consisting of practices, tools, and training methods for managing organizations in a rapid changing context. According to them, the system provides customer satisfaction and improves the performance of the organization by eliminating product defects and speeding service delivery. Another definition provided by Dahlgaard, Kristensen and Kanji (1999) describes EPC as a corporate culture that is characterized by increased customer satisfaction through continuous improvement, involving all the internal customer satisfaction in the telecommunication company.

It seems that this approach is noted to be very useful when the term "quality" is briefly understood by the managers (Ramasamy, 2005). Today, Evolutionary Process Change (EPC) is a management technique that has become a tool of the first choice in many businesses' strategies, especially EPC philosophy which emphasizes the management of quality in all aspects and phases of a business that meets the customer's expectations. Nowadays, in an attempt to facilitate organizations with higher quality levels, several organizations are utilizing self-assessment tools to evaluate and gauge their present status on total quality management TQM and plan decision for future operational excellences (Azhashemi & Ho, 1999; Zink & Schmidt, 1998; Arumugam, Chang, Ooi, & Teh, 2009). Recently, it has become very clear that ICS is very important in the overall total quality management of a company. Therefore, it is important to investigate those key factors that are likely to influence the organizations' internal customers' satisfaction for an effective organizational total quality management.

Today, technology including the ICT (e.g. telecommunication) is moving fast, and due to this many of the old ways of doing things have been considered ineffective and no longer relevant. In this situation, companies are seeking for new approaches of conducting their business operations in order to increase their internal customer satisfaction with a view for a better performance. Most recently, companies have just realized that the use of EPC approach would produce a better internal customer satisfaction, thus leading to a better company performance. As argued by Aldlaigan & Buttle (2002), the study on EPC and internal customer satisfaction may not be complete if EPC is not seen as a key factor for increasing ICS with dimensions, such as leadership and people management guide as

13

predictors of the improvement of customer satisfaction (Aldlaigan & Buttle, 2002) whether internally or externally.

One major weakness of the previous studies is the focus and broader nature upon which these studies were conducted on EPC. For instance, the previous studies (e.g. Cangas, 1996; Larsstuen & Mikkelsen, 1999; Al-Jalahma & Gallear, 2010) have been found to be too broad which have affected some of their findings. Also, previous studies conducted (e.g.Parasuraman, Zeithaml & Berryet, 1988; Zeithaml, Berry & Parasuraman, 1996; Fisk, Brown & Bitner, 1993; Nicholls, Gilbert & Roslow, 1998; Taylor & Baker, 1994) on the influence of EPC on the customer satisfaction are considered not focused. For instance, for most studies, each set of variables has largely been investigated separately in influencing customer satisfaction, and other studies focus only on the external customer satisfaction as opposed to the internal customer satisfaction (Parasuraman, Zeithaml & Berryet, 1988; Zeithaml, Berry & Parasuraman, 1996; Fisk, Brown & Bitner, 1993; Nicholls, Gilbert & Roslow, 1998; Taylor & Baker, 1994). Besides, the study by Cangas (1996); Larsstuen & Mikkelsen (1999); Al-Jalahma & Gallear (2010) were found to focus on the continuous efforts of the employees. However, there is a lack of studies to identify the key factors leading to the Internal Customer Satisfaction (ICS). In this view, a study that would consider this set of variables (leadership change, behavioral change, structural change, technological change and cultural change) collectively is required in this regard with a particular interest in the telecommunication industry. This would bring a new direction and provide additional insight to the influence of EPC factors on the internal customer satisfaction. Moreover, a more focused study that will also consider the EPC

factors in line with the internal customer satisfaction as opposed by the external customer satisfaction would be very relevant to address the issue of EPC and internal customer satisfaction in this domain.

Juran (1989) made a clear indication about the external customer satisfaction (ECS), which is a result of business transformation, performance excellence, and business excellence (Dobrzariski & Roszak, 2008). These studies also stated that future research should focus on the investigation of the internal customer satisfaction. Therefore, what is apparently lacking in the previous studies are:

(a) The common standards or practices by the organization to achieve customer satisfaction.

(b) Customer satisfaction which is often emphasized at the macro aspect and not at the micro aspect.

Based on the above points, the current research proposes to integrate the perspective of the main approaches, such as business transformation and business excellence as evolutionary process change (EPC) practices.

Within the context of telecommunication industry, the major issues of employees have always been the lack of attention for their ideas and work effort in the company and secondly, the feeling that they are not important especially in the company. Therefore, studies on the internal customer satisfaction are very necessary and relevant in the Jordan telecommunication industry because this sector is very important in the economic development and advancement of the economy rates and growth which is at its highest in

Jordan with a percentage of 50% per annum. This is considered as the gateway to the future evolution of life, as well as the economic and social development. However, there is a lack of availability of qualified human resources and highly skilled workers in Jordan who can help stir up the industry.

It is has been observed that telecommunication is a widely expanding industry and it has tremendous opportunities globally. Today's telecommunication firms are lowering their cost and improving their services to be competitive. As noted by Paul and Wolfram (2012), as this industry is maturing, organizations are continuously working on improving their product and services. Increasingly, it has been accepted that companies face two kinds of markets and customers: internal and external (Hauser, Simester & Wernerfelt, 1996; Piercy, 1992; 1995). This view has been successfully adopted by many organizations to manage the implementation of their strategies which has important implications in the issue of customer satisfaction, both in analyzing the barriers organizations may face and in designing effective implementation strategies (Thomson, 1991).

One major theoretical gap in this study is the lack of research on the internal customers' satisfaction in the telecommunication industry (Samuel & Michel, 2006), particularly in developing countries like Jordan. For instance, the study conducted by Samuel and Michel (2006), it was observed that studies on the internal customer satisfaction with the particular focus on the telecommunication and mobile industry are very limited. The study therefore called for more studies in this area. Also, Yusuf (2011), on his study of

the internal customer satisfaction in telecommunication industry in Malaysia, suggested that more studies should be conducted in the telecommunication industry in other countries across the world. However, little or no research is related to Jordan telecommunication industry. Obviously, in the Jordanian telecommunication industry, the issue of the internal customer satisfaction and how it relates to the external customer satisfaction has been perceived to be unpopular and unaccepted because companies thought it was more important to gain new customers than retain the existing ones (Samuel & Michel, 2006).

In another related dimension, Bouranta, Chitiris and Paravantis (1989) argued that the internal customers issue is directly linked to the external customers' issue in the organization. For instance, Randall and McCullough, (1991) argued that service organizations that design products for the internal customer satisfaction is better able to satisfy the needs of the external customers. For a more efficient organization, the internal customers must be satisfied to ensure the satisfaction of the external customers (Evans & Lindsay, 2008). If the internal customer is not satisfied, then there will be no way for the external customer to be satisfied. Hence, the organization should seek to improve its internal customers' satisfaction to enhance the improvement of its external customer satisfaction. The Canonical correlation by Bouranta, Chitiris and Paravantis (1989) on the internal and external customer services revealed that the internal service quality dimensions of safety, reliability and internet exert a direct positive influence on the external service quality dimensions of the organizational image, empathy and responsiveness. However, these studies focused only on the service industry without giving specific attention to the telecommunication industry. Thus, there is a strong

17

correlation between the issue of the internal customer satisfaction and the external customer satisfaction. Therefore, a study on the internal customer satisfaction is indispensable and very crucial because according to Evans and Lindsay (2008), the internal customers must be satisfied to ensure the satisfaction of the external customers. In a consequence, effective internal customer relations are essential prerequisites to the level of the quality service that yields sustained external customer satisfaction, loyalty, retention and long-term financial success.

Concerning the relationship between EPC and the internal customer's satisfaction, studies conducted by Demil and Lecocq (2010), Motwani, Prasad and Tata (2005) and Oaklan (2000) have attempted to relate EPC to the internal customer satisfaction; however, these studies were not specifically conducted in the telecommunication industry, unlike the present study which tends to do this. It is observed that for any organization to achieve full scale external and internal customer satisfaction, an evolutionary process of change (EPC) must take place within the organization. The study by Harmon (2010) pointed out that EPC is a system that provides customer satisfaction and improves organization performance by increasing quality of service and good operational system. Similarly, Demil and Lecocq (2010) define EPC as an organizational culture that targeted at improving the customer satisfaction by continuous improvement of the structure, environment and people that made up the organization. Motwani, Prasad and Tata (2005) argue that companies which invest in EPC practices will not only experience outstanding return but also will survive this ever increasingly competitive business age. To better appreciate the effect of EPC on the customer satisfaction, there is a need to explore each

of the elements of EPC (leadership change, behavioral change, structural change, technological change and cultural change).

Furthermore, an attempt by Fecikova (2004) to investigate the relationship between the Evolutionary Process Change (EPC) factors and the internal customers failed to produce a clear result as the study was argued to be too broad in nature. The Evolutionary Process Change (EPC) which focuses on the 'process approach in implementing incremental change can be instructive in building the internal customer satisfaction culture. Besides, subsequent attempts by other studies (Parasuraman, Zeithaml & Berryet, 1988; Zeithaml, Berry & Parasuraman, 1996; Fisk, Brown & Bitner, 1993; Nicholls, Gilbert & Roslow, 1998; Taylor & Baker, 1994) focus only on the external customer satisfaction as opposed to the internal customer satisfaction outside the telecommunication industry. Therefore, a more focus study on EPC and ICS in the area of telecommunication industry is very crucial.

Regarding the presence of moderator in this study because previous studies on the internal customer satisfaction have failed to produce a clear result. In a situation like this, Baron and Kenny (1987) and Lucky and Minai (2011) suggest a contingency model in which another variable called a mediating comes to moderate the relationship between the independent and dependent variables for a better explanation of their relationship. Thus, a contingency model is proposed in this study in which the influence of the evolution process change practices on the internal customer satisfaction will be moderated by the role Stressor. This entails that additional variable is required to adequately explain the link between EPC factors and internal customer's satisfaction, and

such a variable is a role stressor which has been identified of having impact on the internal customer satisfaction.

On the one hand Babin and Boles (1996) argues that the role stressor should be considered as moderator variables, whereas LeRouge, Nelson and Blanton (2006) believe that the role stressor should be regarded as a moderator variable; however, the role stressor can be best considered as a moderator in such a way that it would interact with the independent variables to predict the dependent variable. Quite unfortunately, a study that examines the role stressor as a moderator seems to be lacking. In this study, the role stressor is perceived to play a significant role in the relationship between EPC factors (leadership change, behavioral change, structural change, technological change and cultural change) and the internal customer satisfaction. In other words, it is assumed that the role stressor would significantly strengthen the relationship between EPC factors and the internal customer satisfaction. Therefore, this study investigates the moderating effect of the role stressor on the influence of EPC factors on the internal customer's satisfaction. Thus this study aims to examine how the role stressor in a particular role ambiguity and role conflict influence the relationship between EPC factors and the internal customer satisfaction in the context of the Jordanian telecommunication.

1.5 Research Questions

1. Do evolution process change (EPC) factors influence the internal customers' satisfaction in the telecommunication companies in Jordan?

2. To what extents are the internal customers in the telecommunication companies in Jordan satisfied with the current evolution process change practices?

3. How does the role stressor influence the relationship between the organization's practices (i.e. the EPC) and the internal customer satisfaction?

1.6 Research Objectives

1. To investigate the influence of the evolution process change (EPC) factors on the internal customers' satisfaction in the telecommunication companies in Jordan.

2. To investigate the extent at which the internal customers in the telecommunication companies in Jordan are satisfied with the current evolution process change practices.

3. To determine the moderating role of the role stressor on the relationship between the organization's practices (i.e. the EPC) and the internal customer satisfaction.

1.7 Significance of the Study

This study is expected to contribute to the theoretical, methodological, and practicality of understanding the internal customer satisfaction in a more holistic manner. At the same time, the knowledge obtained about the evolutionary process change (EPC) could be more specific in the context of telecommunication in Jordan. Furthermore, the study of the organizations practices, that is the EPC and its impact on the customer satisfaction will be useful in both the public and private sectors, especially in the telecommunication

sector as the telecommunication sectors have put lots of emphasis on practicing excellent systems, and hence consequently increase the customer satisfaction.

Because of its importance, the telecommunication's sector strives to provide service that meets the customer's diverse needs (Molina, Martin & Esteban, 2007). However, lack of studies on the internal customer satisfaction necessitates the need to fill the knowledge gap pertaining to the organizational practice in the telecommunication sector. It is hoped that this study will contribute to the growing body of knowledge on internal customer satisfaction by responding to the need for empirical research on the aspect in the context of the telecommunications companies in Jordan. In this regard, this study hopes to contribute to the theory and practice of the internal customer satisfaction in Jordan telecommunication companies. With regard to theory, this study provides further empirical evidence on the influence of factors that have been theorized to affect the achievement of the internal customer satisfaction.

Considering the very little research that has been conducted on Jordan's telecommunication companies vis-a-vis the internal customer satisfaction, this study will provide valuable information on the achievement and status of the internal customer satisfaction and the evolutionary process change holistically within the context of the telecommunication industry which is parallel with the study of Molina, *et. al.*, (2007).

1.8 Scope of Study

This study looks into the telecommunication sector of Jordan because such a sector is important in the economic development and advancement in the economy rates, such as growth which is at its highest in Jordan with a percentage of 50% per annum. This is considered as the gateway to the future evolution of life, as well as the economic and social development. The availability of qualified human resources and highly skilled workers in Jordan can help in stirring the country to such economic developments. However, the telecommunication sector in Jordan is the first sector to adopt the use of new information technology that is considered as the key feature for economic development in such a sector. This study focuses on investigating the relationship between two main variables which are evolutionary process change factors (leadership change, behavioral change, structural change, technological change, cultural change) and the internal customer satisfaction. Furthermore, based on the critical review, the role stressor is considered as the moderating variable that might have a contingent effect on the relationship between the Evolutionary Process Change (EPC) and the Internal Customer Satisfaction (ICS).

The target population is comprised of telecommunication employees or workers in Jordan; the telecommunication companies that will be looked into are Zain, Orange and Umniah for this research with a total number of 4,310 employees who are selected from the three telecommunication companies (Orange, Zain and Umniah) in Jordan (Telecommunication Regulatory Commission Report, 2009).

1.9 Key Terms Definition

This study examined two major variables namely the Evolutionary Process Change (EPC) and the Internal Customer Satisfaction (ICS), and a moderating variable, namely the Role Stressor. The definition for each major variable, moderating variables and dimensions are presented below:

1- **Internal Customer Satisfaction:** This is conceptualized as communication, productivity and responsiveness which can lead to customer comfort are known as internal customer satisfaction (Rabinowitz, 2006). It is an approach to receive feedback or response of customer needs as conceptualized by Rabinowitz (2006).

2- **Evolutionary Process Change:** This is operationalized as the usage of the continuous and continual improvement basis; an evolutionary process change which is gradually carried out to the entire organization based on several studies (Rami, 2009; Oakland, 2000). Therefore, in line with Oakland (2000), EPC is conceptualized as an operational excellence approach and covers all aspects, and focuses particularly on the process and the people who carry out the process. EPC is a construct with five dimensions which are leadership change, behavioral change, structural change, technological change and cultural change.

2.1 **Leadership Change**: This is conceptualized in line with Graetz (2000) Larssona and Vinbergbc (2010) as a process of transforming a fundamental

change of the organization culturally, structurally and politically in a participatory way, which has both instrumental and charismatic roles.

2.2 **Behavioural Change:** This study operationalized behavioural change as a change in employees' behaviours, attitudes, actions and interactions within the organization, which is seen as voluntary based on Spector and Fox (2010).

2.3 **Structural Change:** By adopting Foellmi and Zweimuller's (2008) definition, structural change in this study is operationalized as alterations in the structure of the production and employment that involves organizational strategic planning, performance measurement and the management process of the organization.

2.4 **Technological Change:** In line with Downs (1998), technological change in this study is conceptualized as changes in both software and hardware, such as the introduction of new products, communication and interfaces.

2.5 **Cultural Change:** Based on the work of North (2005), cultural change is operationalized as the shift or change in the ideology of the people, such as value, beliefs, norms, attitude and practices of the people in the organization, which also involves teamwork and trust (North, 2005).

3- Role Stressor: According to French, Caplan and van Harrison (1982), the individual factor is termed a stressor and stress is the individual worker's reaction to stressors." Ayee (1999) and Hang-Yue, Foley and Loi (2005) defined the role

stressor as both role conflict and role ambiguity. For them, the role conflict is described as the phenomenon which occurs when an employee finds the expectations and demands two or more members of a similar role partner which are incompatible, and they are unable to satisfy all the demands simultaneously (Humphrey, 1998). Accordingly, role ambiguity is equally described as when an employee feels that he/she does not have what it takes to carry out the given role sufficiently. Humphrey (1998) defined the role stressor as a conflict between the worker and his/her work situation (Humphrey, 1998). A more direct meaning was given by NIOSH (1999), who described 'role stressor stress' as a physical damage and expressive reactions that take place if the workload and the worker abilities and the means to handle the workload are incompatible. Based on the descriptions above and within the context of this present study, the role stressor is conceptualized as the stress experienced by people because of their role (job) in the organization which can be classified as the role conflict and the role ambiguity. Furthermore, the role conflict is a situation of stress where contradictory demands are put on the role incumbent, whereas the role ambiguity is a situation of stress where the incumbent is not clear about the requirement of the job.

1.10 Structure of the Study

This study is divided into five major chapters. Chapter one covers the background of the study, the problem statement, the research questions, the research objectives, significance of the study, the scope of the study with the definition of terms which tends to operationalize the key concepts or variables being investigated by this study.

The second chapter covers the literature review. It covers the relevant literature related to the key variables under investigation. It also covers the related sub-topics, such as leadership change, behavioural change, structural change, technological change, cultural change, role stressor and other relevant sub-topics. These topics helped in the development of the various hypotheses for this study.

The next is chapter 3. This chapter deals mainly on the research methodology employed in this study. It covers a range of aspects, such as the research design, research approaches, population, sample techniques, sample size, hypotheses development, underpin theories and the conceptual framework. It further covers other areas, such as the data collection procedure and the analysis techniques (e.g. factor analysis, descriptive, correlation, regression and hierarchical analyses to analysis etc.).

Chapter 4 deals with the data analysis and the presentation of findings. It covers the introduction and the initial screening and cleansing of the data, the basic assumptions of the regression analysis, such as the data normality of the data, outliers, linearity and homodyscacity. Other areas covered in this chapter are the reliability, validity, correction analysis and the regression result, including the hierarchical regression used to determine the moderating effect of the role stressor.

The last chapter is chapter 5. This chapter covers the discussions of the findings based on hypotheses testing. It also covers the conclusions based on the findings obtained from the study and the implications of the study for various stakeholders. Finally, the chapter highlights the limitations of the study, as well as the suggestions for future studies.

CHANPTER TWO
LITERATURE REVIEW

2.1 Introduction

The previous chapter presents the problem statements which have helped the study to identify the important variables that affect the internal customer satisfaction. Therefore, this chapter discusses the major variables that affect internal customer satisfaction as identified in the literature. It covers topic such as leadership change, behavioral change, structural change, technological change and cultural change. It further covers the several previous models and various theories such as equity theory and attribution theory which were used to underpin this present research work.

2.2 Customer Satisfaction

To understand customer satisfaction, Bhatti and Qureshi (2007), posits that we need to have a clear understanding of what is meant by satisfaction, because satisfaction is an important determinant which affects the other variables and company's economic progress. Bhatti and Qureshi (2007). Generally, the term satisfaction has been described as satisfying a person's feeling of pleasure or disappointment resulting from comparing a products' perceived performance (or outcome) in relation to his or her expectations. That is why Malik, Bhatti, Parveen and Arshad, (2011), observed that, when customers become satisfied about the value that is offered and sometimes his or her expectation is met and exceeded, it can generate many benefits for a firm.

Positive word of mouth from existing and satisfied customers sometimes can translate into more new customers to the firm. Also, satisfied current customers often buy more products more frequently and are less likely to defect to competitors than are dissatisfied customers. Firms that have a high degree of customer satisfaction, also seem to have the capacity to shield off competition particularly price competition. Jamal and Naser (2003) and Mishra (2009).

Satisfaction comes after utilization of some product or service which is basically the outcome of actual and expected functions of product (Khokhar, Hussain, Qureshi, Anjum, Samran & Arshad, 2011). It is very critical for any organization to identify and satisfy the needs of customer that would help them with retention of customers. The Major goal of the marketing process is customer Satisfaction. As competition is increasing day by day, more and more companies strive for high quality in their products and service; with a view to eventually succeed in satisfying their customers. The success of any organization depends on the fact that they understand the needs of customer and satisfy them in the best manner Khokhar, *et al*, (2011).

According to McKay, Avery, Liao and Morris (2011) the principal purpose of a business is to create satisfied customers. Increasing customer satisfaction has been found to lead to higher future profitability (Leuschner, Lambert & Knemeyer, 2012), lower costs related to defective goods and services, increased buyer willingness to pay price premiums, provide referrals, and use more of the product (Chi & Gursoy, 2009), and higher levels of customer retention and loyalty (Helm, Eggert, & Garnefeld, 2010).

The foregoing notwithstanding, definitions of customer satisfaction has been perceived to be contextual to the setting where the research or the organization is carrying out its activities. Apart from being setting specifics, customer satisfaction can be based on areas of focus or discipline which is the reason why the way the concept is seen from marketing perspectives may be slightly different from how it is perceived in the management field Gremler (1995). Both of these views apply to this present study since customer satisfaction involves and requires effective strategic management to win and sustain customers.

In every organization, customers, being it external customers or internal customers, have a need or desire he/she wants to meet in order to survive, Nagel and Cilliers (1990), for the organizations, products or services are created or produced with the purpose of meeting people's needs and desires. Once these customers' needs and desires are achieved or met, it is therefore believed that customer satisfaction has taken place, and this situation could trigger the organization to produce or offer more goods and services that are capable of meeting or satisfying the customers desires and wants. In an attempt to describe customer satisfaction in marketing, Philip Kotler (1994, p.40), a professor of marketing, described customer satisfaction as a "level of person 's felt or state resulting from comparing a product's perceived performance in relation to person's expectation". This description suggests that customer satisfaction indicates an extent people's sense of the discrepancy between the perceptions of the ability of a product in comparison with his expectations. In other words, people tend to match expectation with their satisfaction about the product or service.

Within the marketing context, evidence has shown that the concept of customer satisfaction is fast becoming more popular in line with a paradigm shift from transactional marketing to relationship marketing Gremler (1995). Authors in this area of study concur that price and quality are two key factors that determine customer satisfaction. On the contrary, many would believe that price and quality are not important to customer satisfaction due to the fact that higher customer satisfaction may not be as a result a better quality of product or service being offered by the organization but rather could as a result of over weighted information. For the price, it is often an indicator or a measure of product or service quality which brings about better expectations from the product and consequently forms a higher customers' satisfaction (Beazley, Harden, & Boenisch, 2002).

To Oliver (1996), customer satisfaction indicates customer response to the condition of enjoyment, and customer decision enjoyment condition while to Parasuraman, Zeithamal, and Berry (1994), customer satisfaction or dissatisfaction a function of their experience of purchase and product or service usage (Parasuraman, Zeithamal, & Berry, 1994). This implies that customers would only know whether they are satisfied or dissatisfied about a product or service after consuming or using them. Within the academic institution such as the university, Kotler, *et. al.* (2009, p.120) described customers' satisfaction as "a person's feeling of pleasure that result from comparing a product's perceived performance (or outcome) to their expectation". Building on this Abbasi, Ali, Sharif and Muhammad (2011) argues that the matter of satisfaction is determined by the students (otherwise referred to as customers in this study) expectation from their academic

31

organizations prepare them to be capable of accomplishing their career goals in lives. Carey *et. al.* (2002) revealed that customers' satisfaction is determined by the customers perception about the product or service. stress that students' satisfaction is also covers by the issues of their perception. They noted that the issue of customers' satisfaction has become a thing of much concern to the organization as well as to the general practitioners because customers, be it internal or external customers, are the live wire of the organization. In other words, they are the reason why the organization is still alive and continue to exist. Carey *et. al.* (2002).

From the above description, it is clear that customer satisfaction can be better understood as the benefits or enjoyment that a customer derived from products and services provided. Parasuraman, *et. al.* (1994) customer satisfaction is an indispensible aspect of the organization. Organization, must as a matter of fact always utilize marketing research tool to identify the needs of customers and be able to apply their efforts to please the customers for an effective customer satisfaction particularly by providing the needs and desires of the customers. This can take different forms such as an attractive packaging of products or services and with other fringe benefits like the use of container of the products usage (Gremler, 1995). What is clear and pertinent about customer satisfaction is that customers are most likely to appreciate the products and services that make them feel special in terms of the satisfaction they derived from using the product or service (Parasuraman, *et. al*. 1994). This is possible when the customers feel that the products and services that they buy from the organization have been specially produced for them or for people like them. In other words, the product or service was produced bearing them

in mind. This can be done if the business organizations understand that customers are the reason why they are in business and customer satisfaction is what keeps them (customers) coming back. It takes a great effort to get a new customer and only seconds to lose one. Therefore, organizations must tailor achieving an effective customer satisfaction that would keep the organization to continue attract customer support and patronage (Beazley, Harden & Boenisch, 2002). While these reviews agree substantially with the central issue of the present study, it can be argued that customer satisfaction is dynamic and involved a number of processes. It is also a matter of perception as pointed out by the authors whose work we have reviewed. Therefore this study posits that in order for the organization to achieve its objective of satisfying customers, the organization must combine the strategic management techniques and modern marketing strategies.

In line with the theories of customer satisfaction such as contrast and assimilation theories that emphasis on customer expectation, satisfaction and dissatisfaction, it is very pertinent for organization to always think it is really possible for them to meet or exceed customer expectations. Earl, (2006). One good question here is, how is possible for the organization to exceed customer expectations when the customer expectations are perceived to be 100%? The answers to this question would suggest any of these: low product at lowest cost and on-time delivery strategy. For example, food business, some known food businesses offer drive through service. In this case customer hope is that they obtained what they asked for and then get the appropriate balance after payment.

O'Neill, Wright and Palmer (2003). Both the expectation and service offered are achieved. Also the quality of food of provided by the company is equally up to the customer expectation which is perceived to give them satisfactions. At least every customer deserved to taken care of like a person that is like a human being. From experience customers feel like important when they the product or service they used matched their expectations.

Organization must always think of how to enhance and improve customer satisfaction in order to meet their expectations O'Neill, *et, al.,* (2003). To achieve this, a number of ways are being suggested. First, communication with the customers is very important and crucial. This is one of the best means of increasing customer satisfaction to meet their expectations, this would no doubt assist the organization to guarantee and confirm expectations whether the organization has been able to meet the customer expectations. Secondly, the organization should be confident. Being confident would make the organization attract and convince many customers about their products or services and how they would satisfy their desire and needs. For example, your presentation and capacity to meet up with the customers' needs will encourage them that they have made the correct or right choice about the product or service they organization is offering them. According to Schiffman and Kanuk (2010) customers buying of product or service are as a result of the fact that they feel or perceive that they would derive their desire satisfactions. In other words, they believe that the company would meet their expectations from their desire needs.

In terms of formal methods of measurement, customers' satisfaction is often measured with the repeated purchase of a product or patronage of a service provider. On this, two perspectives are discernible. As advanced by Dominici and Guzzo (2010), organizations meet customers' satisfaction by understanding their peculiar wants, meeting their expected value and fulfilling their needs judiciously. On the other hand, Ali, Ali, Rehman, Yilmaz, Safwan and Afzal, (2010), argue that customer satisfaction is associated with the how customers perceive the quality of the products or services.

Still several authors have examined customer satisfaction in the context of financial organizations arguing that customer satisfaction has positive influence on the financial performance of organizations. In the same vein, when the service provided by telecommunication companies satisfies the customer they tend to increase their usage and level of purchase. From the perspective of research, Qutaishat, Khattab, Zaid and Al-Manasra, (2012), identified customer satisfaction with potential to act as a mediator between service quality and customers repurchase intentions.

All these have shown that in order to obtain long term relationships and long term benefits it is essential for organizations to continually satisfy the customers so that they remain in the same organization and stick to it in the long run and continue to repurchase their products and services. Customer repurchase dependent on the quality of service or products being offered to the customer (Ahmed, Nawaz, Usman, Shaukat, Ahmad and Iqbal, 2010).

Theorists believe that customer satisfaction is when organizations offer services that meets the expectations of their customers (Maiyaki, Noor & Mokhtar, 2011). They further explained customer satisfaction is one of the major goals of marketing activity/marketers whereby it serves as a link between what customer buy and how they behave. It is obvious that if someone is satisfied with particular offering or product they will get themselves involve in repeated buying.

Since every customer has different need, different buying patterns, different behaviors, different satisfaction levels, different attitudes and feelings, therefore it is not necessary that every customer gets the same level of satisfaction from particular products or services being offered. For this purpose, it is mandatory to have a clear idea about what customer wants and what will give him maximum satisfaction (Maiyaki, *et. al.,* 2011). Moreover, when customers are satisfied their loyalty towards the organization increases and this will make the business to survive (Ahmed, *et. al.,* 2010). Thus, to better comprehend the importance of customer satisfaction on the survival of any business, there is need to fully understand the concept of customer.

2.2.1 Customers

For any organization to successfully achieve her objective(s) there is need for such organization to define and understand who her customers really are (Evans & Lindsay, 2008). Ritter and Geersbro (2010) explained that customers are the most important individuals in any organization because they consume the organizational products (goods and services). Similarly, Chen, Hsu and Hsu (2011) pointed out that any person who

enters a business place is potential customer. In their understanding, any person within the business environment can be regarded as a customer. They did not limit the concept of customer to buying of product only because that same person can come back tomorrow to buy the product if he does not buy today. Thus, organization is build around customers because they make business to survive. Commonly, each organization has two typical types of customers; internal and external customers.

2.2.1.1 External Customers

Griffin, Gleason, Preiss and Shevenaugh (2012) explained that external customers are these customers that come to the organization to purchase product or services. Usually, they are the end users that consume the organization product and they paid for it in cash. Telecom subscribers are good example of such customer in telecom. Brunner, Stocklin and Opwis (2008) argued that the survival of any organization depend largely on satisfaction of external customers before huge percentage of the organization income come from this type of customers.

2.2.1.2 Internal Customers

Organization is made up of many interactive, interconnect and interdependent departments, these departments work together and depend on each other products and services (Yu, 2010). There are many situations that a department output (product or service) is another department input. This makes one department or division to be a customer to another because they depend on their product or services. For a more efficient organization then the internal customers must be satisfied to ensure satisfaction

of the external customers (Evans & Lindsay, 2008). If the internal customer is not satisfied then there will be no way the external customer will be satisfied. Hence, organization should seek to improve on its internal customers' satisfaction to enhance the improvement of her customer satisfaction.

An internal customer is anyone within an organization who is supplied with products or services by others in the organization (Gremler, Bitner, & Evans, 1994). That is, employees of an organization can be considered internal customers who, like external customers, are looking to get their needs satisfied (Gremler, *et al*., 1994). Lewis and Entwistle (1990) argue, "If what these internal customer encounters are unsatisfactory, then the (external) customer may end up dissatisfied, complain, and see the fault as lying with the customer-contact employee".

2.3 Internal Customer Satisfaction

The concept or notion of internal customer satisfaction was first evolved before the concept of the external customer satisfaction. The notion of internal customer satisfaction can be traced down to the concept of quality management write called Joseph M. Juran in 1988. Internal customer satisfaction was first mentioned in the fourth edition of his Handbook (Juran, 1988). After that, the concept gained popularity in the literature on total quality management and service marketing and the customer satisfaction of internal customers is nowadays recognized by many organizations as a precursor to, and prerequisite for, external customer satisfaction, with authors such as Tansuhaj, Randall & McCullough, (1991) arguing that service organizations that design products for internal

customer satisfaction are better able to satisfy the needs of external customers. Today, studies on the theory and practice of managing the internal customer continues have gained serious attention in a variety of service sector industries such as telecommunication which the primary concern of this study.

Furthermore, with the understanding of customer and the different types of customers in previous sections, there is no doubt that one of the utmost priorities of an organization is to ensure that customer are satisfied with the products and services available to them. In fact, customer satisfaction is an undeniable and a major determinant of every service quality. Internal customer satisfaction can be best described as the organization's efforts to create a strong teamwork among all the departments and units (sales, marketing, credit and receivables, manufacturing, distribution, packing and shipping, quality, production planning etc.) including the individuals that belong to these departments. It also involves the inculcating a constant and repeated awareness in every individual in the organization that the business of customer services is for everybody in the organization.

Internal customer satisfaction is an off shot of the general term customer satisfaction which is as a result of a cognitive and affective evolution, where some comparison standard is compared to the actual perceived performance (Oliver, 2010). If the perceived performance is less than expected, customers will be dissatisfied. On the other hand, if the perceived performance exceeds expectations, customer will be satisfied. Customer satisfaction including the internal customer satisfaction is becoming a critical issue in the success of any business system traditional or online (Flint, Blocker & Boutin, 2011). For

instance, in a turbulent commercial environment, for the organization to sustain the growth and market share, they need to understand how to satisfy customers, since customer satisfaction is critical for establishing long term client relationships (Zhao, Lu, Zhang & Chau, 2012).

As indicated earlier, internal customer satisfaction emanated from the large word customer satisfaction and can be described as the satisfaction derived by the internal customers within the organization (Earl, 2004). Thus, internal customers are within the organization and they could be any one such as co-worker, another department, or a distributor who relies on the employees to provide products or services which in turn are used to create a deliverable for the external customer (Earl, 2004).

Study by Munusamy, Chelliah and Mun (2010) pointed that providing organization and trivializing the satisfaction of both the internal and external customers in an organization is as well as jeopardizing the success and the future of such organization, particularly in a telecommunication industry where most crucial communication and connectivity is provided,

One major reason why the study of Internal Customer Satisfaction and Evolutionary Process Change is particularly important in the telecommunication industry is based on the need for the organizations to ensure the total quality management and service marketing and the customer satisfaction of internal customers (Juran, 1988). For instance, Tansuhaj, Randall and McCullough, (1991) arguing that service organizations that design

products for internal customer satisfaction is better able to satisfy the needs of external customers. Besides, the future and success of the industry is highly dependent on the quality of their products/services as well as the quality of their employees which represents their internal customers.

Motaher and Nusrat (2013), recommended in their study on customer satisfaction and customer loyalty in Bangladesh that a telecommunication organization must ensure the reasonable satisfaction of their customers in order to gain more market share of their local industry and subsequently to gain sufficient loyalty of their customers. Likewise, Walsh, Dinnie and Wiedmann (2006) reported that customer satisfaction has a positive effect on the reputation of an organization which leads to customers' loyalty. This implies that for an organization to build its reputation and enjoys its customers' loyalty then customer satisfaction should play a big role.

It was equally suggested by Zinnbauer (2001) that customer dissatisfaction with a service in telecommunication is the major reason for customer defection. While Walsh, *et. al.*, (2006) relate customer satisfaction with customer switching intention. They concluded that customer satisfaction has a significant negative influence on customer switching intention based on Zinnbauer (2001) definition of customer defection. Similarly, Rabinowitz (2006) defined internal customer satisfaction as the measurement of how satisfied internal customers are with a department or team in the organization. In order to do, three keys are very important and these factors include communication, productivity and responsiveness.

Therefore, internal customer satisfaction is the idea of giving the same treatment to the employees and other business associates in the same way an organization gives to its customers and clients, because the employees in the organization are also recognized as the internal customers of the organization Gilbert (2000). By so doing, organizations are assumed to gain better external customer satisfaction, higher morale, and better retention of good internal customer satisfaction, Hammond (2004). For example, when employees failed to get good services in the organization, he or she might not be able to effectively carry out his/her job due to the fact that his/her interest is not well served, and this would reflect in the external services and thereby reduces the overall customer satisfaction of the organization.

Within the research domain, researchers have identified quite a number of tools essential for measuring internal customer satisfaction (Credit Research Foundation, 1999). Most of these tools are: the use of surveys, the focus group's formation, and one-on-one meeting schedule between managers in the respective departments and internal customers on a regular basis (Credit Research Foundation, 1999). The choice of any of these tools depends on the advantage and disadvantage they offer.

According to Credit Research Foundation (1999), the internal customer survey is very important, however, it has been noted that among all other internal customer satisfaction tools, the use of the internal customer survey seems to be more important, less demanding and more comprehensive in achieving internal customer satisfaction most especially when it is a priority for internal customer service to not hurt your external customer.

However, internal customer's satisfaction yields significant insights for the organization (Credit Research Foundation, 1999).

According to the Credit Research Foundation (1999), involves certain processes and these processes include the following below,

a. Identify internal customers.

b. Evaluate the role of the credit, collection and accounts receivable administration (as a functional group) within the organization (self-evaluation).

c. Determine actual performance level through survey of internal customers.

d. Determine the level of satisfaction required within the organization through a survey of internal customers.

e. Measure satisfaction level of internal customer with respect to needs and expectations.

f. Identify improvement opportunities in work process required.

g. Determine process potential and develop action plans for better service.

h. Monitor, control and update.

Similarly, Internal Customer Satisfaction (ICS) can be better interpreted using the Resource Base View (RBV) theory as researched recently by Siebers, Zhang and Li (2013). The term RBV is a concept that explains the competitive advantage and the performance orientation of organizations. The RBV model shows the relationship between customer value, competitive advantage and superior performance. The resource base view RBV theory contributes that a firm can provide value to its customer in many

43

different aspects for example though superior production systems, more focus on customer service and reducing the cost. The concept of RBV helps the firms to implement strategies which are according to the customer's needs, which can enhance the firm's capability to sustain in the competitive marketplace. Resource Base View RBV is a connection between the value of key resources and the firm's attainment towards a sustainable market competition and creating value for customers (Clulow, Barry & Gerstman, 2007).

Based on the past literature on RBV, intangible assets and capabilities assist in creating competitive advantage of the firm (Clulow, *et. al.,* 2007; Moran, & Meso, 2008). On the other hand, Internal Customer Satisfaction ICS is the explanation through RBV as ICS is concentrated on the firm's outlook and the theory is exploring the value that is created to the internal customers. In line with resources base view RBV of the firm, a study has debated its positive relationship with ICS as perceived by internal customer (Hult, Ketchen & Reus, 2001; Ainuddin, Beamish, Hulland, & Rouse, 2007). The strategic leverage of RBV of the firm directly supports that a company's competitive advantage is controlled and derived by its internal customer satisfaction ICS capability to integrate and exploit an appropriate combination of resources, both tangible and intangible assets, (Smith & Alan, 2008).

The resources base view RBV of any company focuses on the firm's way of delivering in the light of its chosen positioning strategy. A firm that wants to bring ICS excellence in the market place is required to come up with the resources needed to reach such a

position. Wang and Lo (2003); Rose, Abdullah and Ismad (2010), have found that ICS, has a significant relationship with RBV which lead to the overall performance of the company. Their study found that the ICS can improve if the organizational competitive advantage improves. The ICS and the resources which can improve the performance of a firm include products and services, internal processes, growth, firm's capabilities and skills, quality, sacrifice, value and satisfaction, revenue, growth, return on assets, personal development, empowered teams. They further argue that resources base view RBV in the past research focuses mainly on the external characteristics of resources on the customers, overlooking the link between these resources on the firm's ICS (Rose, *et. al.,* 2010). Companies around the world, especially the services industry pays close attention to resources that it has used in the process of codification and practice. Service Industries are characterized by customer-focused culture and keeping a close eye on every detail at every section of the organization (Stalk, Evans & Schulman, 1992).

In a related study Kraaijenbrink, Jeroen, Spender, Groen and Aard (2009) observed that although RBV has been accepted largely, yet it had been criticized by some practitioners and academicians. For instance, Kraaijenbrink, *et. al.,* (2009) argues that RBV's core message can be criticized in the light of its variables, boundaries and applicability. These criticisms are owing to RBV's ambiguous nature of basic concepts namely the resource base and the value base. In addition, RBV's narrow consideration of a firm's competitive advantage based on neo-classical economic rationality lessens its chances of development. Suggestions of researchers and academicians may lend a hand in developing RBV into a more stable theory of competitive advantage, particularly if it is

placed in a dynamic framework. In addition, resources and values have also been highlighted to be of concern with customer satisfaction (Kraaijenbrink, *et. al.,* 2009).

The underpinning theory which is used in this study is a resource base theory or view of firm internal factor. The resources base view RBV of the firm was introduced by (Barney, 1989; Penrose, 1959), stating that organization's normally own resources which provides them with competitive advantage and holds the key to superior long-term performance. The author has ideologies that the resources that are important and rare can influence the competitive advantage. The benefit can be sustained into the future whereby the organization could avoid resource replication, transfer or substitution. Thus, this study will seek to investigate the factors of organizational practice on Internal Customer Satisfaction in the context of telecommunication companies.

2.4 The Link between Internal and External Customer Satisfaction

This section aims at linking external customer satisfaction with the internal customer satisfaction. According to Yunus and Ishak (2012), there is a limited study on the link between both concepts. The authors affirmed that there is a strong correlation between external and internal customer satisfaction as most factors that influence external customer satisfaction equally affect the internal customers' satisfaction. It has been observed that the happiness of the internal customers who are the employees of the company reflect on the satisfaction of the external customers. Thus, internal customer's happiness propels the external customer's satisfaction. The internal customer's joy and happiness make them to work effectively, generate better business ideas and offer quality

services to the external customers. Therefore, the internal customer's activities would make the external customers of the company to continue to patronize the company's products or services.

Furthermore, the company should ask the following questions such as

1. How do our employees feel at work?

2. Do they feel important and special?

3. Do they get attention for their ideas and work effort?

4. What kind of relations and environment our employees have at this work place?

Honestly speaking, the answer to these questions would reveal the true link or relationship between the internal and external customer satisfaction. This is because when the employees is better at the work place, that is, feeling important and special, get attention for their ideas and work effort with better relations, they are bound to give their best in terms of product quality, service quality, better business ideas etc. for the satisfaction of the external customers of the company. Thus, the satisfaction of the external customers of the company highly depends on the internal customer's satisfaction. Therefore, there is a strong correlation between internal and external customer satisfaction. Finally, The Canonical correlation by Bouranta, Chitiris and Paravantis (1989) on the internal and external customer services revealed that the internal service quality dimensions of safety, reliability and internet exert a direct positive influence on the external service quality dimensions of organizational image, empathy and responsiveness. Accordingly, Randall and McCullough, (1991) also argued that

service organizations that design products for internal customer satisfaction is better able to satisfy the needs of external customers.

2.5 Evolutionary Process of Change

According to Oaklan (2000), for any organization to achieve full scale external and internal customer satisfaction then an evolutionary process of change (EPC) must take place within the organization. He argued that for a true effective organization to be obtainable then each part of such organization must work properly towards a unique goal and objection. All the structure of such organization must be united and work together to achieve the set objective.

Harmon (2010) explained EPC as an evolving practice that is made up of training and tools for developing organization in an ever increasing context. They pointed out that EPC is a system that provides customer satisfaction and improves organization performance by increasing quality of service and good operational system. Similarly, Demil and Lecocq (2010) defines EPC as an organizational culture that is targeted at improving customer satisfaction by continuous improvement of the structure, environment and people that made up the organization.

Shiba, Graham and Walden (1993) defines EPC as an evolving system, consisting of practices, tools, and training methods for managing organizations in a rapid changing context. According to the authors, the system provides customer satisfaction and improves the performance of organization by eliminating product defects and speeding

service delivery. Another definition, provided by Dahlgaard, Kristensen and Kanji (1999), describes EPC as a corporate culture that is characterized by increased customer satisfaction through continuous improvement, involving all internal customer satisfaction in the telecommunication company.

Likewise, Motwani, Prasad and Tata (2005) identified that EPC system is made up of leadership change, behavioral change, structural change, technological change, cultural change and dissemination of information within the organization. They argued that companies that invest in EPC practices will not only experience outstanding return but will survive this ever increasingly competitive business age. To better appreciate the effect of EPC on customer satisfaction there is need to explore each of the element of EPC (leadership change, behavioral change, structural change, technological change and cultural change).

2.6 Leadership Change

Leadership change according to Graetz (2000) Larssona and Vinbergbc (2010) is conceptualized as a process of transforming a fundamental change of the organization culturally, structurally and politically in a participatory way, which has both instrumental and charismatic roles. Some authors among who are Larssona and Vinbergbc (2010) in their study refer to leadership change as transformational leadership. In this case, Pagan (2008) defined leadership change as a process of instituting a fundamental change within the organization's cultural, behavioral and political system. Therefore, leadership change is a process of transforming the organization culturally, structurally and politically so as

to make the organization more effective. It is can also be conceived as the process of repositioning the organization with a view to make it much efficient and effective for better service delivery. This much is perceived by, Graetz (2000) who defined change leadership as a fundamental shift from the authoritarian, command and control style of leadership to that of inclusive, democratic and participatory leadership. Thus, it is a leadership style that involves employee's participation. It encourages employee's cooperation, communication and collaboration. Graetz (2000) argued that in change leadership two key roles are very imperative for the managers or the leaders. They include; instrumental role and charismatic role. This direction in literature reflects the modern approaches to studying relationship of leadership style, personal characteristics and that of the fortunes of employees in terms of job satisfaction. The same trend is observable in the higher education sector where focus on the satisfaction of the customer (i.e. student) is the defining attributes of effective leadership.

Furthermore, the contemporary highly competitive business environment is forcing upon the managers a re-consideration of leadership style. In this environment, as noted by Walker, Smither, and Waldman, (2008), customers are not only demanding excellent service, they are also demanding more of leadership style. Organizations are now confronted with the challenges on how to reshape themselves to the ever rapidly changing environment in order to meet the needs of their customers. In this dynamic environment, the leadership roles according to Walker, Smither, and Waldman, (2008), are vital and are more concerned about action that will bring the desired change

possible with quick pace and in a seamless manner that lead to no or less negative outcome for the organization.

Emphasizing the collaborative nature of leadership functions, Moolenaar, Daly and Sleegers, (2010) pointed out that leadership role demands developing collaborative skills and implementing ideas to achieve positive change within an organization. According to them, leadership includes the act of establishing direction and influencing others to follow that direction for positive change; facilitating the movement of employee toward a common or shared goal; and creating an atmosphere of inspiration that makes employees to have a new ways of thinking and managing the business to advance the organization and bring positive changes. The change leader routinely energizes the change process and removes barriers to change (Moolenaar, Daly & Sleegers, 2010).

There is no doubt that the concept of leadership has gained a lot of considerable attention from authors in the domain of leadership (Ali, Sidow & Guleid, 2013; Attafar, Sadidi, Attafar, & Shahin, 2013; Ganz, 2010; Hall & Tolbert, 1977). Not only that, but also the concept has cut across almost every aspect of human endeavors including the organizations. Although leadership change, an aspect of leadership is of concerned to this study, however, a detailed review of the leadership concept and style would provide a better background for this study in understanding the concept of leadership change.

To better understand the influence and creativeness that is involved in leadership there is need to explore the various leadership styles as expounded by Avolio, Walumbwa and Weber, (2009). To start with, leadership is a very demanding, unrelenting job with

enormous pressures and grave responsibilities. To be effective, therefore, the natural talents of good leaders need to be encouraged and developed (Nel, Greber, Van Dyk, Haasbroek, Schultz, Sono & Werner, 2002).

In a study of leadership traits and behavior, Derue, Nahrgang, Wellman and Humphrey (2011) started the study with the assumptions that certain social, physical, and personal traits are inherent in leaders. The study was designed to examine how gender, intelligence, personality and behavioral tendencies in relation to transformational-transactional, initiating structure-consideration can be valid basis for effective leadership. These traits were cross-examined with the criteria of leader effectiveness, group performance, follower job satisfaction and satisfaction with leader. The result of the study revealed that leader's traits and behaviors were able to explain 31% of the variance in leadership effectiveness criteria. But Leadership behaviors tend to explain more variance in leadership effectiveness than leader's traits. This leads to the development of an integrative model that indicates the mediatory role of leader behavior between leader traits and leadership effectiveness. (Derue, Nahrgang, Wellman & Humphrey (2011).

Perhaps it was this kind of findings that led, Zaccaro, Kemp and Bader (2004) to see the phenomenon as an integrated pattern of personal characteristics that reflect a range of individual differences and foster consistent leader effectiveness across a variety of groups and organizational situations.

Senior, Martin, Thomas, Topakas, West and Yeats (2012) suggested that the trait approach attempts to explain the leader's effectiveness in terms of the personality, physiological (appearance, height, and weight), demographic (age, education and socioeconomic background), personality, self-confidence, and aggressiveness), intellective (intelligence, decisiveness, judgment, and knowledge), task-related (achievement drive, initiative, and persistence), and social characteristics (sociability and cooperativeness) with leader emergence and leader effectiveness. Internal customer in positions of power and influence were analyzed by in terms of their age, height and weight, physique, energy and health levels, eloquence, and appearance. However, there are many criticisms against the theories; focused more on followers perception rather than leader's actual effectiveness (Judge, Piccolo & Kosalka, 2009), leadership is more predictive than traits (Derue, Nahrgang, Wellman & Humphrey, 2011) and it is silent on the act of influence (Ng, Ang & Chan, 2008).

In 2010 Pieterse, Van-Knippenberg, Schippers and Stam concluded that transactional leader uses a defined style of communicating how work should be done by giving rewards and punishments. The rewards that shall be made if the requirements of the work are met are also clearly communicated. Groves and LaRocca (2011) argued that transactional leadership is characterized by two factors of contingent reward: management-by-exception and laissez-faire. This implies that transactional leaders motivate followers by appealing to their self-interest, whether it is subsidies, bonuses or status which is used to achieve target organization objective and mission.

In the same vein, Oreg and Berson (2011) reported that transformation leadership style should involve inspiration and motivation; it is based on the ability of the leader to present the need for change within the organization. The perception of change leads to internal generated motivation which produces inspiration and should be able to persuade or influence others on both the need and action-plan of change. Patiar and Mia (2009) identified that for a transformational leader to influence others to be committed then there is needs for charismatic, clarity of vision, instill pride in other and sense of mission. Northouse (2001) admitted that for a leader to earn deep respect and regards by his followers then such leader should be an ideal person with a high sense of moral and ethical valves which enable visionary and missionary. Similarly, García-Morales, Jiménez-Barrionuevo and Gutiérrez-Gutiérrez (2011) argued that followers respect transformational leaders due to their visionary abilities and inspirational motivation whereby such leaders challenge their followers with high standards, communicating optimism about future goals and providing solutions for the task at hand. Most importantly, followers regard leaders that show consideration, supports, gives attention to their needs and understanding with their differences (García-Morales, Jiménez-Barrionuevo & Gutiérrez-Gutiérrez, 2011). Transformation leader acts as a mentor or coach by respecting each individual teammate contribution to the organization.

Similarly, Allen (2010) suggested that the combination of transactional and transformational leadership style which is based on the trait and behavior approaches as developed by Bass and Avolio in 1994 remains a unique method of managing a successful organization. According to Nawaz and Bodla (2010) the model combined

transactional and transformational leadership style except laissez-faire factor. Laissez-faire is the style of leadership that avoids making decisions, involvement in responsibility and does not engage in the use of authority, enhance this style factor is not suitable for effective and performance leader. Several empirical (Vinkenburg, Van-Engen, Eagly, & Johannesen-Schmidt, 2011; Ho, Fie, Ching & Ooi, 2009; Botha, 2001; Ristow, Amos, & Staude, 1999) results support the model of leadership development theory as a measure of transactional and transformational leadership in different environment and situation.

Consequently, these suggestions by Oreg and Berson, (2011) and Pieterse, *et. al.,* 2010; Allen, (2010) emphasizes the vital role of leadership style in a business environment. The nature and speed with which change occurs and the complexity which today's business climate compelled the leadership to increasingly build capacity for exigencies. When leaders consistently meet these expectations positions the leader as heroic. Faris and Parry (2011) investigated the impact of leadership on organizational culture during problematic situations and they concluded that leadership is pro-active having greater impact upon organizational culture than organizational culture has upon leadership. This implies that leadership has a great influence on the organization culture which shall be viable in organizational effectiveness and performance and the impact on internal customers dramatically.

Change Leadership is championing the achievement of intended, real change that meets the enduring vision of an organization. It involves collaboratively developing and implementing ideas to achieve positive change from anywhere in the organization

(Wagner, Kegan, Lahey, Lemons, Garnier, Helsing & Rasmussen, 2010). The change leader learns from other leaders and elders, models the vision, and encourages members of the public service to commit to and champion the vision. (Karlsson, Parker, Hjerpe & Linnér, 2011). The change leader inspires others in new ways of thinking and doing business. The Criteria for Performance Excellence are built upon a set of core values and concepts (Roberto, Levesque & Team, 2012). These values and concepts are the foundation for integrating key business requirements within a result-orientated framework.

Thus, these values and styles are embedded behaviors found in high-performing companies. In which one of these core values and concepts is leadership. A company's senior leaders need to set directions and create an internal customer focus, clear and visible values, and high expectations (Yang, 2011). The values, directions, and expectations should balance the needs of all stakeholders. The leaders need to ensure the creation of strategies, systems, and methods for achieving excellence, stimulating innovation and building knowledge and capabilities. The strategies and values should help guide all activities and decisions of the company (Appelbaum, Mitraud, Gailleur, Iacovella, Gerbasi & Ivanova, 2011). Senior leaders should inspire and motivate the entire workforce and encourage involvement, development and learning, innovation and creativity by all internal customers. Through their ethical behavior and personal roles in planning, communications, coaching, developing future leaders, review of the company's performance, and internal customer recognition, senior leaders serve as role models,

56

reinforcing values and expectations and building leadership and initiative throughout the company.

In a slightly departure for what has been discussed up till now, Afolabi, Obude, Okediji and Ezeh, 2008). Rowold and Schlotz (2009) posit that leadership can be successful when individuals within the organization desire to achieve target objectives and goals. In other words, individual in the organization must be sufficiently motivated to key into the style and vision of the leadership. To achieve organizational performance and effectiveness which had been argued by Judge and Piccolo (2004) that leadership style greatly influence the performance of an organization which is determined by customer satisfaction and commitment. Similarly, Elenkov (2002) studies on Russian managers concluded that there is a relationship between leadership behaviors, organizational performance and customer satisfaction. Felfe and Heinitz (2010) observed that customer usually shows more commitment and loyalty to an organization that the leadership is seen to be effective and productive. This loyalty and commitment are generated out of the service satisfaction and employee interaction enjoy by the internal customers which is being created by the management.

For the purpose of emphasize, this study aligns the view that as enunciated by scholars in describing leadership roles as the guiding of others in realizing and using their potential, and the directing of others to be at the peak of their performance exhibiting maximum cooperation and enthusiasm (Isaac, Nada & Andrew, 2009). There are many aspects of

leadership which include leadership styles and leadership change (Ali, Sidow & Guleid, 2013; Attafar, Sadidi, Attafar, & Shahin, 2013; Ganz, 2010; Hall & Tolbert, 1977).

Studies continue to link leadership styles and internal customer satisfaction. For example Holliday-Wayne, Casper, Matthews and Allen, (2013), Felfe, Heinitz, 2010). For instance, in a recent study conducted by Ali, *et. al.,* (2013) it was argued that leadership style has a positive significant relationship with organizational performance and satisfaction. These findings led Attafar, *et. al.,* (2013) to maintain that organization is built around customer expectation and satisfaction; is emphasizing further that business always starts and closes with customers both internal and external.

Echoing this position, Azad and Hashemi, (2013), state that customers must be treated as the King of the market because all the business enhancements, profit, status, image etc. of the organization depends on customers. Therefore, it is important for all the organizations to meet all the customers' internal and external expectations and ensure that the customers are satisfied customer; this is the primary role of leadership in an organization (Holliday-Wayne, *et. al.,* 2013).

Scholars and researchers such as Ganz, (2010); Hall and Tolbert, (1977) also agreed on the point that the leadership role of managing the organization development or addressing the issue of organizational change is vital. Knowing the importance and implication of organizational change and admitting the fact that organizational change is the demand of a time (Leithwood & Riehl, 2003), for sustainable success and leader/leadership can play

a key role in bringing and implementing these changes, by deciding the desired form of an organization and taking the practical steps which are needed for the process (Cummings & Worley, 2009).

According to O'Reilly, Caldwell, Chatman, Lapiz and Self (2010), leadership vision is a mental image of a desirable future, so it is important that this future is perceived accurately, which needs a visionary leader. Cameron and Green (2012) also acknowledged that special qualities and characteristics are required in order to for a leader to bring successful organizational change. Jing and Avery (2011) also highlighted that the innovative approach of a leader can increase the chances of his organizational performance and success; in their view leadership should be an ability to manage and protect the organization benefits by being able to realize and satisfy internal customer and external customer need. It should be passionate in the creation of a better environment to achieve the organizational objectives, goals and mission (Oreg & Berson, 2011).

Importantly, the roles for leadership entails clarity of direction and thus lowering role conflict and ambiguity; increasing employee self-efficacy beliefs through providing training and performance feedback; and increasing employee- perceived control through enhanced job autonomy (Strauss, Griffin & Rafferty, 2009) with the overall objective of improving both internal and external customers' perceptions of service quality.

Runde and Flanagan (2012) highlight the fact that the leadership competencies have a great relation with successful organizational change and a competent leader may prove

more effective in managing the change process successfully. This role played by leadership is a key to the organization's success in the task of addressing the issue of organizational change and how effective leader can bring effective change to an organization (Deal & Kennedy, 2000). For this reason Senior and Fleming (2006) claimed that the leader is a change agent who can take initiative and bring change for the organization in their book organizational change.

This notion was empirically investigated by Fife and Heinitz (2010). In their study of relationship between leadership perception on organizational behavior and customer satisfaction; they found that statistical significant relationship exists between leadership style, organizational behavior and customer satisfaction levels.

Nel, *et. al.,* (2002) observed that leadership should take a much broader perspective and concern themselves with the environment; internal customer and external to the organization. This was admitted by Abbas and Asghar (2010) that organizational change is a process in which a most desirable and suitable future form of an organization is perceived and route map is decided to get this new shape. Therefore a visionary leader with innovative approach is a key to make this change happen successfully (Gesell, 2010). Abbas and Asghar (2010) argued that the role of a leader is crucial for managing organizational change; however, the process of organizational change is very complex and challenging which requires a competent and effective leadership to manage the situation.

Chemers (1997) gave a simple understanding into the concept of leadership as the process of an individual using social influence to support others in achieving their target objectives or mission. Leadership is seen as a social influence; an act of interpersonal process which makes target mission or objectives achievable. Similarly, Nel, *et. al.,* (2002) viewed leadership as a source of influence and not coercion and that the leader attempts to change the attitudes and actions that are related to specific goals. However, Yukl (2006) argued that leadership is more than leading the people. He suggested that leadership is the determinant factor in failure or success of every organization.

Service organization such as the telecommunication industry which is the focus of this study, the importance of customer satisfaction cannot be over-emphasized. Effective leadership in the organization is related to the employees' job satisfaction. As a matter of fact telecommunication mostly depends on customer service hence internal employees must strive to satisfy their external customers. As mentioned earlier that internal customers are the employee within the organization. The internal customer satisfaction is about their satisfaction towards the job. Previous studies by Emery and Barker (2007) suggested that employees are highly satisfied by transformational leadership for customer service managers. He also stated that the level of customer service satisfaction is dependent on the level of job satisfaction of the customer service personnel. Emery and Barker (2007) concluded that transformational leadership increases job satisfaction and commitment from customer managers by stating, "These outcomes become more significant as service organizations attempt to empower their workers and strive to retain customers through relationship strategies". From this view of Emery and barker (2007)

we can conclude as well that if organizations change the leadership through evolution process then it will increase the internal customer satisfaction. Thus far in this section of the review, it has been amply demonstrated that there is a unique relationship between leadership change and internal customer satisfaction. Among the qualities and characteristics of leadership that will lead to customer satisfaction generally and internal customer satisfaction in particular are the abilities of leader to motivate the employees, give them value driven leadership and being proactive. In the following section, this review will attempt to explicate on the interplay of the elements of the relationship that exists between leadership change and internal customer satisfaction.

2.7 Behavioral Change

According to Spector and Fox (2010), behavioral change is defined as employees' actions and interactions towards achieving organizational performance. Thus, it is a change in employees' actions and interactions within the organization for the purpose of effective organizational performance. Behavioral change is seen as voluntary and alterations (Hoek & Jones, 2011). This implies that changes that occur in individual as well as in organization should be voluntarily and not by force. Therefore, behavioral change could be defined as the alterations in the employees' behaviors, attitudes and interactions and the way they do things in the organization for a positive organizational performance. Whiteley (2004) argued that behavior deals with people and how people behave. Therefore, behavioral change deals with people who include employees and customers, and how people and customers respond or react to changes or transformation process by the organization.

The organization is a workplace with many different elements and factors interplaying together to form a single entity and greatly influence customer satisfaction internal or external. Griffin and Moorhead (2011) suggested that behavior in an organization can be viewed from three dimensions; the individual behavior that made up the organization, the individual behavior in the organization (the group) and the corporate organization behavior. This was also argued by Luthans and Avolio (2009) that organization behavior deals with the understanding, exploration and improvement of attitudes and behaviors of individuals and groups in the workplace. This concept was further studied in Fisher and To (2012) that individual and group behaviors have a great influence on organizational behavior and it can predict the perceptions of customers about the organization. The findings of the study revealed that that organization influences and is influenced by the individuals that made up the organization.

Also they observed that individuals' behaviors that made up the organization cannot be better understood without learning about their organization behavior. Similarly, organization behavior cannot be understood explicitly without focusing on the people within them. Andersson, Jackson and Russell (2013) gave a good summary about organizational behavior; they defined it as human behavior in organizational settings, on the interface between human behavior and the organization, and of the organization itself. This implies that in understanding organizational behavior the three dimensions should be well understood and studied comprehensively for the comprehension of the behavior.

According to Giritli, Sertyesilisik and Horman (2013), organizational behavior reveals the connection amongst human behavior within the background and its environment. Each individual brings to an organization a unique set of personal background and characteristics, and experiences from other organizations. It is about interaction both between the individuals and the organization, in which the resultant summation is referred to as the organization behavior. Based on this concept the three organization behavior dimensions shall be explored to better understand the important role played on internal customer satisfaction ICS in achieving performance and commitment within the organization.

Lincoln and Doerr (2012) mention that organization is made up of individual belief, values and interaction; which influence the total behavior and commitment of the organization. In a similar study, Hartel, Ashkanasy and Zerbe (2012) studied the emotional involvement in an organization and argued that personality and cultural values affect the way people behave at the organization. It also influences the kinds of task such individuals are interested in and how they react to events and situations that occurs within the organization. The summation of individual personality and cultural values creates a form of influence on their internal customer satisfaction ICS (Tosi & Pilati, 2011). Human behavior is complex and people are different from one another which were argued by Liu, Wu, and Xuan (2010) that it has a direct influence on both the performance of the organization and its internal customers. According to Adler and Gunderson (2008) the major influence that individual behavior influence organization

64

behavior is on conflict management; ability to understand the differences in each person's behavior and how to manage them for the greater good of the organization.

When individual behavior is improved then there shall be a positive influence on both the organizational behavior and her internal customers, this was the position of Kish-Gephart, Harrison and Treviño (2010) who suggested in their study of good and bad decision making and its effect on an organization. They argued that the decision making attitude and behavior of individuals enhance the effectiveness and performance of the organization and it's greatly influence her customer attitude. Motivation was identified as a key factor in improvement of individual behavior within an organization to enhance effectiveness and positive influence on internal customer's satisfaction scrutiny (Baerends, 2011). Argote and Miron-Spektor (2011) posit that a well-motivated employee tends to be creative and having the right orientation towards customer relation. This was argued by Luo, Wieseke and Homburg (2012) that when an employee is well motivated, it leads to employee satisfaction which generates internal customer satisfaction because a well-motivated employee tends to please the customer at all cost. This was also reported by Grandey, Goldberg and Pugh (2011) that a well-motivated internal customer tends to delivery sense of high quality performance in the organization; which explains the linkage between individual behaviors in an organization to customer satisfaction. In view of the foregoing, this study concludes that there are strong linkages between individual behavior within the organization and internal customer satisfaction. However; they do not clearly explicate how organizational behavioral factors influence internal customer satisfaction which is one of the aims of this study.

Varella, Javidan and Waldman (2012) study on managing individual and group behavior in an organization suggested that due to human interaction involvement in organization individuals tend to form groups to achieve goals that cannot be achieved by an individual alone. This was also supported by a recent study by Griffin and Moorhead (2011) when arguing on interpersonal and group behavior in an organization. The outcome of the study concluded that organized group should be built to achieve organization objectives or goals which cannot be easily achieved by an individual acting alone. This brings about groupthink concept which encourages cohesiveness and coherence of the organizational culture (Hackman & Katz, 2010). This was also suggested by Vandeveer and Menefee (2009) that group behavior enhances simplicity in achieving organizational rules, regulations, objectives and mission. Hence, it promotes organization effectiveness and performance which is based on internal customer satisfaction (Slevitch & Oh, 2010).

Group in the organization can be as a source of motivation or inhibition; this is because of the bond of relation that exists between the members of the group (Lee, Wong, Foo & Leung, 2011). The group bond can generate motivation which is as a result of employee feeling with their peer and colleagues and hence ensure that they give their best to the job. Whereas the inhibitor happens when the employee feels that individual creativity and brilliance are being sacrificed at the altar of conformity. This would suggest that the group makes employee to be more creative and challenging which influences their attitude and behavior toward the organization and her internal customers (Umphress & Bingham, 2011). It shows the importance of motivation as organization driver which is crucial to performance and customer satisfaction (Argote & Miron-Spektor, 2011). When

a group is well motivated, it defined the effort they put into accomplishing a task and how long it shall take. This also shows the relation between motivation and satisfaction; a well-motivated individual shall have a strong effect on the organization and her internal customers (Lian, Lance, Ferris & Brown, 2012). The more satisfied an individual at the organization; the more motivated they shall do their job well which shall be seen in the management and treatment of their customer (Grandey, Goldberg & Pugh, 2011).

In line with the above, Tosi and Pilati (2011) proposed that organizational behavior explains the association between individual and individual, or between individual and organization, or between individual and society. The research is aimed at understanding how organizational behavior relates to internal customer satisfaction. The organization dimension captures the way things are done within the organization; it includes shared knowledge about the rules, norms, and values that are shaping both the employee and customers' behavior (Jones, 2010). It depicts the structural and cultural elements of the organization which management ensures its protection at all times. Every organization is built on certain organizational vision, goals, philosophy and values. These promote organizational culture (formal, informal and the social organizations). The organizations culture influences its leadership type, interactions, and organizational group dynamics. This is believed by the employees as a work quality of work life that act as a source of support and encouragement. The other characteristics include individual growth, satisfaction, development etc. which will be manifested on internal customer satisfaction with the organization.

In summary these findings of Lincoln and Doerr, (2012); Varella, Javidan & Waldman, 2012; Tosi & Pilati, 2011) suggested that a well-motivated employee behavior enhances good customer behavior in term of satisfaction (Griffin & Moorhead, 2011). Such behavior as organizational citizenship behavior (as used by Bienstock, DeMoranville & Smith, 2003), prosaically service behavior (Bettencourt & Brown, 1997) customer orientation (Bettencourt & Brown, 2003) and service orientation (Lytle, Hom & Mokwa, 1998) has all been related to influence internal customer satisfaction and services. When customers perceived that employees are well motivated in their organization, it tends to make such customers committed to their respective relationship with the organization. This commitment tends to make the customer to develop positive behavior and attitude to the organization which makes them feel welcome and satisfaction due to the organization behavior (Adler & Gundersen, 2008).

Accordingly, Kenrick, Griskevicius, Neuberg, and Schaller (2010) claimed that as soon as people achieved their needs in certain area, they are motivated to go for a higher level needs. This is in line with Abraham Maslow's hierarchy of needs which are classified as follows:

a) Physiological needs: these needs are classified as first but are very low levels of needs. According to Maslow, they are fundamental which sustain human being. Examples are food and shelter.

b) Safety needs: these are second in the hierarchy of needs. They are needs which concern individuals. Examples are security, protection, safety etc.

c) Social needs: These needs precede the safety needs in the hierarchy of needs. They include social behavior, individual behaviors, love and affection.

d) Esteem needs: This level of hierarchy of needs include respect, recognition, and prestige and individuals' feeling for competence.

e) Self-actualization: the last of level of hierarchy of need is the self-actualization. This is considered as the highest human need. It is concerned with human wish to achieve a full potential through growth and ability.

The higher people attain in the organization, they tend to go for higher level needs which they feel it is more vital than the lower level needs (Kenrick, *et. al.,* 2010). Apart from this, individual needs would also differ according to their organization composition, regions, and career. On the contrary, the hierarchy of needs may not be applicable to certain situations or within some cultural contexts. Accordingly, some cultures could prefer social needs to other hierarchical needs. In whichever cases, it is expected that organization should be able to spot and recognize its employee's level of needs (Ang, Ibrahim & West, 2002). Most times spotting and understanding employee's needs could just end up inexact assumptions. However, in an ideal situation, understanding the essential of needs is a very helpful approach for defining factors that motivate internal customer and link their needs to the organization's behavior.

In a longitudinal study conducted by Feder (2000), it was revealed that job attributes help to uncover factors that motivate or demotivate the satisfaction of the customers. The study singled out both hygiene and motivational factors as crucial to organizational

performance. Hygienic factors include any factors that retain and sustain at a very high level. They are mostly connected to the environment where both the employees and the customer not only communicate but also interact and operate. Examples of hygiene factors are peers relations, job security, salary, adequate supervision, policies etc. (Oldham & Hackman, 2010). Sufficient hygiene factors are very vital for resolving the problem of dissatisfaction yet it is noted that the provision of these factors may not guarantee job satisfaction.

Diverse set of features, discovered as inspirational that is related with possessing a straight result on multiplying organizational fulfillment (Golshankaswuri, Aghashahi Amin & Wan Ismail, 2011). These features comprise success, acknowledgment, development and reliability of the job itself, which also create the chance to move forward.

Compared to Maslow's hierarchy of needs, the Herzberg's factors is compassionate to both individual cultural variations which compel the organization to understand the adequate level of both the employees and the customers. Many a time, the managers tend to presume or think and make the theory easy with the notion that they know the employee's needs.

The study recently conducted by Sahin (2012) utilized the Douglas Mcgregor's speculations to infer that organization that thinks of its employees would strongly affect the manner it tends to motivate its internal customers. Douglas Mcgregor's concept place

less emphasis on employees needs with more emphasis on the behavior of the organization. His concepts are built on the presumptions that that Mcgregor made two assumptions built upon his previous research, called Theory X and Theory Y. Within the framework of Theory X, Arslan and Staub (2012), posit that organization presumes its employees are antagonistic to work and could by all means do anything that can make them to stay away from it. Relying on these presumptions, the organization may push tight control over its employees with a view to strictly screen their work, and reluctantly assign power.

Regarding the Theory Y, organization expects that, unlike the Theory X, employees are eager to do their job and might be ready to agree on additional tasks or duties. Based on these presumptions, the organization ought to give workers more opportunity and inventiveness in the work- place and will be additionally eager to give out more power. Organization should try to propel its employees using the organization thinking of the employee's interest. This theory share more light on differences in practices that are applicable which rely on presumptions that organization thinks about its employees which has a strong correlation between customer relations and (Sorensen & Minahan, 2011).

Similarly, Rousseau (2011) suggested that the quality of employees' efforts is influenced by the outcomes they will receive; for their efforts determine their behavior and response in the workplace. They will be motivated to the degree that they feel that their efforts will result in an acceptable performance, that their performance will be rewarded, and that the value of the reward will be highly positive. In order for the management to practically

apply the theories associated with expectancy theory, they need to define the desired behaviors clearly (Shapira, 2011). Once this is accomplished, the management should think about the rewards that could serve as possible reinforces and how these rewards will have different values for different individuals. Employees must then be informed about what must be done to receive these rewards, and management needs to provide feedback on employee performance. If a desired behavior is achieved, the reward must be given immediately.

The study conducted by Bolino and Turnley (2008) utilized the equity theory to investigate behaviors in the organization. They contended that when people ascertain if the remuneration they accept is reasonable when relate to their colleagues remuneration; any apparent inequity will influence their motivation. This feeling of inequity may be perceived and value negatively, when workers perceive that they are given lesser than other people doing similar job or assignment, or on the other hand, may feel positive if otherwise is the case.

It could be possible for any of these kind of inequities to propel or spur an employee to react in certain manner that in-instates thinking value. Cases of worker behavior are demand for pay rise, resigning, colleague comparisons, getting a colleague to agree for more work (Thau & Mitchell, 2010). To restrict the belief feeling of inequity, workers ought to be remunerated to the degree that their exertions help the firm. Despite this theory, yet it is hard to execute due to different views arising from all employees of the organization concerning what really reflect equitable pay. The successful applicability of

this theory is vital to resolve workers feelings. This is achievable through, first by acknowledging and expecting that inequities are possible and would exist. Then it would be vital to interact and have a clear assessment if any kind of compensation offered and evolution of the performance appraisal. There may likewise be evolutions indicators that are right or suitable for sharing.

Another similar study Furnham (2012) utilized the reinforcement theory to describe the behaviors in the organization. The author attributed some outcomes or effects to organizational behaviors. For this author, four major reinforcement approaches exist which are negative, positive, punishment and extinction. Positive reinforcement propels employees through rewards, for good behaviors or characters. This is effectual; rewards should be directly correlated with the exhibition of good characters. Not only that, employee should also be rewarded instantly immediately the good character is demonstrated. On the other hand, Negative reinforcement attracts negative reward especially when negative behaviors are exhibited. This kind of reinforcement is also referred to as avoidance due to the fact that, it is directed towards shunning dodging negative rewards exhibition.

Dissimilar to positive and negative rewards is punishment which is not is not aimed at encouraging positive behaviour, but on the contrary, to deter or oppose negative behaviours. Extinction is concerned with the removal of strengthen rewards for exhibiting good behaviours. It major purpose is to get rid of or do away with unwanted behaviours

in the organization. Elimination is the withdrawal of strengthening outcomes for a coveted conduct. Its expectation is to dispose of undesirable conduct.

According to Griffin, Gleason, Preiss and Shevenaugh (2012) it is important to measure internal customer satisfaction regularly through survey to determine customers' level of satisfaction. He said this is because the organization may think that they are getting a sense of customer satisfaction through customer complaints. However, in reality, 95 percent dissatisfied customers do not make any complaint and they just leave. As a result it is important for an organization to make it easy for the customer to complain. About 54 to 70 percent dissatisfied customers who usually complain, will continue to do business again with the organization if their complaints are taken care of and resolved.

Several authors such as Delcourt, Gremler, Van Riel, and Van Birgelen, (2013); Chan, Yim and Lam, (2010) have examined the influence of employee behavior on consumers' service assessment. They liken internal customer with the assessment of customer service encounter, in which they identified the major determinants of service employees that are determined by the internal service quality (Liao,Toya, Lepak & Hong, 2009).

Using qualitative approach, Voss, Tsikriktsis, Funk, Yarrow and Owen (2005) interviewed the private sector with the education at colleges level that enable them to advance a model for the influence of employee satisfaction on service quality and customer satisfaction, the kind of study that is considered very scarce in this area of study. This study as noted, offered initial empirical platform for other studies for further

investigating the influence of employee on the customer satisfaction in service operations.

On the contrary, other research including Gazzoli, Hancer and Park, (2010); Kumar, Kee, and Manshor, (2009) affirmed that there is a high level of similarity of customer and service perception by the internal customer satisfaction. Moreover, the study by Testa (2003) affirmed significant differences. Accordingly, Shanthakumari and Kannan (2013); Bettencourt and Brown (2003) linked poor internal service quality to dissatisfaction while poor quality perception and negative emotions are also linked with external customers' negative attitudes and behaviors. This implies that employee should also see his/her fellow employee as an organization's customer who under take other tasks.

According to Bell, Mengüç and Stefani (2004), internal association quality is positively related to worker motivation (Bell, Mengüç & Stefani, 2004). Team support assists to resolve the problem of difficult service encounters which is considered vital for the provision of training. Also, co-worker assistance and collaboration is connected to role clarity which is also link to job satisfaction and organizational commitment (Mukherjee & Malhotra, 2006).

The study conducted by Rabinowitz (2006), operationalized internal customer satisfaction as communication, productivity and responsiveness. That is a three dimensional approach where communication measured the ability to communicate and listen effectively; productivity measured the ability to maintain high levels of efficiency,

75

reliability and quality and responsiveness reflect the ability to respond effectively to customer needs. Toeing the same line, this present study conceptualized internal customer's satisfaction as communication, productivity and responsiveness.

Improving loyalty has a direct link with future revenue increase including cut in future transaction cost (Kumar, 2010; Keiningham, Aksoy, Cooil & Andreassen, 2012). These imply that customer satisfaction is beneficial for both organization and customers.

Thus, Behavior change is a major factor of transformation or modification of performance and effectiveness in an organization. It refers to a broad range of activities and approaches which focus on the individual, group, and organizational behavior influence on a customer which enhance satisfaction to ensure performance and effectiveness. Hence, this study will seek to clearly depict how behavior change relates to internal customer satisfaction.

2.8 Structural Change

Foellmi and Zweimuller (2008) defined structural change as fundamental or basic alterations in the structure of production and employment. In view of this, structural change is simplifies as alterations in the organizational strategic planning, performance measurement and the management process of the organization.

Organization can be structured in many different ways, depending on the vision, objectives and future expansion. Anderson (2000) argued that organization strategy

formulation leads to organizational structure. The structure of an organization will determine the modes in which it operates and performs whereas performance can be measures based on customer satisfaction (Anderson, 2000). In his own study, Jacobides (2007) concluded that organizational structure allows for the allocation of responsibilities for different functions and processes to different entities such as the branch, department, workgroup and individual. This argument by Anderson (2000) and Jacobides (2007) were further studied by Zheng, Yang and McLean (2010) and they suggested that organization structure depends on the organizations objectives and strategy which is influenced by her customer's needs.

Organisations are always structured using any of the following product or function (Oliveira & Takahashi, 2012). For example, the matrix system of organisational structure relies on these two to organise their organisation (Galbraith, 2009; Kuprenas, 2003). Brickley, Smith, Zimmerman and Willett (2002) claimed that other organisations are structured using the association between strategy and composition. This is based on the work of Chandler (1962, 2005b) during the period of DuPont, Sears, and General Motors.

The author concurred that company's' approach affects the nature of its composition and which also affect its internal customer satisfaction. Thus, company's approach has indirect link with the company's composition (e.g. tasks, technology, environment etc.) and its customer satisfaction. Still on the organisational structure, two categories of organisational compositions have been suggested by Aghion, Bloom and Van Reenen (2013) namely centralized and decentralized structures. This perspectives claim that

claimed that organisations that adopt the centralised approach end up in depending on one person for almost the decisions concerning the company.

Small businesses often use this structure since the owner is responsible for the company's business operations and her customers' needs are not enormous. Decentralized organizational structures often have several individuals responsible for making business decisions and running the business. Decentralized organizations rely on a team environment at different levels in the business. Individuals at each level in the business may have some autonomy to make business decisions because of the enormous nature of the customers.

Consequently many scholars among who are Leiponen and Helfat (2011); Mihm, Loch, Wilkinson and Huberman (2010); Zoghi, Mohr and Meyer (2010) have attempted to study the effect of the two types of organization structures (Centralized & Decentralized) and customer satisfaction. Which made Zoghi, *et. al*, (2010) to argue that the organization's structure and its degree of centralization or decentralization depends on a number of factors, including the size of the organization and its geographic dispersion and the nature of customer needs. Leiponen and Helfat (2011) concludes that the centralization organization structure is closely controlled operations, providing a uniform set of policies, practices and procedures throughout the organization, and relies largely on a central expert idea or option, while decentralized organizational structure allows faster decision-making and better adapted to local conditions and context. They further explained that to achieve customer satisfaction and organizational performance the nature

of customer needs should determine the adoption of any of the two structures; Organization structure had been differentiated into three dimensions according to Lunenburg (2012) which was based on Mintzberg (1992, 2009) proposed three key ways by which organizations can be distinguished. These ways include major aspect of organization, primary coordinating tool and kinds of delegations. Mintzberg (2009) further claimed that organizational strategy and its practices determined produce five patterns which are adhocracy, machine bureaucracy among others. It could be observed that most literature (Brickley, Smith, Zimmerman, & Willett, 2002; Mintzberg, 2009; Zheng, Yang & McLean, 2010) relates strategic planning, performance, appraisal and process management to organizational structure; this implies the need to better understand these concepts for full comprehension of structural changes as it relates to internal customer satisfaction.

Mckeown (2008) pointed out that having the right people in an organization might not be defined as creativity but the creation of the right environment to achieve organizational performance that will be satisfied by her customer (Huczynski & Buchanan, 2013; Mckeown, 2008). The creation of this environment in an organization to enhance internal customer satisfaction and productivity (Gallagher, 2013) might be best achieved by strategic planning (Jemmasi, Strong & Taylor, 2011). Strategic planning was referred to as the element of what to do, to whom and how to achieve it (Rudd, Greenley, Beatson & Lings, 2008). It was defined as a disciplined effort which result of fundamental decisions and actions that creates a culture of the organization (Mintzberg, 1994). Grant (2003) argued that organization strategic planning involves the preparation for the best process

of handling organization's circumstances and experiences whether the circumstances are known in advance or not. It involves clarity of the organization's objective and mission; the awareness of organization resources and incorporated to enhance the achievement of the organization objectives and mission which is rooted in customer satisfaction. Based on Tohidi, Jafari and Afshar (2010) study of strategic planning they concluded that it is a step-wise approach to determine the personality (mission of the organization), what one is not willing to compromise (values), where one is heading (vision) and how to get to one's target (planning). It was suggested that good strategic planning enhance a reputable and successful culture that benefits both the organization and the internal customers. When this culture is built on these principles, it strengthens the loyalty and trust of internal customers in the organization (Steiner, 2010).

Likewise, Ashmos, Duchon, McDaniel and Huonker (2002) identified that there are many tools and approaches developed for analyzing strategic planning in an organization. Tribe (2005) recommended strengths weaknesses opportunities threats SWOT analysis as among the most widely used tools for strategic planning. It is a structured planning method that enhances the evolution of the strengths, weakness, opportunities, and threats in an organization. It explores the organization objective and vision by critically analyzing internal and external factors that are favorable and unfavorable to the achievement of such objective and vision (Chermack & Kasshanna, 2007). However, the approach had been observed by Hill and Westbrook (1997). Menon, Bharadwaj, Adidam and Edison (1999) observed the approach to be very harmful to organizational

performance. This was how growth-share matrix approach was developed to enhance market performance analysis (Vignali, George & Korstanje, 2012).

The growth-share matrix was developed with the aid of analyzing organization strategic planning with performance (Srivastava & Prakash, 2011). It enhances the allocation of organizational resources on how analytical exploration can be made on brand marketing, product management, strategic management and portfolio analysis. However the study conducted by Slater and Zwirlein (1992) revealed that the degree of influence of organizational performance by the growth-share matrix cannot be generalized. This was as a result of a study done on 129 firms where it was discovered that these organizations following portfolio planning models like growth-share matrix had lower shareholder returns.

Two other models that gain much influence on organizational strategic planning are competitive positioning and resource based view. According to Spanos and Lioukas (2001) Porter's arguments on his framework were taken from economic perspectives where the industry was placed as the central focus of strategic attention. He characterized good industries like pharmaceuticals where high margins were enjoyed while bad industries like trucking with most participants suffers from low profitability. Meanwhile, resource based view of organization argued that attention should be on the organization for profit making instead of seeking profitability at the intersection of the product and market (Kraaijenbrink, Spender & Groen, 2010); It focuses on value derived from resources, capability and competencies. However, based on Gao, Luo, and Zhang (2011)

Porter's framework and the Resource-Based View of organization is mainly seen as a primary role of strategy as achieving a unique competitive advantage. This argument was supported by Hax (2010) study that the customer was not identified as the major determinant in either of these two frameworks. Porter literally mentions customer as a "Buyer" having bargaining power which can be resisted or diminish while the Resource-Based View of the Firm, there is no explicit mention of the customer. This is in contrast with the study done by Slavic and Oh (2010) when they argued that customer influences and satisfaction is a unique factor of organizational performance.

According to Hax (2010) internal customer satisfaction remains the true filter to evaluate a working organizational strategy. An organization that seeks good organizational strategic planning should bear the interest of her customers in mind to achieve productivity and profitability. Thus, these research arguments linked strategic planning and organization performance while they also established that customer satisfaction is a root determinant factor of organization performance.

Similarly, Weber, Mutschler and Reichert (2010) suggested that when an organization project on performance, productivity and customer satisfaction there is a need for redesigning of such organization management process. This will attempt to reduce variation and waste in the organization. This was argued by Harmon (2010) that process management should be more concern with doing things right than doing the right thing. VomBrocke and Rosemann (2010) referred to such process as a holistic management approach which is based on alignment of organization processes with the wants and needs of the internal customer to achieve satisfaction. Weske (2012) suggested that for the promotion of

organizational effectiveness, efficiency and customer satisfaction and loyalty there is the need to continuously improve management processes which should be based on innovation, flexibility and technological integration.

Kohlbacher (2010) argued that process of management is the ensemble of activities of planning and monitoring the performance of an organization process which should be seen from the customers' perspective. Weber, Mutschler and Reichert (2010) described it as optimization process which was believed that it enables organizations to be more efficient, more effective and more capable of change than a functionally focused, traditional hierarchical management approach. It is seen as a managerial approach which is a strategic asset of an organization that must be understood, managed, and improved to deliver value-added products and services to internal customers. The three process management traditions were explored in Harmon (2010) study as the management tradition, the quality control tradition, and the IT tradition. Discrimination among the three traditions were observed while others might be claiming sufficiency or superiority over the others however the comprehensive tradition possibilities was considered as a tool of organization performance (Jeston & Nelis, 2012).

In the same scenario Garvin (1998) studied the three approaches to organizational processes as work processes, behavioral processes and change processes. Hallerbach, Bauer and Reichert (2010) argued that these approaches defined the nature and methodology of how organizational effectiveness, efficiency and internal customer satisfaction might be achieved. Whereas the role plays by customers cannot be reduced,

thus, organizations are in essence, moving away from product or brand-centered marketing towards a customer-centered approach. Organizations are realizing that customers have different economic value to both organization structure and strategy implemented and are subsequently adapting their customer offerings and communications strategy accordingly. Hence, this study will explore explicitly the influence of organizations' practices on internal customer satisfaction.

In previous research, it has been found that internal customer would rather have any information (even negative) than have no information at all about an organizational change (Miller & Monge, 1985). The change message is thought to be critical to the support of or resistance to a given change (Armenakis, Harris & Mossholder, 1993). Communication within organization is affected by the structure of the organization. In addition, evidence of a need for change is required for creating readiness for change (Cunningham, *et al*., 2002). That is why Cummings and Worley (2009) further argue that the identification of gaps between the current and desired states of the organization, and the effective presentation of positive expectations for change can increase change readiness. Both of these goals can be accomplished via effective change communication. In their own Wanberg and Banas (2000) showed that detailed and timely information provided about a change resulted in increased willingness for employee to support/cooperate with the change and reacted positively to the change. When employees see management as champions of a change, it helps to reduce their uncertainty about the change. It has been found that management support for change-related activities increases employee commitment to the change (Cummings, Mohrman & Mitroff, 1990). It means

that attention on structural change in the organization during the changing process will help to involve employee and increase their commitment positively to the change. During the change process organizational structure then effect the employee satisfaction. In this study the assumption is that employee satisfaction is the internal customer satisfaction. So this study tries to show explicitly how structural change and internal customer satisfaction relate in telecommunication sector in Jordan.

2.9 Technological Change

The centrality of technology in helping both small and mid-size companies to transit from their present status to becoming big companies is well acknowledged. Technology can bring improved quality of the purchasing experience without adding staff to the payroll. Even though customer satisfaction cannot be directly linked with company size but it has been found to be relevant in technological platform in which the company operates. Business performance is built around social interaction which is achieved on the platform of technology through the current new media of social media. In order to satisfy customers, companies have to keep up with the latest technological advances or suffer the consequences. Change in business is never easy which can be positive or negative depending on the direction of the technological change. Tushman, Anderson, and O'Reilly (1996), explored the direction of technological change relating to discontinuities or technology cycles. According to them if the direction of technology is positive, it leads to customer satisfaction and improve the performance of the company from the customers' perception. However, when the direction is negative it leads to complication and expression of dissatisfaction from the customers'. This dissatisfaction is generated from the responsiveness of customer to increase the problem solving attitude of a

technology. Instead, of making the task easier to achieve, the technology is creating more problem to the customer.

In a similar study but with different focus, Tidd and Bessant (2011) investigated the impact of technology change on economy, their findings suggested technology as a most influential and vital source for economic development. This suggestion illustrates the important and strategic roles of technology as observed by Ruttan's (1997) who asserted that although the aggregate mass of technology does not define the course of history but it can be defined by individual innovations. The idea of labor-saving technology as explained by Elster (1982) also shows clearly the direction that technological change is going; there should always be an increment in wage and production cost which makes entrepreneurs to be aiming at new innovations to reduce the cost and to serve customers better. Decline and Lyth (1989) had argued that among other factors, technological change equally mediates and determines internal customer's needs and satisfaction. This was what gives birth to customer service operation; the act of using interpersonal interaction communication to achieve improvement and growth in business. Customer service operations are fundamentally found in technology-driven change, these changes are met to improve internal customers' satisfaction which in turn should lead to business growth.

As new technology is deployed to enhance general and strategic business improvement, Meuter, Ostrom, Roundtree and Bitner (2000) calls attention to self-service technologies as one of the major strategies to ensure internal customer satisfaction. The choice of

deploying self-service technologies as a tool of interpersonal communication strategy is meant to widen and energies customer's touch-points. This is the emerging characteristics of an effective customer service process and in a system that is experiencing significant changes (Boyer, Hallowell & Roth, 2002). This perspectives has been validated in an empirical studies carried out by Anton and Phelps (2002). Their studies investigated the usage of technology in business. Their findings indicate that the use of telephone and online communication for business related purposes contributed about 45% for the improvement of the business fortune. This strategic transition from the usual eye to eye contact method to technological mediated method of interactions is signal to improvement in the growth of the business (Ray, Muhanna & Barney, 2005). That is why the usage of technology is gaining customer service operations and business are easily transacted using electronic mail, instant message, telephone and fax which most internal customers found very easier to use (Burke, 2002).

Still researchers are not relenting in their studies of technology in the business context focusing on different themes. For example, researchers have been studying the effects and impact of social and psychological factors on customer satisfaction (Shankar, Smith & Rangaswamy, 2003). Factors like attitude, behaviours, truth, continuous-usage, loyalty, satisfaction and host of others factors are being researched to determine the impact of technology on business (e.g. Degeratu, Rangaswamy & Wu, 2000; Lynch & Ariely, 2000; Shankar, Rangaswamy & Pusateri, 2001). A closer look at these studies and their findings will indicate that the role of technology change to enhance internal customers' satisfaction is depended on the ease of use of the technological devices. In addition the

87

technology must affordable and accessible by prospective users. This vital observation informs the position of this study to focus on these aspects.

McDonald and Siegall (1996) perceive technological change as the alterations and evolutions in "the automobile, the telecommunications, health care, and even in the retail industries". Thus, there are major alterations in the global technology which are done by the technology industries. Similarly, Downs (1998) defined technological change as the rapid growth in the electronic systems and information technology. Thus, this change includes changes in both software and hardware which are the tools employed by the technology industries to effect changes. In the same vein, Krell (2000) referred to technological change as transformation in "automation and other capital-intensive production devices, human interaction and transformation in work and markets". This technological change brings about rapid changes in introduction of new products in the market and at the same time brings about rapid product obsolescence (Krell, 2000) Management process of the organization.

Technological change is one major aspect of technological concept. Although, initial works on technology have centered on equipment's (Clark and Staunton, 1989). This is more reason why most definitions on technological change are often towards on equipment's and production methods. Similarly, Shahzadet, *et. al.,* (2007) added that any of tools, machines and control devices can be used to describe technology as far as they can use to execute tasks, jobs, and accomplish set objective(s). The practical application of these knowledge into production for the purpose of transforming input into output can

88

also be regarded as technology while the changes in these tools, machines and control devices for effective and efficient quality improvement is referred to as technological change. Therefore, the rapid and radical changes and development in the world technology, including information technology or information and communication technology is described as technological change, Tidd and Bessant (2011).

In another major study by Jaffe, Newell and Stavins (2002) technological change (TC) is inter-used with technology development (TD) or technology advancement (TA) which is used to describe the overall process of invention, innovation and diffusion of technology or processes. The term is also synonymous with technological achievement, and technological progress. In essence technological change TC is the invention of a technology (or a process), the continuous process of improving a technology (in which it often becomes cheaper) and its diffusion throughout the industry or society. In short, technological change is based on both the good and more technologies. Crabtree (2005) in his work defined technology in term of space matrix and element; the specific type of good, service or process is referred to as technology element. Whereas technology at a given point in time can be represented by these elements present, the extent of the diffusion of those technology elements in the economy and society, and the value contributed by each technology element unit, either individually or in conjunction with other elements. This is defined by a three-dimensional technology space matrix which was graphically illustrated by Crabtree (2005) and the sparse matrix was used to illustrate the meaning of technological change that context; which is a change in the dimensions of the technology space matrix. Also the same principle was used to define technological

progress as a net increase in the matrix. This definition is based on the principle of goods, service and process, which is similar to Jaffe, *et. al,* (2002).

One of the earlier models used to explain technological change is the Linear Model of Innovation which is suggesting that change happens in a linear fashion from Invention to Innovation to Diffusion as shown in the figure below (Everett, 2003).

Invention   Innovation   Diffusion
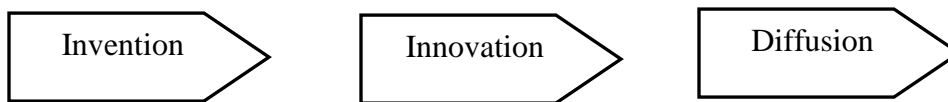
Figure 2.1
The Three Phases Linear Model of Innovation

This model was also referred to as the Traditional Phase Gate Model because the concept of gates and gatekeeper was used to illustrate it (Rothwell, 1994). It involves the process of series sequential phases/steps arranged in such a manner that the preceding phase must be cleared before moving to the next phase. The project is assumed to pass through a gate (phase change) with the permission of the gatekeeper (task completion check) before moving to the next succeeding phase.

The model of linear innovation was later modified in Technology Push Model (TPM) and Market Pull Model (Edwin, 2003). According to Rothwell (1994) the process of technological change as explained by the technology push model can be better perceived as a linear progression from scientific discovery, through technological development in

firms, to the marketplace (customers); which is the main concept of the linear model of innovation. It gives the concept that basic sciences is the source of marketing ideas and the ideas should undergo the five processes as suggested by the model before it emerges in the market by customers.

Basic Science → Design & Engineering → Manufacturing → Marketing → Customer
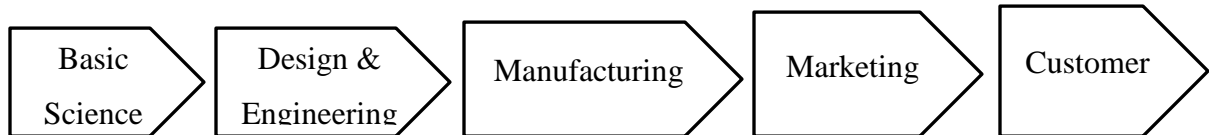
Figure 2.2
The Technology Push Model (TPM)

While the Market Pull Model of innovation introduced the concept that the market and not science is the source of new ideas which is directed to research & development, Manufacturing and later emerges as products to be sale to customers.

Market → Research & Development → Manufacturing → Marketplace
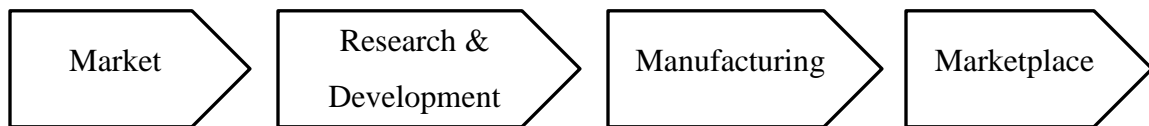
Figure 2.3
The Market Pull Model (MPM)

The linear model of innovation is one of the historically developed theoretical frameworks to understand science and technology with its relation to the economy. However, Benoit (2006) discovered that innovation does not depend on either research or basic research. Also the absence of feedback and loops in the models suggested that there is no room for refinements in the process.

91

For instance, Krell (2000) described technological change to mean automation and other capital-intensive production equipment that can be used in place of human methods. They acknowledged the importance of technological change in changing human lives across the globe. For example, they noted that technological change can assist an organization to communicate effectively both with her internal customer and external customers. This form of effective communicates directly influences customers behavior and satisfaction.

Furthermore, technological change is considered today as the central of the theory of economic and business growth. It is recognized as an important driver of productivity growth and the emergence of new products from which customers derive satisfaction (Dabholkar & Spaid, 2012). It depends not only on the work of scientists and engineers, but also on a wider range of economic and societal factors, including institutions such as intellectual property rights and corporate governance (Sun, Fang, Lim & Straub, 2012), the operation of markets, a range of governmental policies (science and technology policy, innovation policy, macroeconomic policy, competition policy, etc.), historical specificities, etc. The advancement and proliferation of technological products as in many ways affect business interaction within an organization (Ibrahim, 2006). Business interaction can either be between the management of internal customer and company to the external customer, in whichever interaction; there is always an applicable technological device to smoothen the relationship. This suggests that technology advancement can have a direct or indirect effect on internal customer satisfaction which might help in better performance and delivery for the organization (Parasuraman & Zinkhan, 2002).

In the same scenario Yen and Lu (2008) studied the effect of e-service quality on loyalty of customers and discovered that there is link between service quality and customer satisfaction. They considered customer satisfaction as a key success in today's highly competitive environment. The work of Hsu, Wu, Chen and Chang (2012) on formation of e-service and e-loyalty also made similar conclusions that satisfaction is a key factor in strategy development for customer and market-oriented organization which cannot be underestimated. In the literature, there is an intensive investigation of the relationship between e-service quality different factors such as reliability, responsiveness, personalization, security, trust, interactivity, accessibility, and satisfaction. Most of those studies found a positive association between e-quality factors and satisfaction (Choi, Seol, Lee, Cho & Park, 2008). However, this study will seek to investigate the relationship between organization practice like technological change and internal customer satisfaction. This is also in line with the work of Nusair and Kandampully (2008) of creating an enjoyable devises to attract the attention of customers. They argued that the principle of fun and enjoyment can be used to attract, satisfies and retains customers. Many other scholars like Cyr, Head and Ivanov (2006) equally argued that technological change has a great influence on both internal customer satisfaction and loyalty.

It has been observed that internal customer may be less keen in accepting and participating in changes that require the use of new technology. This was attributed to uncertainty about whether or not they will be able to perform their roles with the new programmes or systems (Coch & French, 1948). Depending on the level of perceived fear

on the parts of the internal customer, they are likely to resist the technological innovations. (Cunningham, *et al*., 2002); as a matter of fact, such dissatisfaction ultimately leads to reduction in productivity. As noted by Judge, *et al*., (1999), this is particularly true when the situation in question is novel or uncertain in nature. Therefore, individuals with higher satisfaction in the context of a change implementation will be more likely to believe that they can deal with the new performance expectations resulting from the change in roles and responsibilities, and thus, will have more positive reactions to the change in general.

Other than directly influencing performance, technology changes has the power to change the nature of internal customer working conditions including workload, working environment, and interpersonal relationships and, in the process, have a considerable impact on internal customer satisfaction, a salient predictor of work behaviors (Mumford & Weird 1979; Mumford 1983; George and Jones 1997). The negative change is not negligible. For instance, a dissatisfied employee may stay in the job but with less enthusiasm and lowered job commitment (Ferguson & Cheyne 1995). Thus this in this study will analyze how the technological change affects the employee satisfaction which is internal customer satisfaction.

2.10 Cultural Change

North (2005) argued that there is no clear demarcation between cultural change and institutional change. Therefore, he referred to cultural change as a shift or change in ideology of the people. Karouni (2009) defined cultural change as change in the beliefs,

norms, attitude and practices of the people or in the organization. North (2005) argued that it is a shift in the values, norms, beliefs and practices of the people or organization. Accordingly, Breslin (2010) has argued that cultural change could be a "product of biological and genetic evolution". Therefore, in line with the organization, cultural change can be seen as the product of the organization value, norms, beliefs etc. This brief exposition of the concept of cultural change points to the role of team work in organization set up. This study views team work as central for the effectiveness of the organization. To underline this position, we have operationalized cultural change as change or alterations in an organization that requires teamwork, trust and organizational culture.

Organizational culture is reflected in the way people perform tasks, set objectives, and administer the necessary resources to achieve objectives which have been discovered to have a direct linkage to the success of the company and internal customer satisfaction (Clark, 2006). It also affects the way individuals make decisions, feel, and act in response to the opportunities and threats affecting the organization; these actions and inactions form an impression on customers' mind. (Adkins & Caldwell, 2004), an empirical evidence of this theoretical perspective came from a study by MacIntosh and Doherty, (2010). The result of their findings indicates that internal customer satisfaction was positively associated with the degree to which an organization fit into both the overall culture and subculture in which they worked. A perceived mismatch of the organization's culture and what customers felt the culture should be is related to a number of negative consequences including dissatisfaction, deflection customers, and company performance.

It has been proposed that organizational culture may impact the level of internal customer creativity, the strength of internal customer motivation, and the reporting of unethical behaviour (Cummings & Worley, 2009) which has a vital effect on customer behaviour and response (Roberto, Levesque & Team, 2012).

Organizational culture is viewed as an ideal environment where all individuals align with management principles (Lelonde, 2006; Scheeres & Rhodes 2006). Sheridan and Gillett (2005) referred to culture as an ethnicity, nationality, demography, or status; learn and shared knowledge, beliefs, and rules of social groups that influence behavior. This was in line with Kaplan and Norton (2004) definition of culture in the context of organisation as the ability of workers to traditionally perform the change. The concept of tradition was based on the meaning of rituals and myths; when change in an organization becomes a pattern or regular occurrence. This perspective was however challenged by Huq, Huq and Cutright (2006) when they introduced the concept of reaction to the perform change by Kaplan and Norton (2004). Huq, Huq and Cutright (2006) defined culture as empowerment to perform change and individual reaction to change incentives. Ravasiand Schultz (2006) further clarified that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behaviour in various situations. At the same time although a company may have its own unique culture, in larger organizations, there is a diverse and sometimes conflicting cultures that co-exist due to different characteristics of the management team. This co-exist culture is seen as a subculture (Schein, 2009; Deal & Kennedy, 2000; Kotter & Heskett, 1992).

An organization reveals culture as a multilayer, which explains the concept of culture within an organization better. Barger (2007) and Barner (2008) described the two general levels of culture as explicit and belief. The explicit culture is the observable nature of the organization and was conceptualized as artifact by Trompenaar and Hampden-Turner (2004) while Ang and Massingham (2007) referred to it as the visible products of the organization which includes regular procedures and traditional methods of activities within the organization. Schein (2009) related the concept of culture with the pyramid left by the Egyptians and the Mayans as explicit artifacts of culture with different meanings. For the Egyptian the pyramid is perceived as tombs while the Mayans as a temple of worship. People have a rich history of traditions that bias their perception of the explicit manifestations of culture (Topping, Duhon, & Bushardt, 2006; Silverman, Bharathy, Nye & Eidelson, 2007). The explicit culture enhances the internal customer perception of the organization, when there is a positive perception then the organization enjoys the customer's satisfaction (Alvesson, 2012). This is the aspect that most organization leaders focus; the organization image must be kept and protected in order to preserve her integrity and reputation before her customers.

The other facet of organizational culture is the implied assertions internal customers make with respect to the way and manner things should be (Sayles, 2006). Customers usually form opinions about right and wrong, what works and what does not work (Reger, 2007). Belief of culture is the historic collective learned values which can be communicated by organizational slogans and mission statement which often embody corporate beliefs (Haddad 2006). Trompenaars and Hampden-Turner (2004) described

this second layer as the norms and valves upon which the organization operates. It is the inner norms or operational beliefs and the values that are placed in the organization. These norms are the mutual sense a group has of what is 'right' and 'wrong' in terms of being at a formal level. Norms can develop on a formal level as written laws and on an informal level as social control. This was argued by Cameron and Quinn (2011) that organization norms should reflect a helpful and rewarding behavior and should discourage harm. It implies that for an organization to achieve satisfaction of her multicultural customers there is a need to set its cultural norms at a helpful and rewarding behavior's level.

The second factor of belief of a culture is value; this represents the idea of what is good or bad. Trompenaars and Hampden-Turner (2004) argued that it is the shared idea that an organization reveals to her customer. It is the most difficult to identify among the factors of culture (Careil, 2003); because the value that the organization places on her services shall reflect in the way internal customers are managed which might lead to customers' satisfaction or dissatisfaction.

The final layer; tacit manifestation of culture are not visible and comprises the assumptions about one's existence and takes the point of view that the most basic value people strive for is survival within one's environment. This, therefore, represents the most basic problems of life that can be solved in obvious ways (Trompenaars & Hampden-Turner, 2004).

A significant research on cross-cultural studies is that of Hofstede, (2005) with IBM organization using 116, 000 questionnaires containing more than 100 questions in about 20 languages with 72 national subsidiaries and 38 occupations. The study attempts to find aspects of culture that might influence business behavior. The findings emphasize on the t cultural differences existing in regions and nations, and the importance of international awareness and multiculturalism for the origination's cultural introspection. Cultural differences reflect differences in thinking and social action, and even in "mental programs", a term Hofstede used for predictable behavior. To achieve customer satisfaction the organization requires an effective intercultural approach in order to inform and influence foreign audiences. However, effective intercultural communication is difficult because it requires a comprehensive understanding of the partner culture.

According to Schneider and Barsoux (2003), 'Geert Hofstede has been probably the most often-cited author in cross-cultural literature' and has also developed one of the most influential and widely used frameworks for understanding national differences in cross-cultural marketing studies (Clark, 2003). Besides these questionnaires, data were also retrieved from managers who participated in international management development courses and who were unrelated to the first multinational business. The five variable of Hofstede's theory as given by Clark, (2003) which makes up the dimensions of culture includes; uncertainty avoidance, power distance, individualism/collectivism, masculinity/femininity and long/short term orientation. The framework basically explores the needed areas that multinational organization should consider to enhance satisfaction from their vast cultural customers and business partners (Minkov, 2007). However Harry

(2004) and Ailon (2008) argued that the theory can only be limited to multicultural organization and not a localized organization within a country.

One of the models that attract research attention when it comes to organization cultural problem analysis is Denison's model of 1990 (Skerlavaj, Song & Lee, 2010). It had been found to explore the culture broadly as external customer or internal customer with consideration for flexibility and stability considerations (Naranjo-Valencia, Jiménez-Jiménez, & Sanz-Valle, 2011). The model focuses on the organization and how effectiveness can be achieved within eight (Denison, 2000). It explains that customer satisfaction might be achieved when an organization identify key areas of improvement within her external and internal interaction structures which promote efficiency operation among organizational employees and her customers. There are four cultural traits that made up the model according to Denison, Haaland and Goelzer (2004) which they identified as mission, consistency, adaptability and involvement. From the work of Denison and Mishra (1995) the application of the four traits had been found to be closely linked with organizational efficiency. They argued that the combination of the traits indications organizational operation efficiency like mission and consistency predicates profitability, involvement and adaptability predicates innovation while adaptability and mission predicates sales growth. In the context of the present study focusing on telecommunication industry and internal customer satisfaction, the foregoing theoretical frameworks finds relevance. As a service oriented industry, the adoption of the concepts of these of theory is very germane to organization success. A corporate culture with clear mission statements will serve as effective guide for internal customer and will lead to effective performance which in turns breeds external customer satisfactions

External	Adaptability	Mission
Internal	Culture	Culture

Figure 2.4
Denison Organizational Culture Model

To further show the relevance of the theory to our study, this review will concentrate on Fey and Denison (2003) has elaborated on the concepts of the four cultural traits through definitions. Fey and Denison define the first trait of organization culture which is involvement as human capacity building and teamwork. The act of getting workers to be committed and giving them the sense of ownership for the success of the organization. The concept of consistency was based on Davenport (1993) argument that for organization to succeed there is a need for highly consistent, well-coordinated and well integrated culture. This was based on the fact that behavior had been found to be rooted in a set of core valves and agreements are reached notwithstanding the diverse points of view in the organization. This supported Block (1991) argument that organization stability, conformity and internal integration from a common mindset can be achieved by using the tool of cultural consistency. Cultural consistency tends to build teamwork and integration within the organization which would have a great influence on customers' satisfaction factor. The trait of involvement cannot be over emphasized for a service oriented industry like the telecommunication service.

The trait of cultural adaptability reflects the element of organizational change which was argued by Senge (1990) that it is driven by customer's risk factors, mistakes learnt and based on the experience acquired by the organization. It was referred to by Denison, Haaland and Goelzer (2004) as the factor that makes changes to be difficultly effected in a well-integrated organization. This is related to the fourth cultural trait of mission which should be well defined by any successful organization. It includes the operational organizational goal and strategic objectives which defines the vision of the organization's future. Denison and Mishra (1995) referred to the mission as the degree of existence and future plan of an organization. It is argued that effective organization keeps a mission that enhances economic and noneconomic objectives which enables meaningful direction. Fey and Denison (2003) argued that when the trait of the mission change then changes should be effected on all the organizational structure and operations to enhance consistency and effectiveness. The element of mission is a central concept for any modern telecommunication where competition is stiff and the business environment is saturated. A clearly worded mission statement becomes the navigational tools for internal customer for operational guidelines while the external customers are psychological connected to the organization.

The study of organizational effectiveness was further explored by Cameron and Quinn (2011) when they developed an organization culture assessment instrument based on the competing values framework which shows the different four culture types. Based on Alvesson (2012) study on organizational performance, the four culture types explain how success and performance can be achieved in an organization. Cameron and Quinn (2011)

argued that the organization usually experience failure in the process of improvement and effort to effect changes due to an inability to integrate cultural change dimension. The competing values were reported by Cameron (2012) to produce polarities like flexibility vs. stability and internal vs. external focus where these two polarities were found to be most important in defining organizational success. The polarities construct a quadrant with four types of culture namely Clan culture, Adhocracy, Market culture and Hierarchy culture. Hartnell, Yi Ou, and Kinicki (2011) defined Clan culture as an element of internal focus and flexible which is pictured as an environment where the organization leaders act more like a father. Adhocracy culture is defined as an external orientation and flexible element where the leaders are seen more like stimulating innovation. Market culture is externally focused and controlled orientation where leaders are like hard drivers that creates a competitive environment. Hierarchy culture is more internal focused and controlled orientation where leaders' acts like coordinators creating a structured and formal environment.

Similarly, Alvesson (2012) argued that clan cultures are most strongly associated with positive internal customer attitudes and product and service quality which enhance customer satisfaction, whereas market cultures are most strongly related with innovation and financial effectiveness criteria which focuses more on profitability. The primary belief in market cultures is that clear goals and contingent rewards motivate internal customer to aggressively perform and meet stakeholders' expectations; a core belief in clan cultures is that the organization's trust in and commitment to internal customer facilitates open communication and internal customer involvement which directly

influences external customer satisfaction. This was supported by Gunday, Ulusoy, Kilic, and Alpkan (2011) argument that it is vital for organizational leaders to consider a match between strategic initiatives and organizational culture when effecting a change that should enhance the performance and the success of the organization.

Also Burman and Evans (2008) argue that it is leadership that affects culture rather than management, and describe the difference. When one wants to change an aspect of the culture of an organization one has to keep in consideration that this is a long term project. Corporate culture is something that is very hard to change and internal customer need time to get used to the new way of organizing. For companies with a very strong and specific culture it will be even harder to change. This argument was also supported by Ogbonna and Harris (2000) when studying organization leadership, culture and performance that organizational culture can mediate the relationship between human resource practices and internal customer satisfaction, supporting a social context model (Ferris, Arthur, Berkson, Kaplan, Harrell-Cook & Frink, 1998) for predicting internal customer. Thus, it is depicted in these researches that cultural change is linked to customer satisfaction and organizational performance; however this study will clearly depict the importance of the relationship between cultural change and internal customer satisfaction.

The cultural transformation required during the process is emphasized by a number of authors. Service orientation of corporate culture and of human resource management appears as one of the success factors for the transition. An exploratory study shows that

companies involved in service business development have all increased service orientation in their corporate culture by modifying company values and internal customer behavior (Gebauer, Paiola & Edvardsson, 2012).

In the change process corporate culture can be embodied in the company's values and internal customer behavior via the participation of clients in the design, production and consumption of service products, in addition to relational marketing, strong collaboration between the marketing and production departments, use of client data in assessing organizational effectiveness and evolution of the interpersonal skills of internal customer contact personnel.

A deeper understanding of the evolution of culture demands a step back and an analysis of the signs that represent the way in which the company operates in order for them to be readable. They are not always consistent amongst themselves. Changes in the organization will be accepted if they are coherent with the different elements of corporate culture. Schein (1993) explained the need for managers to propose answers for the concerns of the workforce in case of changes in the organization mainly if there are doubts concerning the foundations of corporate culture. Thus from above statement it can be predict that cultural change during the evolution process would affect the internal customer satisfaction. So there is a need to analyse the cultural change relationship with the internal customer satisfaction in telecommunication sector in Jordan.

2.11 Role Stressor: Role conflict and Role ambiguity

Role stressor is the stress experienced by employees or people within the organization due to their role or job in the organization (Lawrence & Kacmar, 2012). For instance, employees or people accept roles due to the expectation of the self and others at work place. Role stressor involves the ambiguities experienced by workers in an organization, which could be as a result of job satisfaction and turnover intention (Zhang, Tsingan, & Zhang, 2013).

Role stressor can be discussed from three angles, (e.g. role conflict, role overload and role ambiguity) based on various researchers' on organizational dynamics (Kahn, Wolfe, Quinn, Snoek & Rosenthal., 1964; Zhang *et. al.,* 2013). Similarly, Hang-Yue, Foley and Loi (2005) classified role stressors into role conflict, role ambiguity, role overload and work–family conflict, but the two most commonly used are role conflict and ambiguity which also the current study focuses on (Bettencourt & Brown, 2003). In fact the classical role theory has suggested that exposure to role stressors increases demand on individual cognitive and emotional resources because internal customer have to put greater effort to evaluate and enact appropriate coping responses to reduce the level of the stressor (Kahn,*et. al.,* 1964). The customer is one of the potential role senders in the organizational environment (Lankau, Carlson & Nielson, 2006). As such, customers and employee are faced with many changes that affect job responsibilities. These changes increase the preemption of an employee holding ambiguous and conflicting expectations.

Lazarus (1966) argued that one must know how to measure the phenomenon of stress due to the psychosocial condition of the person under stress. The concept which Lazarus

(1966), presented is a cognitive appraisal model, which is based on the cognitive processes of appraisal and is central to finding the condition to be potentially threatening, or challenging, or constitutes harmful losses, or to be compassionate.

Based on the discussion of Lazarus and Folkman (1984), there are two factors that can influence stress. The first appraisal is the environmental factors, which then triggers in choosing coping processes. The secondary appraisal deals with the evolution of the resources which are available to cope with the problem and it may change or alter the primary appraisal towards internal customer stressed behavior. The term stress deals with the problem and realizing that one has more or less resources to deal with the problem affecting the stresses. This is also a significant variable which can influence the level of stress among internal customer satisfaction.

On the other hand Siegall's (2000), discussion on the cognitive model of stress is focused on the repetitive routine of measuring, coping and reappraisal. He developed what he referred to as internal customer base evolutions which consist of two parts. The primary part deals with "What is this thing?" and the secondary part deals with "Will it hurt me". In addition, Siegall (2000) also recommended that there is a need for the researcher to search how to include various stages of the process, which is a step towards betterment of role stress instruments. The stress is more on the appraisal side and it is an evolution method rather than the satisfaction itself.

This present study focuses on the moderating effect of role stressor (role conflict and role ambiguity) relationship on employee internal customer satisfaction and there is a need to further refine the relationship which can help Jordanian telecommunication companies to

influence better internal customer satisfaction ICS. However, role conflict in this developed distress scale is proving to be more predictive of significant strain results as compared to traditional role conflict measure (Siegall, 2000). Studies have established some relationships between role stressor on psychological (e.g., internal customer satisfaction), behavioral (e.g., organizational commitment and job performance) and indicated its impact (Nygaard & Dahlstrom, 2002; Tai, 2012) but these relationships have been inconsistent. Tai (2012) showed that stress may have impacted in specific field work. Also, Nygaard and Dahlstrom (2002) indicated the implication of role stressor on job outcomes. For example, they noted that sales personnel may face some constraints with customers and with specific performance requirements imposed by the organization.

The findings indicate that role stressors have a negative and are stronger on external representation and internal influence behaviors. Also the indirect paths through job satisfaction and organizational commitment account for the negative effect of role stressors on customer oriented boundary-spanning behaviors COBSBs. Fisher (2001) examined the relationship between role stress and job satisfaction and performance from the external auditor perspective using the theoretical moderating influence of Type "A" behavior patterns. The analysis showed that the role stressor which is in the form of role conflict and role ambiguity is significantly negatively associated with auditor job performance and job satisfaction. Whereas the moderating role of Type "A" behavior was not found.

In fact, most studies have indicated that role stressors have a negative effect on job performance and turnover intention (Rhoades, Eisenberger & Armeli, 2001; Wilensky,

1960). Cekmecelioglu and Gunsel (2011) focused on one aspect of role stressor and showed that role ambiguity is negatively related with creative behavior and job performance. Malik, Safwan and Sindhu (2011) revealed that stress affects employee attitude towards work and reduces internal customer satisfaction. Based on 65% response rate, they found that stress is negatively related with bus hostesses, which ultimately affect customer satisfaction.

Finally, the study by Lankau, Carlson and Nielson (2006) on the moderating role of role stressor classified role stressor into two major dimensions namely role conflict and role ambiguity which are of major concerns to the present study. From the study it was found that role stressor is a significant moderating variable. Hence, the classification of role stressor into role conflict and role ambiguity in this study is in line with Lankau, Carlson and Nielson (2006).

2.11.1 Role Conflict

Role conflict is generally known to occur when there are incompatible demands placed upon an employee such that compliance with both would be difficult. We experience role conflict when we find ourselves pulled in various directions as we try to respond to the many statuses we hold in the organization. It equally occurs when an individual is faced with two constrains, whereby the two are mutually exclusive and one undermines the outcome of the other (Kahn *et. al.,* 1964; Rizzo, House & Lirtzman, 1970). Also it depicts the non-suitability of communication projection and the demand associated with the outcome (Hang-Yue.*et. al.,* 2005). This could be in the form of time, resources or

capabilities of an individual, multiple task for a single person that require incompatible behavior due to conflicting expectations and organizational demand (Rizzo, *et. al.,* 1970).

Role conflict has been found to have strongly correlation with internal customer satisfaction and job performance. For instance, Elci, Sener, Aksoy and Alpkan (2012) indicated that ethical leadership and leadership effectiveness negatively affects turnover intention of employees. In a sample of 1093 employees in seventy firms in different industries, the authors found that work related stress has a positive effect on employee's turnover intention. Notably, work stress was used as a mediator variable. In a study of online customers by Johnson, Bardhi and Dunn (2008), the study revealed that the effect of control creates needs and freedom are mediated by consumer performance ambiguity and consumer trust in technology. In a sample of 259 on a causal relationship between role stress, customer orientation, selling orientation and job performance of retail salespeople, Knight, Kim and Crutsinger (2007) affirmed that role conflict and ambiguity affect customer orientation and has direct and indirect influence on job performance mediated by customer orientation.

Fisher (2001) examined the relationship between role stress and job satisfaction and performance from the external auditor perspective using the theoretical moderating influence of Type "A" behavior patterns and found that role stressor which is in the form of role conflict and role ambiguity is significantly negatively associated with auditor job performance and job satisfaction. Whereas the moderating role of Type "A" behavior was not found. The above demonstrates that role conflict has a strongly correlation with no just customer satisfaction but also with internal customer satisfaction.

2.11.2 Role ambiguity

The domain of human resources management defined role ambiguity as the lack of clear expectations about your job or role in a firm that can produce role ambiguity, which in turn can produce stress. It explains the lack of understanding associated with job specification in the organization (Hang-Yue.*et. al.,* 2005). This could be as a result of complex organizational structures and inadequate communication due to individual duties and authority (Rizzo *et. al.,* 1970). While role overload refers to the volume of work and time specified that the work must be completed (Hang-Yue.*et. al.,* 2005).

Johnson, Bardhi and Dunn (2008) through their analysis of online banking customer showed that the effect of control creates needs and freedom are mediated by consumer performance ambiguity and consumer trust in technology. Knight, Kim and Crutsinger (2007) examine the causal relationship between role stress, customer orientation , selling orientation and job performance of retail salespeople, using a sample of 259, the results indicated that role conflict and ambiguity affect customer orientation and has direct and indirect influence on job performance mediated by customer orientation.

Burney and Widener (2007) through their explorative survey of over 900 respondents found that strategic performance measurement systems positively affects performance through its relations with job-relevant information and role ambiguity. While managerial experience serves as a moderator between strategic performance measurement systems (SPMS) and role ambiguity and role conflict.

Teoh and Foo (1997) investigated the effects of tolerance for ambiguity and risk taking propensity in mediating the relationship between role conflict and perceived performance among 70 entrepreneurs in small and medium-sized businesses in Singapore because the relationship between role conflict and perceived performance is not directly related. The findings indicate that entrepreneurs that have risk-taking propensity are better positioned to reduce or eliminate the effects of role stress in the entrepreneurial role, leading to better performance outcome.

Bettencourt and Brown (2003) using a sample of 220 lower-level, non-professional service providers of a major retail bank and a sample of 90 higher-level professional, services providers from the business credit division of an international financial services corporation investigate the three forms of customer-oriented, boundary-spanning behaviors may perform that linked to service organization to its potential or actual customers: external representation, internal influence and service delivery. As an independent variable, role stressor, and in particular, role ambiguity was found to have a significant positive relationship with personal skill development and performance (Babin & Boles, 1996). A similar study by LeRouge , Nelson and Blanton (2006) with a sample of IT developers in 12 fortune 500 companies revealed that role stressor in particular role ambiguity was positively related to organizational commitment and job satisfaction but using self-esteem as a moderator between role stress and job satisfaction. Thus, there is a strong correlation between role ambiguity and satisfaction. However, the research gap in the literature is to establish a relationship between role ambiguity and internal customer's satisfaction within the telecommunication industry.

2.12 Role Stressor as a Moderator

From the ongoing it is very clear that role stressor has been used in all levels of the variables except at the level of a moderator. In this regard, this study proposes role stressor as a moderator in the relationship between leadership change, behavioral change, structural change, technological change, cultural change and internal customer satisfaction. This also implies that the relationship between evolutionary process change (EPC) factor and internal customer satisfaction (ICS) is contingent to the moderating variable, role stressor. In other words, the relationship between the EPC factors and the internal customer's satisfaction is dependent on the role stressor. Thus, it is assumed that the presence of role stressor will either strengthen or reduce the influence of EPC factors on the internal customer satisfaction.

It is hoped that role stressor would interact with the independent variables (leadership change, behavioral change, technological change, structural change and cultural change) in such a way that it would have an impact at the level of the dependent variable (internal customer satisfaction). Thus, role stressor will affect the direction of the association between leadership change, behavioral change, technological change, structural change, cultural change and internal customer satisfaction.

Toeing the line of Lankau, Carlson and Nielson (2006) and in line with the objective of this study, role stressor is here conceptualized as role ambiguity and role conflict. Thus, the study used two dimensions of role stressor which are role ambiguity and role conflict.

113

2.13 Evolutionary Process Change Factors Internal Customer Satisfaction Link

Numerous researchers (Griffin, Gleason, Preiss, & Shevenaugh, 2012; Larssona & Vinbergbc, 2010; Spector & Fox, 2010; Foellmi & Zweimuller, 2008; Downs, 1998; North, 2005) have argued that the five elements of EPC (leadership, behavioural, structural, technological and cultural changes) have a great impact on organization excellent which can be measured by improved customer satisfaction. Similarly, Jun and Cai (2010) pointed out that EPC brings about improved internal and external service quality which influence both internal and external customer satisfaction. They maintained that when EPC is implemented rightly and timely in an organization, it will lead to internal customer satisfaction and increase in profitability of such organization.

In addition Karia and Assari (2006) highlighted that organization that rightly and timely invest in EPC practices will experience huge and improvement in management performance. Similarly Boon, Arumugam and Hwa (2006) mentioned that organization that is quality-focused achieved better internal customer participation and relations. Thus, it leads to improved service and product quality with higher profitability and increased market share. These findings supported Dale (1999) argument where he maintained that EPC is the mutual collaboration in an organization to meet customers' needs and expectation. The achievement of these needs and expectation brings about satisfaction and loyalty. Therefore, for an organization to be truly effective in the improvement of internal customer satisfaction there should be a proper implementation of EPC. The relationship between EPC practices and internal customer satisfaction is regardless of size and financial status (Berawi, 2004). Therefore, organizations that benefit from such

practices are based on quality revolution and differ from small to large, public to private and service to manufacturing. Hence, this study will explore EPC practice in Jordan telecoms and critical ways of improving internal customer satisfaction.

2.14 Previous Models on Customer Satisfaction

There are several models by various authors trying to explain customer satisfaction. While some models explained customer satisfaction holistically others examined it by classifying it into micro and macro models. Thus, this section examined the various models of customer satisfaction so as to build our knowledge and understanding on the internal customer satisfaction which is an integral part of the customer satisfaction concept.

2.14.1 Customer Satisfaction Model by Hom (2000)

In an attempt to understand customer satisfaction, Hom (2000) classified customer's satisfaction into two major groups which he referred to as micro and macro levels of customer satisfaction. Hence, customer satisfaction can be viewed in two major perspectives of micro and macro levels.

2.14.2 Macro Level of Customer Satisfaction

The macro level tries to make distinction between customer and consumer in relation to customer satisfaction (Oliver, 1997). He argued that the notion of satisfaction is better identified with the customers as opposed to the clients. Hence, the notion of customer satisfaction is about customers' fulfillment (that is, user fulfillment), rather than about buyer satisfaction (which may include non-users). It is argued here that it is only those

who used the product or service that is those who experienced the product/service are satisfied and not the customers who merely buy the product/service (Oliver, 1997). Another assumption here is that satisfaction is seen as a feeling and therefore only those that experienced or use the product/service experience this feeling. As noted by Hom (2000), this feeling is in form of a transient state of mind that can promptly change given a group of stars of circumstances. It lives in the customer's personality and is unique in relation to recognizable behaviours, for example, item decision, whining, and repurchase. Finally, it is equally assumed here that satisfaction regularly has edges at both an easier level (deficiency or under satisfaction) and an upper level (abundance or over-satisfaction). This implies that a purchaser's fulfillment may drop if she/he "gets excessively of a great thing." Many individuals center upon the more level limit and disregard the potential for an upper edge.

According to the macro level of satisfaction,

1. Perceived hope or belief regularly varies from target or practical function, particularly when a product/service is mind boggling, immaterial, and when the purchaser is new to the product/service.

2. Comparison measures can originate from various sources that can change generally by individual, by circumstance, and by product/service sort.

3. Perceived disconfirmation is the assessment of discerned execution as per one or more examination gauges. Disconfirmation can have a positive impact (by and large inferring a fulfilling come about), a negative impact (for the most part intimating a disappointing outcome), or a zero impact.

4. Satisfaction inclination is a state of psyche, a mentality. The expression "blended sentiments" applies here, as a buyer may have diverse levels of fulfillment for distinctive parts of a product/service experience.

5. Outcomes of satisfaction sentiments may include expectation to repurchase, expressions of -mouth (the shopper's correspondence with her/his system; of her/his approval/disapproval for a product/service), and grievances. These conclusions additionally are directed by different variables. For instance, compelling disappointment will not fundamentally produce protest conduct; particularly if the purchaser accepts whining will be vain.

Satisfaction

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┌──────────────┐      ┌──────────────┐                    ┌──────────────┐
│ Other Data   │─────▶│ Expected     │◀─────────────────▶│ Perceived    │
│ Input        │      │ Service      │                    │ Service      │
└──────────────┘      └──────────────┘                    └──────────────┘
                           ▲                                     ▲
                            ╲                                   ╱
              ┌──────────────┐        ┌──────────────┐
              │ Contact      │───────▶│ Technical    │
              │ Personnel    │        │ Service      │
              └──────────────┘        └──────────────┘
```
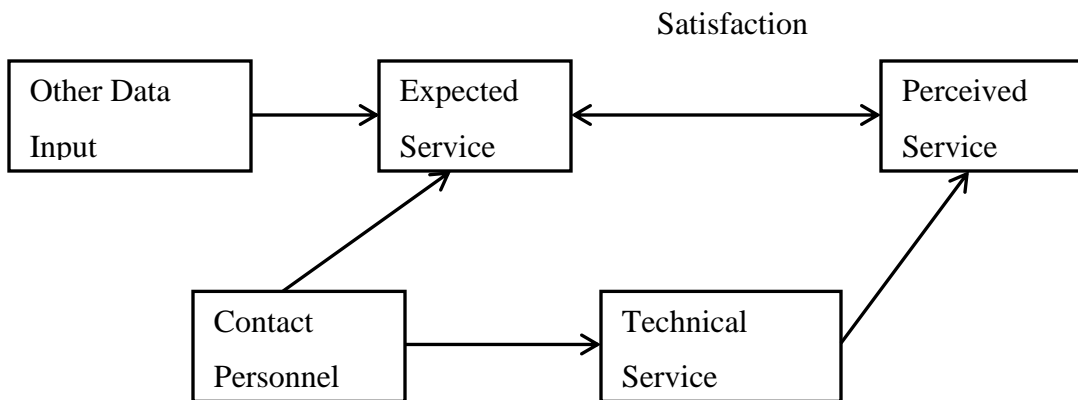
Figure 2.5
Model of Sources of Customer Satisfaction (adapted from Bateson, 1991).
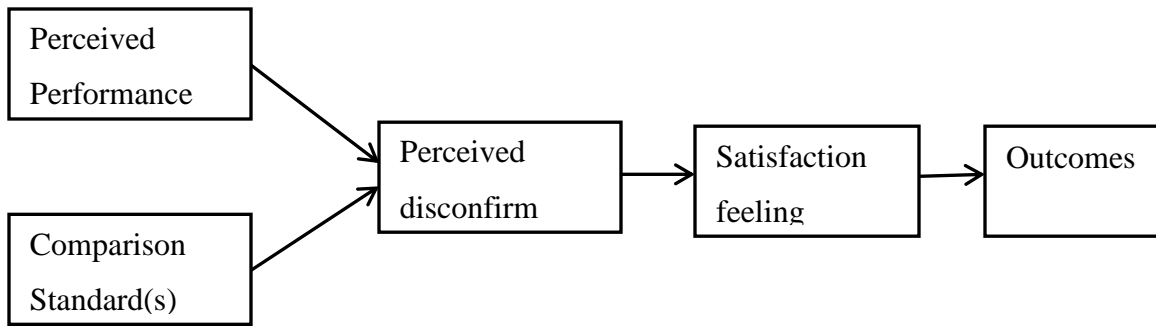
Figure 2.6
Traditional Macro-Model of Customer Satisfaction (adapted from Woodruff & Gardial, 1996) *includes intent to purchase, world-of-mouth, loyalty, and complaints.
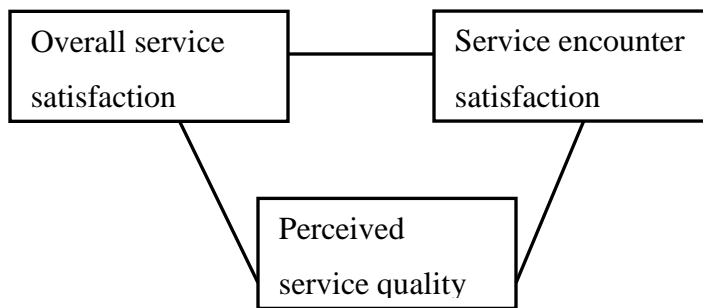
Figure 2.7
Model of Two levels of Satisfaction and Perceived Service Quality (Based on a study by Bitner & hubbert, 1994).

2.14.3 Micro-Models

Unlike the macro model level of satisfaction, the micro model level examined the customer satisfaction from the micro perspective. The study by Erevellesand Leavitt (1992) provides an excellent summary of our micro-models. The model provided seven types of customer's satisfaction models which are clearly listed Table 2.1 below:

Table 2.1

Current Types of Micro-Models for Satisfaction (adapted from Erevelles and Leavitt, 1992).

1	Expectations Disconfirmation Model
2	Perceived Performance Model
3	Norms Models
4	Multiple Process Models
5	Attribution Models
6	Affective Models
7	Equity Models

2.14.3.1 The Expectations Disconfirmation Model

This model seems to be the most popular model of satisfaction among other models of satisfaction. In this model both pre-consumption expectation and post consumption experience of a product/service are used to measure satisfaction or dissatisfaction of the product/service. Expectations of the consumers come from their beliefs about the level of performance that a product/service provided and this form the predictive meaning of the expectations concept.

2.14.3.2 The Perceived Performance Model

The perceived performance model stresses on the product/service performance. Even though this model is actually derived from the expectations model, expectations do not assume a noteworthy part in establishing satisfaction. Along these lines, the model is exceptionally pertinent in circumstances where a product/service performs so absolutely that the shopper's desires get marked down in her/his post-utilization response to the product/service.

2.14.3.3 Norms Models

This is just like the Expectations Disconfirmation Model, norms models is sets so that that the customer contrasts expected function and some standard for function. This implies that the standard used by the consumers is not a predictive expectation but instead, they consider what future events anticipated to happen and this is what is used to look at standard. This is the normal description of "should" instead of its infrequent ordered intention in the English dialect.

2.14.3.4 Multiple Process Models

This model viewed customer's satisfaction as a process of multidimensional concept. This implies that consumers use more than one standard in comparing and forming a (dis)confirmation judgment about an experience with a product/service.

2.14.3.5 Attribution Models

This model seems to be comprehensive because it incorporates the concept of perceived causality for a product/service performance into the satisfaction process. Three major factors are being used by the consumers to determine attribution's effect in satisfaction. The three major factors are locus of causality, stability, and controllability. The locus of causality is considered external because the service provider gets the credit or blame) and it is also considered internal because the consumer is responsible for the product/service performance. Stability stresses on the forgiveness of the consumers if they found that the product/service failed from their expectation which is considered as a rare event. While the controllability affects attribution in that a poor outcome in a consumption experience

may mean that the consumer will be unsatisfied with the product/service provider if the consumer believes the provider had the capacity, that is, control, to perform in a better fashion.

2.14.3.6 Affective Model

According to Erevelles and Leavitt (1992), customer satisfaction has in the recent times assumed to take a very implicitly cognitive process. In other words, customer satisfaction can be implicitly be explained or judged using the cognitive process. This therefore makes the affective factors indispensable in explaining the customer's post-purchase responses. The model assumed that customer satisfaction judgment is a function of the affective responses of the customers post-purchase.

2.14.3.7 Equity Model

This model emphasizes on the need for equity distribution of resources. It posits that the satisfaction and dissatisfaction of the customers about a product or service depends on the equity distribution of the resources. The equity model is often link to consumers' behaviors and relate to issues on product/service satisfaction or dissatisfaction but still the model is very important to explain the link between EPC factors and internal customer satisfaction. For instance, Oliver and Swan (1989) observed that equity model is an antecedent of satisfaction.

2.15 The Underpin Theories

Quite a number of theories have been used to explain the relationship product/service and customer satisfaction or dissatisfaction. Similarly, there are also quite a number of theories underpinning satisfaction and product/service paradigm. These theories have been used by many authors to explain and understand the process through which customers form satisfaction judgments. The study by Prakasam (2010) classified these theories into three major groups namely Equity, and Attribution. These theories are used in this study to explain and understand the relationship between EPC (leadership change, behavioral change, technological change, structural change and cultural change) factors and internal customer satisfaction.

2.15.1 Equity Theory (Underpinning Theory)

The Equity theory is primarily used as the underpinning for this study. It is the theory used to develop the conceptual framework for this present study. Originally, the theory of equity emanated from the distribution of resources. That is, the theory stresses on the need for resources to be equally distributed. According to the proponent of the theory, Adams (1963), equity theory is concerned with the individual mechanism that is initiated when the proportion of resources appropriated (rewards etc.) to speculations made by the individual is not equivalent to the degree for others in the trade relationship (Adams, 1963). However, the equity theory has been imported into other field of studies such as marketing, management and marketing behaviors to relate to concepts such as customers satisfaction, consumer behaviors etc. Although much of the literature on equity theory is always on the consumers' behaviors and relate to issues on product/service satisfaction or dissatisfaction still this theory is very relevant in explaining the relationship between EPC

factors and internal customer satisfaction. Oliver & Swan (1989) noted that equity theory is an antecedent of satisfaction. They posit that dissatisfaction or satisfaction is a function of equity or inequity perceived by the consumers. The perception of equity will cause satisfaction while the perception of inequity causes dissatisfaction in the form of resentment, anger or guilt, thus motivating the individual to restore equity or balance.

This theory is built upon the argument that a "man's rewards in exchange with others should be proportional to his investments". An early recognition of this theory first came out of research by Stouffer and his colleagues in military administration. They referred to 'relative deprivation' (equity) as the reaction to an imbalance or disparity between what an individual perceives to be the actuality and what he believes should be the case, especially where his own situation is concerned.

In other words, the equity concept suggests that the ratio of outcomes to inputs should be constant across participants in an exchange. As applied to customer satisfaction research, satisfaction is thought to exist when the customer believes that his outcomes to input ratio is equal to that of the exchange person.

The study by Pepitone and Triandis (1987) on equity theory posits that equity is a shared cultural value, a norm that prescribes the way resources ought to be distributed. They noted that different culture different ways of viewing what is referred to as equity. Thus, the following assumptions are highlighted:

1. The relative priorities of equity among other distribution values, and in the conditions that affect its priority - in some groups, for example, allocations are based on the need of the recipients.

2. The conditions that activate, stop, and govern the critical magnitudes of equity and inequity- for example groups may differ in the degree of disparity tolerated before distribution behavior is affected.

3. The way people try to make the distributions equitable.

4. The criteria that count as investments.

5. The measurements of rewards.

The equity theory assumed that the consumer/customers assess their outcomes and then compare them to the perceived outcomes of the seller with the intention of assessing the equity of the transaction (Lapidus & Pinkerston 1995). The study of Huppertz, Arensonand Evans (1978) and Olivier and Huppertz (2010) also affirmed that the manipulated levels of patronage frequency (a consumer input) with service received/price levels (a merchant input or outcome) on the inequity felt when dealing with a campus store is also one aspect of equality theory. Accordingly, Oliver & Swan (1989), equity theory is both traditional (where the consumer compares his/her outcomes with the merchants' outcomes) and contemporary (assumes multidimensional inputs and outputs which have to be translated into common units by the consumer and merchants in order to draw conclusions regarding the equity of the exchange).

Within the context of this study, the equity theory is used to underpin this study in order to understand the relationship between the EPC factors and internal customer satisfaction. Thus, the major assumption here is that the EPC factors such as leadership change, behavioral change, structural change, technological change and cultural change are subject to the perception of the organization internal customers. For instance, a positive perception of the EPC factors would result to the internal customer satisfaction while a negative perception of the EPC factors would result to the internal customer's dissatisfaction.

Taken a cue from the explanation above, it therefore, becomes important for organization, that wants to achieve internal customer satisfactions; to provide necessary organizational platform or environment that often emphasis on equity of the employees in all aspects. By so doing the internal customers of the organization which includes its employees will have a positive view of the organization and then would be satisfied with the organizational leadership change, structural change, technological change and the cultural change. Hence, this theory no doubt provides the theoretical framework to understand how EPC factors influence the internal customer satisfaction. It is only when EPC factors; leadership change, behavioral change, structural change, technological change and cultural change reflect equity and perceive by the internal customer of the organization as equity that internal customer satisfaction can be achieved.

The relationship between the equity theory and the conceptual framework of this study is based on the equity theory assumption which posits that the satisfaction or dissatisfaction

of the company's' products/service by the customers is based on certain key factors which in this study is assumed to be EPC factors (leadership change, behavioral change, structural change, technological change and cultural change). Thus, the equity theory provided the study the avenue to identify those key factors that affect the internal customer's satisfaction in the company. It also demonstrates that these key factors (EPC) to a greater extent predict the internal customer's satisfaction or their dissatisfaction about the company and its activities.

2.15.2 Attribution Theory (Supporting Theory)

This is one of the relevant and important theories borrowed from social psychology that is being applied to explain how consumers attained dissatisfaction decisions. Attribution theory becomes salient after a disconfirmation occurs and the consumer seeks an explanation for performance failing to meet expectations.

Originally, attribution theory stresses on the way people explain the causes of specific events and problems in their lives as well as in the lives of other people. This could either be peoples' misfortunes or one's own emotions (Park & Dimigen, 1997). The most important causal agent for generating attribution processing is the disconfirmation of expectations (Pyszczynski & Greenberg, 1981). This implies that events which fail to conform to peoples' expectations are deemed to trigger the search for an explanation to the event. Early attribution theory was purely cognitive, that is, locus of causality or causal responsibility was the result of a logical inference process performed on information concerning the actor and his or her behavior (Kelly, 1967).

126

Heider (1958) referred to two types of explanations that are given to explain the causes of events by people: (1) External attribution where the individual attributes the causes to environmental factors or (2) Internal attribution where the causes are attributed to dispositional factors. Heider (1958) found that people tend to overestimate an individual's personal liability for his/her behavior and to underestimate social and economic pressures that may contribute to it. This tendency has been defined as the fundamental attribution error (Ross, 1977).

Recently the adoption of Attribution Theory in marketing, marketing behaviours and other related fields is gaining popularity. Much of the studies on Attribution Theory are tailored to post-purchase issues such as customer satisfaction or word of mouth behavior (Folkes, 1988). Within this context, it can be explained that when product/service failed to fulfill customers' need or desire, the consumer will attempt to find an explanation. Studies of attribution in consumer post purchase behavior have shown a significant influence of attribution on complaints, redress seeking, word of mouth activity, and expectations of change, satisfaction and future intentions. However more limited evidence is available for the generation of emotions such as anger (Oliver, 1997).

Within the context of this study, the attribution theory is used to explain that certain factors, in particular EPC factors; are attributed to the internal customers' satisfaction. Thus, the primary assumption here is that certain events in the organizations such as leadership change, behavioural change, structural change, technological change and cultural change cause are important factors that lead to internal customer satisfaction. As

posited by the attribution theory that certain events that cause dissatisfaction could either be seen as people misfortune or individual's emotion, therefore, the events that happen in the organization such as leadership change, behavioural change, structural change, technological change and cultural change could also be classified as the organizations misfortune or the internal customers' emotions which may bring about satisfaction or dissatisfaction. For example if events such as leadership change, behavioural change, structural change, technological change and cultural change happen to be a misfortune, the customers will feel dissatisfied while on the hand if the events become fortunate, customers will feel satisfied. Thus, organizational events will be attributed to the internal satisfaction of the customers who are mainly the employees of the organization.

2.16 Other Theories of Customer Satisfaction

Apart from the customer satisfaction theories discussed in the previous sections, several other theories relating to customer satisfaction such as Assimilation, Contrast, Generalized Negativity and Assimilation-Contrast exist.

2.16.1 Assimilation Theory of Customer Satisfaction

This theory is built on the dissonance theory by Festinger's (1957). The Dissonance theory states that customers often make certain cognitive comparison between their expectation of a product and the expected performance. That is the theory is of the post-usage perspective assessment. In other words, customers tend to judge a product or service after usage. The study by Anderson (1973) on customer satisfaction posited that customers try to dodge dissonance through perception adjustment on any product they consumed so as to align it with their initial expectation of the product or service

(Prakasam, 2010). It is also very possible that customers decrease their worry and pressure caused by the discrepancy between expectations and product performance either through what is called a distort expectations in order to align them with their initial expectation about the product or service. Secondly, they can also decide to raise their satisfaction level through decreasing the average relevancy of the disconfirmation experienced. The theory according to Prakasam, (2010) provides two key options for the customers It is either they maximize their satisfaction to conform with their expectations or reduce their level of satisfaction to also conform to their initial satisfaction expectation of the product or service.

Furthermore, although this theory has been judged to be very relevant to the customer satisfaction domain, yet the theory has been confronted with many criticisms by some authors. For instance, the study by Payton *et. al.,* (2003) regards the Assimilation theory as a flaw due to certain reasons. For example, Payton *et. al.,* (2003) pointed out that the Assimilation theory failed to establish or point out the manner by which customers' disconfirmation expectation creates either satisfaction or dissatisfaction. He argues that it is not just enough to posit that a relationship exist between expectation and satisfaction but should be able to further explain the way this relationship determines customer satisfaction or his dissatisfaction about the product or service. Another shortcoming of Assimilation theory is the inability to consider the control for actual performance for a product or service. This is because it has been observed that when customers control their actual performance for a product or service, it is likely to bring about a positive correlation between expectation and satisfaction (Prakasam, 2010). Hence, it is assumed

that dissatisfaction is determined by the evaluative processes whereby a customer expectation is negative. The theory is just concerned with the motivation of the customers for the purpose of adjusting to their initial expectation and perception about the product or service. Although this theory has been criticized, its application to the studies on customer satisfaction cannot be contested. The fact remains that customers often have an initial expectation about a product or service, and this expectation is later determined after the usage of the product or service. Just like the customer satisfaction, the internal customer satisfaction will always have certain expectations about the company which could either be satisfaction or dissatisfaction. Until an employee becomes a staff of the company, he/she will not be able to match his /her expectation with performance of the company service. Hence, employees often make certain cognitive comparison between their expectation of a product before they join the company and the expected performance.

2.16.2 Contrast Theory of Customer Satisfaction

This particular theory was advanced by Hovland, Harvey and Sherif (1987). This theory emphasizes on the customer's attitude and attitude towards opinion statement about products or services. As described by Dawes *et. al.,* (1972), contrast theory explain increase the differences between customer's behavior and the expectation from the products. The theory is similar to the dissonance theory by Festinger's (1957); even some regard Contrast theory as a substitute to the dissonance theory. The contrast theory is also concerned with the post-usage assessment process. However, the theory takes a different direction when it comes to the resultant effect or outcome of the post-usage evolution

process (Prakasam, 2010). While assimilation theory assumed that customers tend to reduce the differences between their initial expectation and product or service performance, Contrast Theory on the other hand assumes that a sudden effect take place which bring about the increase in discrepancy. Hence, contrast theory takes cognizance of discrepancy exaggeration. The theory believed that whatever experience resulting from discrepancy will be exaggerated to align with discrepancy. For example, a particular company increases its expectation about its product or service in its advertisement, then making its customers experience less than such expectation, it is possible that the company product or service may be rejected. In other words, the company product or service may be deemed unsatisfactory by the customers as the companies' promise failed to achieve the expected performance. On the other hand, customer would deem the company's' product or service satisfactory if the company's' promise meet the customer's expectations. Therefore, it is highly suggested that companies should contrast promises in order to avoid product or service rejection by the customers. This theory has gained a lot of support within the marketing discipline. The Contrast Theory of customer satisfaction is much concerned with the customers feedbacks or responses rather than how to decrease dissonance, due to the fact that customers have the tendency to increase or exaggerate the discrepancy linking expectation and the product/service performance function.

2.16.3 Assimilation-Contrast Theory of Customer Satisfaction

The proponent of Assimilation-contrast theory is Anderson (1973). It is built on the previous discussion by Sherif and Hovland's (1961). Assimilation-contrast theory is

concerned with post-exposure product performance (Prakasam, 2010). The theory is of the view that performance is determined within the reach of the customers. That is if the performance is within his/her reach, he/she does not care about the expectation. Thus, customers discard or accept performance if it is within his range or not. The discrepancy of between expectation and performance is therefore determined by customers range. For this situation, it is believed that assimilation will take place making the customers to accept performance. For instance, the performance of the product or service failed to fall within the customer reach or range, then the discrepancy will be exaggerated and the produce or the service will be unacceptable. This theory in particular was advanced in order to further describe the correlation linking the constructs in the disconfirmation model. It is the integration of both theories of assimilation and the contrast theory (Prakasam, 2010). Thus, providing more detail about customer satisfaction with a product or service. For this theory, it is assumed that customer satisfaction is determined by the extent of the gap linking the customer satisfaction and anticipated function. As posited by assimilation theory, the consumers are assumed to adjust to the discrepancies about the product or service in terms of performance with a view to align it with the initial expectations in perception which is also subject to the size of the discrepancy (Prakasam, 2010). From the look of thing one may understand that Assimilation-Contrast theory is trying to simultaneously use both assimilation and contrast to explain customer satisfaction. Thus, both theories are applicable in understanding customer satisfaction. They explain how customers show satisfaction or dissatisfaction about a product or service they initial expected to give them desire performance. Therefore, Assimilation-Contrast theory is very relevant to this present study because it assists in understanding

132

the customer satisfaction or dissatisfaction in a situation where product or service performance is very hard to determine.

The Assimilation-Contrast theory has been criticized by some scholars such as Anderson (1973). He observed that assimilation-contrast theory has failed to merge or resolve between assimilation theory and contrast theory. According to Cardozo's (1965), methodologically error was identified as the major setback of assimilation-contrast theory (Prakasam, 2010). For examples, subsequent researcher who made several attempts to empirically examine assimilation-contrast theory produced several inconsistent results. The study by Oliver (1980) recorded perceptual discrepancies between disconfirmation or satisfaction and expectation.

2.16.4 Negativity Theory of Customer Satisfaction

Negative theory as one of those theories in the marketing discipline was propounded to explain the customer satisfaction about a product or service. The theory was advanced by Carlsmith and Aronson in 1963. The key assumption of this theory is that performance discrepancy arising from customer's expectations tends to obstruct or interrupt people which will consequently produce negative power (Prakasam, 2010). This particular theory is built upon the process of disconfirmation. In other words, the theory is founded on the assumptions from the disconfirmation theory. Negative theory posits that strongly held expectation will cause customers' negative response to any disconfirmation (Prakasam, 2010). The situation on the other hand will produce dissatisfaction if expected performance failed to match expectations of the customers or observe/expected

133

performance surpassed expectations. According to Carlsmith and Aronson (1963), whatever differences of function arising from customers hope would obstruct the customers in such a way that it would produce negative power. This implies that emotional expressions or impressions tailored towards any goods would be opposite to the extent of the differences (Prakasam, 2010).

2.16.5 Disconfirmation Theory of Satisfaction

This theory assumed that customers satisfactions is associated to size and within the direction of the disconfirmation experience that take place due to the comparison between what occurs as a result product/service performance and customers' expectations. Disconfirmation theory posits that there is a direct link between customer's satisfaction and the size of disconfirmation experienced by the customers. The study conducted by Szymanski and Henard using meta-analysis approach revealed that disconfirmation model of customer satisfaction is the best way to explain the relationship between satisfaction and customers' expectations. Thus, disconfirmation model is the best factor that can influence customer satisfaction. A similar study by Ekinciand Sirakaya (2004) which is cited in Prakasam (2010) as a current explanation of the disconfirmation theory described "satisfaction as the guest's contentment response. In other words, it is the assumption that products or services attributes or qualities or the product/service itself, offered some certain level of consumption-associated enjoyment (Prakasam, 2010). This theory is applicable to all types or kinds of customers of the company which include both internal and external customers. One good lesson to learn from this theory is that customers' satisfaction is judged by the size of their disconfirmation experience.

Therefore it can be assumed that the small the size of the disconfirmation experience, the larger the satisfaction while on the other hand, the larger the size of the customers disconfirmation experience, the smaller their satisfaction.

2.17 Research Framework

The framework in figure 2.8 depicts seven key variables consisting of five independent variables, one moderating variable and one dependent variable. The independent variables are leadership change, behavioural change, structural change, technological change and cultural change which are in this study referred to as Evolution Process Change (EPC). The moderating variable is referred to as Role Stressor (RS) while the dependent variable is called Internal Customers' Satisfaction (ICS).

The figure 3.1 shows two major types of relationships. First a direct relationship between the independent variables- EPC factors (leadership change, behavioural change, structural change, technological change and cultural change) and the dependent variable-internal customers' satisfaction, and the second relationship is the moderating relationship which demonstrated the influence of role stressor on the relationship between EPC factors (leadership change, behavioural change, structural change, technological change and cultural change) and the dependent variable-internal customers satisfaction. The conceptual framework shows that the EPC factors will directly affect the internal customer's satisfaction. However, their relationship is contingent to the moderating variable, role stressor. In other words, the relationship between the EPC factors and the internal customer's satisfaction is affected (moderated) by the role stressor. Thus, it is

assumed that the presence of role stressor will either strengthen or reduce the influence of

EPC factors on the internal customer satisfaction. However, the study proposed that the

role stressor will strengthen the influence of EPC factors on the internal customer

satisfaction.

Independent variables   moderating variable   Dependent variable

Evolution Process Change

| Leadership Change |

| Behavioral Change |

| Structural Change |

| Technological Change |

| Cultural Change |

| Internal Customer Satisfaction |

Role Stressor
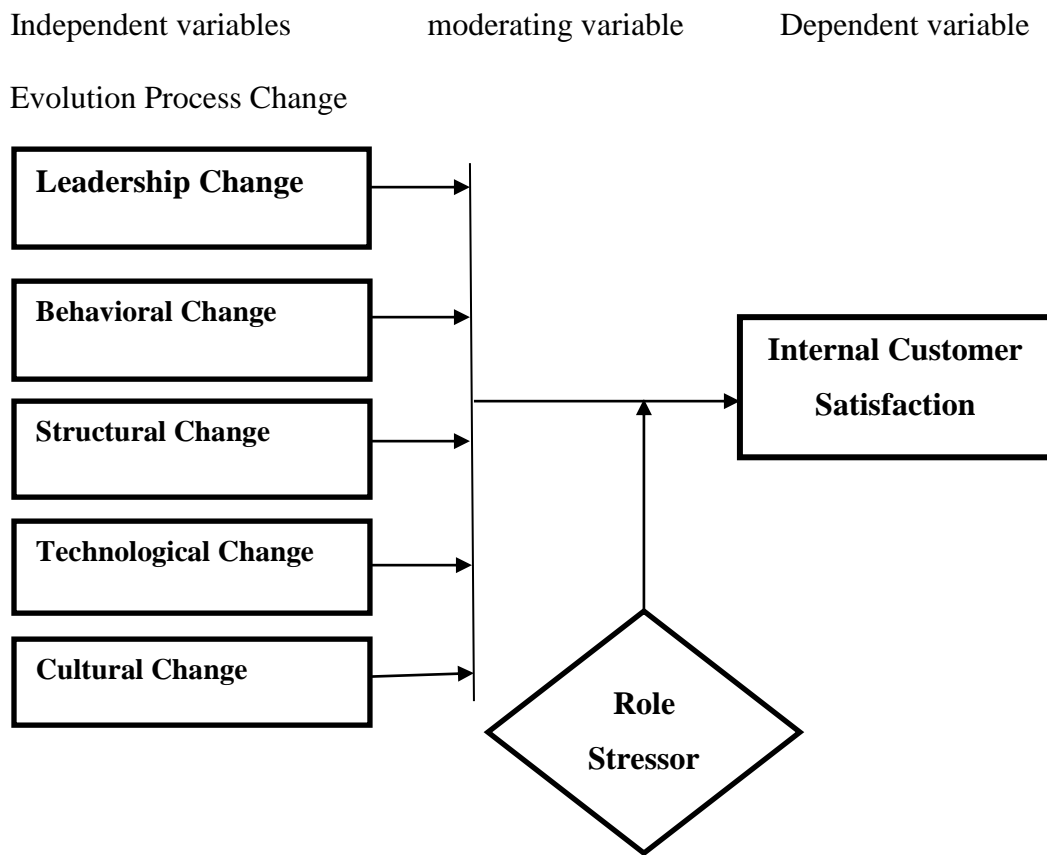
Figure 2.8
Research Framework

2.18 Hypotheses Development

Based on the research framework depicted in figure 2.8, the following hypotheses are hereby formulated: evolution process change:

H1: Evolution Process Change factors will significantly influence internal customer satisfaction.

H2: Role stressor will moderate the relationship between evolution process change factors and internal customer satisfaction.

H2a: Role stressor will moderate the relationship between Leadership change and internal customer satisfaction.

H2b: Role stressor will moderate the relationship between behavioural change and internal customer satisfaction.

H2c: Role stressor will moderate the relationship between structural change and internal customer satisfaction.

H2d: Role stressor will moderate the relationship between technological change and internal customer satisfaction

H2e: Role stressor will moderate the relationship between cultural change and internal customer satisfaction.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This section gives a brief summary of the chapter which covers mainly the research methodology of the study. This chapter discusses the methodology in order to answer the research questions and achieve the research objectives. It also discusses the research design and the research approaches utilized in this study. Additionally, it covers others parts, such as the population of the study, the sampling technique used in selecting the sample size, the sample frame, including the unit of the analysis and the response rate. Moreover, the chapter discusses the data collection methods utilized in this study and the instrumentation of the variables that show how the variables were measured. It also covers the hypotheses development with the various analyses techniques used.

3.2 Research Design

A cross-sectional research design with a quantitative technique and a stratified random sampling technique was adopted, where the employees of the telecommunications companies in Jordan were selected as the target population of the study. Based on the previous studies by Yin-Fah, Foon, Chee-Leong and Osman (2010) and Halim (2009), the research design of this study is argued to be most suitable as it would help establish the relationship between the independent variables and the dependent variable in this study.

The research approach for this study is purely quantitative. According to Sekaran, Robert and Brain (2001), the quantitative approach is widely applied in the field of social sciences and business field. The approach uses quantitative data and applies statistical analysis in analyzing the collected data. Therefore, this seems to be in line with the present study in analyzing quantitative data to achieve its objectives. Authors, such as Amin and Khan (2009), Khurshid (2008), Ogbonnaya and Osiki (2007), have concurred that quantitative research approach is very relevant in the social science studies of this nature.

3.3 Population

The population of the current study covered all the individual employees working in the telecommunication companies in Jordan. This population is identified through the 2009 Telecommunication Regulatory Commission Report in Jordan. A total number of 4,310 employees were identified from the three telecommunication companies (Orange, Zain and Umniah) located in Jordan (Telecommunication Regulatory Commission Report, 2009). More details are presented in Table 3.1 below.

Table 3.1
Number of Employees in Each Telecommunication Company

Source	Organization Name	No. of Employees
Telecommunication Regulatory Commission Report, 2009	Orange	2,537
	Zain	1,192
	Umniah	581

3.4 Sampling Technique

Firstly, this study applied a stratified random sampling technique to divide the population into three strata, namely Middle Jordan region, Central Jordan region and South/Northern region. However, this study focused only on one stratum, which is the Central region due to the fact that it is the only strata, where all the telecommunication companies in Jordan are located in.

After this, a simple random sampling technique was used to select the final sample of the population. The essence of simple random sampling is to ensure that all elements in the population were given an equal chance or an opportunity of being included in the study (Oladele, 2007).

Apart from the above, the sample size for this study was determined using the recommendations by Sekaran, *et. al.,* (2001), Krejcie and Morgan (1970). According to them, a population of 4500 required 354 sample size. However, the sample size was increased from 354 to 500 in order to avoid the problem of non-response bias as suggested by Sekaran, *et. al.,* (2001). Fowler, Gallagher, Stringfellow, Zaslavsky, Thompson and Cleary (2002) suggest that one way to avoid the problem of non-response bias is to increase the sample size. As a consequence, 500 questionnaires were distributed. The participants who were previously involved in the pre-test were excluded from the present study. Based on the population of the study, the distribution of the questionnaire was further determined, as follows:

Zain =   1192, Orange =   2537, Umniah =   581

Population =   (4310) Simple Size = 354

The formal
$n \div N = \%P$
$\%P \times S =$

n = Number of the employees in each company
N= Total number of the employees in the three companies
%P= Percentage of the sample distributed in each company
S= Simple Size

3.5 Unit of Analysis

According to Zikmund *et. al.,* (2013), unit of analysis in research means what or who should provide the data and at what level of aggregation. This level of aggregation could be at the individual levels (e.g. customers, employees, and owners) or organizations (e.g. businesses and business units). In this study, the unit of the analysis is at the individual level, which includes personnel of various ranks from the Jordanian telecommunications companies, namely Orange, Zain, and Umniah. The use of these employees is justified as they are practitioners of the EPC and ICS concepts, process owners and are generally experienced with evolutionary process change EPC practices. Hence, using this group of people would give sufficient information concerning the variables under examination. Additionally, they seem to most appropriate for the current study.

3.6 Instrumentation /Measurement of Constructs

In this study, all variables are assessed via 5-point scale, ranging from 1 (strongly disagree) to 5 (strongly agree), as adopted from Zhang and Fang (2000), Amin and Khan (2009). Likert scale is commonly used in social science researches, particularly when the

research involves the use of a questionnaire. In fact, it is the most widely used approach to scale responses in survey research. Besides, Tsan (2012) noted that the use of 5 point likert scale ensures higher significance and reliability of the variables. Hence, the use of 5 likert scale in this study is to ensure higher significance and reliability of variables (Tsan, 2012). Obviously, there are a total of seven (7) variables in this study. Details on the variables measurement are explained below variables in this study.

Table 3.2
The Measurement of Variables

S/N	Variables	No. of Items	Sources
1.	Leadership change	10	Terziovski (2006); Samson and Terziovski (1999).
2.	Behavioural change	10	Terziovski (2006); Samson and Terziovski (1999); Mowday, *et, al.,* (1979); Boles, *et, al.,* (2007).
3.	Structural change	11	Ooi, *et, al.,* (2007); Terziovski (2006); Samson and Terziovski (1999).
4.	Technological change	10	Terziovski (2006); Samson and Terziovski (1999).
5.	Cultural change	10	Lau and Idris (2001); Ooi, *et, al.,* (2007); Zhang, *et, al.,* (2000).
6.	**Role Stressor:**	**14:**	Siegall, M. (2000).
	Role conflict	8	
	Role ambiguity	6	
7.	Internal Customer Satisfaction	11	Worren, Moore, and Cardona (2002).

Concerning the leadership change variable, a total of ten (10) items adopted from Terziovski (2006) and Samson and Terziovski (1999) were used to measure the variable.

Regarding the behavioural change variable, ten (10) items adopted from the previous work by Terziovski (2006), Samson and Terziovski (1999), Mowday, *et, al.,* (1979), and Boles, *et,al.,* (2007) were used to determine the extent to which the respondents agree or disagree with the instruments.

Furthermore, ten (10) items adopted from the work of Terziovski (2006), Samson and Terziovski (1999), and Ooi, *et, al.,* (2007) were used to measure the structural change variable. It measured the extent to which the respondents agree or disagree with the instruments.

With regard to the technological change variable, eleven (11) instruments adopted from previous studies by Terziovski (2006) and Samson and Terziovski (1999) were used to measure the variable. The items measure the extent to which the respondents agree or disagree with the instruments.

Again, ten (10) items adopted from the work of Lau and Idris (2001), Ooi, *et, al.,* (2007), and Zhang, *et, al.,* (2000) were equally used to measure the cultural change. It also measures the extent to which the respondents agree or disagree with the instruments.

Apart from that, the role stressor which has two dimensions (role conflict and role ambiguity) with a total of 14 items; 8 items are for the role conflict, whereas the other 6 items are for the role ambiguity were used to assessed the variable in order to determine

the extent to which the respondents agree or disagree with the instruments. The items were adopted from a previous work by Siegall (2000).

Finally, the dependent variable which is the internal customers' satisfaction was measured using 11 items adopted form the work of Worren, Moore, and Cardona (2002). The items were used to determine the extent to which the respondents agree or disagree with the instruments. Table 3.2 provides more details.

3.6.1 Questionnaire Description

The questionnaire contains two major parts, precisely Part A and Part B. Part A covers the demographic information or the respondent's profile, whereas Part B covers the questions related to all the variables. The questions in part A were used to elucidate information from the respondents about their characteristics and profile. It covers nine questions, such as the company's name, age, education, gender etc.

For part B, it consists of three major sections, namely section 1, section 2, and section 3. Section 1 questions covered all the independent variables (leadership change, behavioral change, structural change, technological change and the cultural change) and have 51 questions. Section 2 covered all the questions associated with the moderating variables (role conflict and role ambiguity) with a total of 14 questions; 8 questions for the role conflict and 6 questions for the role ambiguity. The last section which is section 3 covered all the questions related to the dependent variable (internal customer satisfaction) with a total of 11 questions. All these questions in part B were used to gather information about the variables under investigation. In other words, they obtained information on the

144

extent to which the respondents agree or disagree with the questions. Table 3.3 below shows the detailed description of the questions.

Table 3.3
Questionnaire Description

Questionnaire Part	Type of questionnaire	Number of Items
Part A	Demographic	9
Part B	Questions on Variables	76
• **Section 1**	Independent Variables	51
• **Section 2**	Moderating variables	14
• **Section 3**	Dependent variable	11
Total		**85**

3.7 Pre-Test

According to the American Statistical Association (1997), pre-test is categorized into two major groups, which are pre-field and field tests. The pre-field consists of focus groups and cognitive laboratory interviews, whereas the field consists of six techniques (e.g behavior coding of interviewer / respondents, interactions, interviewer debriefings, respondents debriefings, split-sample tests, and the analysis of item non-response rates and response distributions).

Similarly, Gingery (2009) mentioned there are several ways (e.g. readability tests, individual self-administered questionnaires, individual interviews (phone or in person), theater testing etc.) by researchers when conducting a pre-test and also many reasons why a pre-test should be conducted. For instance, it is possible that many respondents avoid

filling some questions or, on the other hand, they provide invalid feedback due to faulty survey questionnaire design and implementation.

In this study, a pre-test was conducted with a view to identify phrases subject to misinterpretations and question design flaws in general based on the suggestions by Gingery (2009) and the American Statistical Association (1997). The study adopted an individual self-administered questionnaire approach to assess the research instrument. This method aims to obtain individual (the potential respondents') reactions to the questionnaire.

A total of thirty respondents who are believed to have the same characteristics with the actual population of the study were drawn using a simple random sampling and the instrument was administered to them. At the end of the exercise, the respondents were able to identify variations in language, errors in terminology and an interpretation of the questions and response options. After this, these instruments were re-worded and re-phrased based on the respondents' comments and feedbacks for the research purpose.

3.8 Method of Data Collection

The data collection procedure employed in this study is called a self-administered questionnaire or it is called drop-off and pick procedure. This procedure enabled the researcher to administer the questionnaire to the respondents and later come back to pick it after some time either by appointment or when the researcher assumed that the respondents might have filled in or completed the questionnaire. Although this procedure consumed a lot of time however it provided the researcher with the opportunity to

effectively guide the respondents in completing the questionnaire through further clarifications in order to avoid confusions. Self-administered data collection procedure is affirmed to be one of the suitable data collection procedures in social science. Ogbonnaya and Osiki (2007, p.5) argue that self-administered questionnaire provides a better or a higher response rate compared to other methods.

Furthermore, the data for this study was distributed and retrieved from three major different locations in Jordan, namely Amman, Irbid within three months, beginning from May, 2011 and ending in July, 2011.

3.9 Response Rate

Based on the population of the study which covers all the employees in the telecommunication companies in Jordan, four thousand and five hundred (4500) employees were drawn from the telecommunication sector in Jordan. As suggested by Sekaran, *et. al.,* (2001), a population of about 4500 requires a sample size of 354. However, due to the anticipated fear of poor return rate or low response rate, a total number of 500 questionnaires were sent out and these represented the sample size of the current study.

Hence, a total of five hundred (500) questionnaires were distributed to respondents. Out of the total number of 500 questionnaires distributed, a total of 350 were returned, representing 70 % of the sample size of 350. Based on this response rate of 75%, it is clear that the study has achieved the minimum response rate recommended by AAPOR, an American research body (Johnson & Owens (2003). However, out of the 350 returned

questionnaires, only 316 are deemed fit to be used for the study. This figure was further

reduced to 265 after deleting some data due to problems of outliers and normality of data.

Therefore, a total of 265 questionnaires, representing 53%, were finally used in this

study. Table 3.4 further presents the data.

Table 3.4
Respondent Rate

QUESTIONNAIRE		RESPONSE RATE
Distributed	500	
Returned	350	70%
Unusable	34	6.8%
Usable	316	63.2%
Outliers	51	10.2%
Used	265	53%
Total	**350**	**75%**

3.10 Analysis Techniques

Although there are several analysis techniques a researcher can employ in data analysis,

the choice of analysis technique depends greatly on the nature of the study and the data

that are collected. The researcher in this study employed several analysis techniques, such

as factor analysis, descriptive, correlation, regression and hierarchical analyses to analyze

the collected data and achieve the objectives of the study.

3.10.1 Factor Analysis

This analysis technique was adopted in this study either to determine the number of items that were loaded on a factor, or to determine the structure of a variable. Obviously, this played a very significant role in checking the construct validity of the instrument. Therefore, owing to this, the study conducted a factor analysis in order to determine the number of items that were loaded on a factor, and at the same time to check whether each item measured the variable. In this case, the study used the component factor analysis with a varimax rotation. As suggested by Halim (2009), Kolawole and Torimiro (2005), all items loading the acceptable limit are accepted, whereas those not loading the minimum standard are dropped. Thus, items that failed to load the minimum acceptable limit are not used for further analysis in this study. In addition, the study equally ensured that the result of the factor analysis indicates an eigenvalue greater than 1.

3.10.2 Descriptive Analysis

This analysis is often used to quantitatively describe the respondents' profiles or the demographic data collected from the respondents (Neil, 2009; Pallant, 2007). In this study, the descriptive analysis, such as frequency counts, percentage, means and standard deviation, were all employed to summarize the particulars of the potential respondents who participated in the current study.

3.10.3 Correlation Analysis

This is a statistical analysis that tends to measure the relationship, positively or negatively, between the independent and dependent variables. It helps the researchers to

determine the degree and type of relationship between two variables. Further, it shows us how strongly or weakly a relationship between two variables is (Ogbonnaya & Osiki, 2007). Therefore, the use of correlation analysis in this study is aimed at determining the strength and degree of the relationship between the independent and dependent variables.

3.10.4 Regression Analysis

This statistical analysis technique determines the relationship between the independent and dependent variables. Therefore, the researchers used this analysis technique to understand the relationship between the independent (x) and dependent variable (y) (Saidu, 2006). Researchers can always establish the relationship between the x and y through the application of the regression analysis. Hence, this analysis technique assisted the researcher in this study to determine the relationship between the independent and dependent variables.

3.10.5 Hierarchical Analysis

This statistical analysis tool is used to find out the impact of an interaction variable on the independent and dependent variables (Baron & Kenny, 1986). It is used to understand the contingent effect on the independent-dependent variable's relationship (Sekaran, 2003). Therefore, to understand adequately the relationship between the independent and dependent variables in this study; the hierarchical regression analysis was employed.

3.11Summary

This chapter discussed the methodology upon which the research questions and research objectives are to be accomplished. Therefore, all the steps required to conduct this research were discussed in this chapter. The discussions covered research approach, procedure for data collection, response rate etc. It further discussed the techniques for choosing the sample, and other analysis techniques for collecting and analyzing the data.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter covers the analysis and presentation of findings based on the data generated from the 316 respondents that participated in this study and the analysis of this data using the statistical tools. All collected are analyzed using statistical package social science SPSS version 19. The chapter begins with the screening and cleansing of the collected data. It also covers the preliminary analyses such as outliers checking, normality, linearity, multi-collinarity and homoscedasticity.

Other analyses that are covered by this chapter include factor analysis, descriptive statistics (such as the mean, standard deviation and intercorrelation), validity (construct), reliability, correlation analysis, regression and hierarchical regression. Both the multiple and hierarchical regressions were used to test the various hypotheses hypothesized in this study where each result of the analysis is either supported or rejected.

In summary, the findings from this study revealed the influence of leadership change, behavioral change, structural change, technological change and cultural change on internal customer satisfaction while for the moderator, the study also revealed moderating effect of role conflict and role ambiguity on the relationship between structural change, technological change and cultural change on internal customer satisfaction.

152

4.2 Data Screening and Data Cleansing

Julie (2007), Sekaran, Robert and Brain (2001) have stressed the need for checking errors on any data generated for the purpose of conducting an investigation. Thus, they emphasized the need to ensure that all data generated pass the process of screening and cleansing so as to check and detect certain errors that might arise which could affect the analysis. Most of these errors could occur during the process of keying in the data into the SPSS. Based on this, the study conducted data screening and data cleansing tests using the SPSS. In particular, the descriptive analysis technique was used to check for the out of range data as suggested by Julie (2007).

However, upon inspection, certain data set was found with error of out of range data. To correct this, the study traces back the original data in the questionnaire in order to retrieve the correct data. After this, the out of range data was replaced by the original data. To be sure of this, the descriptive analysis was conducted again for the second time, and upon inspection of the minimum and the maximum columns, the test result indicates that there are no further problems of out of range data. This exercise provided a gateway for other analyses to be conducted. Due to this checking, the study was able to avoid errors that could distort the analysis and probably affect some of the analysis results to be conducted in this study.

4.3 Basic Assumptions for Statistical Analysis

Analyses such as correlations, multiple regression and hierarchical aggression require you to meet certain conditions before they can be conducted (Julie, 2007). These

conditions are a prerequisite and must be fulfilled accordingly. These conditions include

these conditions include, normality, multicollinearity and of linearity (Julie, 2007). For

example, the normality is to ensure that collected is well distributed, that is, the data is

not skewed to one side. The outlier is to ensure that certain data do not indicate a low or a

high figure above its data set. The check-in for the outliers and normality was conducted

using the boxplot, screen plot and the histograms. Based on the final test results, it is

believed that the data for the study meet the assumption needed to use the regression

analysis during the analysis of the data.

4.4 Treatment of Outliers

Authors (e.g. Julie, 2007; Osborne & Overbay, 2004; Sekaran, 2003) acknowledged

several techniques and methods of solving the problem of outliers. These methods can be

sued to check and detect outlier if there is any in the data set. According to Julie (2007)

and Osborne, Overbay (2004), these methods include the use of histograms, Mahalanobis

and boxplot. Although, the treatment of outliers has continued to generate arguments

about the researchers, others believed that outliers can affect data thereby affecting the

result, others on the other hand are of the opinion that outliers may not affect data and its

finding most especially if the outliers are not at the extreme (Julie, 2007; Osborne &

Overbay, 2004). But Julie (2007) has observed that outliers are very responsive to

regressions whether it is low or high scores.

Therefore, in view of this, there is a need to check for the outliers in this present study in order to prevent any outlier's problem. Besides, checking for the outliers is one of the basic conditions for the use of regression analysis technique. To treat outlier in a data set, two methods are commonly used by the researchers. The deletion method and score assigning (the variable that is found with outliers is given another score as suggested by Julie, 2007). In view of above, the study chooses to adopt the deletion method of treating outlier. In this case any data that is found with outliers would be deleted from the data set.

Furthermore, using the regression analysis, both the histograms and the Mahalanobis were plotted, and the result through the inspection of the histogram and the scanning of the Mahalanobis out showed that there are some outliers in the data set. Upon deleting the data that are with outliers, the study went ahead to delete them from the data set. In all, a total of 51 data were found with outliers as shown by the boxplot and Mahalanobis. Hence, cases with outliers were deleted from the data set. We repeated the steps above with the aim of double checking in order to see whether there are still cases of outlier in the data. However, upon inspection of the histogram a few data indicated outliers while the Mahalanobis further show no outliers. However, these outliers were not deleted because they are few and not significant, that is, and there are not extreme cases of outliers.

The study took this particular step based on the suggestions by Osborne and Overbay (2004) and Julie (2007) in which they contended that any case of outlier that is not

extreme should be ignored since it is significant. Based on this, the study did not further delete any case of outlier since it will affect the data size and secondly, the remaining case of outliers were not extreme and seem not to be significant as shown in figure 4.1 below (Osborne & Overbay, 2004) and (Julie, 2007).

4.5 Test of Normality

Another fundamental condition for the use of regression analysis is the checking for the normality. In this research authors (Julie, 2007; Sekaran, 2000; Jarrett and Kraft, 1989) have stressed the need to always check on the data normality in order to see whether the data generated is normally distributed. This action will also help the researcher to see whether the data is skewed to one end or (Julie, 2007; Sekaran, 2000; Jarrett and Kraft, 1989).

To determine whether a data is normal or not, it is must be normally distributed. However, if the data is skewed to one end then such as data is considered not normal (Sekaran, 2003; Jarrett & Kraft, 1989). Authors such as Sekaran, (2003) and Julie (2007) strongly believed that normality of data is highly dependent of the data size, that is, the more bigger the size of the data, the more the data become normal. They contended that data with above 30 and upto150 is assumed to be normal. It is argued that the more the size of the data, the more the data become normal.

Furthermore, Jarrett and Kraft (1989) concurred that a data set would become normal as long as the sample size of the study becomes larger and larger". This shows that the

larger the sample size, the more data normality will improve. Even though, this situation exists, still the study proceeds to empirically test the data normality with a view to determine whether the collected data is normal or not. In doing this, the histogram technique of data normality test was conducted and the result produced the histograms, the normal P-P plots and Normal probability plot. Upon inspection, the result of the data normality showed that the data is normally distributed. The diagram in figures 4.1 below demonstrates that the data for this study is normally distributed.

Besides, the regression standardizes residual plotted alongside the normal P-P plots and Normal probability politically demonstrated that the collected data is normal. This is evidenced by the histogram which was found to have the greatest frequency of scores at the middle with smaller frequencies towards the extremes and this in line with Cookes and Steed (2003) and Alam (2009) who utilsed the normal probability plot in their studies.

The plot shows the cumulative probability of the internal customer satisfaction residuals which clearly demonstrated that the observed residuals are clustered and closely around the normal straight line. See appendix B for more details about the rest of the normal P-P plots and Normal probability plot.

Histogram

Dependent Variable: MInternalcustomer
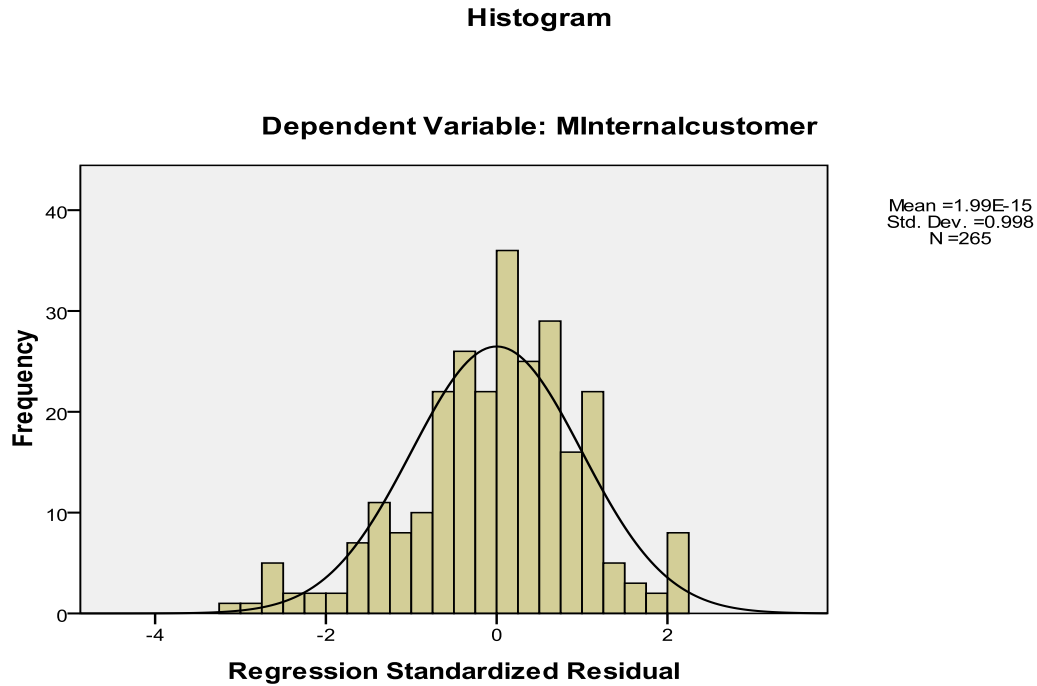
Figure 4.1
The Histogram Plot

4.6 Test of Multicollinearity

One of the major functions of the multicollinearity is to determine the correlations among all the independent variables in the model. The authors believed that there should be some sort of correlation among the independent variables in the model for any research work. Even though, they some sort of correlation is set for among the independents, the correlations should not be too high as that might result to the problem of multicollinearity which could affect the study.

One hard way of treating the problem of multicollinearity is to delete the one of the variables that correlates with each other. By simple definition, multicollinearity is described as saying the too high score .90 and above that is where the correlation between the two or more independent variables is as high as .90. While collinearity is a condition indicating that two independent variables are perceived to be visibly correlated (Alam, 2009). Authors such as Salkind (2009) and Sekaran*et. al.,* (2001) advocated that researchers try as much as possible to prevent the problem of multicollinearity which they believed could affect the analysis and consequently lead to misleading and useless interpretation of the result of the analysis.

4.6.1 Determination of Multicollinearity Using VIF.

Statistically, the acronym VIF is variance inflation factor (VIF) and it is a tool used to determine or quantify the severity of multicollinearity in ordinary regression analysis. The square root of the variance inflation factor tells you how much larger the standard error is, compared with what it would be if that variable were uncorrelated with the other predictor variables in the model.

The term helps to offer an indicator using assess or evaluate how much the variance (the square of the estimate's standard deviation) of an estimated regression coefficient is increased because of collinearity. Simple rule of thumb demands that if VIF $\left(\hat{\beta_i}\right)$ >5then multicollinearity is high. Also 10 have been proposed as a cut off value. Some software calculates the tolerance which is just the reciprocal of the VIF. The choice of which to

use is a matter of personal preference of the researcher. For example, If the variance inflation factor of a predictor variable were 5.27 ($\sqrt{5.27}$ = 2.3) this means that the standard error for the coefficient of that predictor variable is 2.3 times as large as it would be if that predictor variable were uncorrelated with the other predictor variables.

Interpretation VIF result

An empirical test was conducted via regression analysis with a view to determine whether there are problems of multicollinearity among the independent variables utilsed in this study. Upon the inspection of the SPSS output, the result showed that the data has no problem of multicollinearity. For instance, the variance inflationary factor (VIF) which is an indicator for multicollinearity for each of the independent variables showed 1 for each of the variable under investigation. Lahiri & Kedia (2009) suggested that a VIF of above 10 cut-off value is considered a multicollinearity situation. Meanwhile, the result obtained from the analysis showed that the VIF scores are less than 10 cut-offvalues, and as such it is assumed that there are no cases of multicollinearity. The result in Table 4.1 about the VIF for independent variables (leadership change, behavioral change, structural change, technological change and cultural change, role conflict and role ambiguity) in the model revealed VIF values of 1 which less than the cut off value of 10.

Table 4.1
Result of Multicollinearity Test

Variables	Lebel	VIF
Leadership Change	LC	1.00
Behavioral Change	BC	1.00
Structural Change	SC	1.00
Technological Change	TC	1.00
Cultural Change	CC	1.00
Role Conflict	RC	1.00
Role Ambiguity	RA	1.00
Internal Customer Satisfaction	ICS	1.00

4.7 Testing of Linearity

To check for the relationship between the residuals against the predicted values, a scatterplot was plotted using the regression analysis technique. Linearity implies that there is no clear relationship between the residuals and the predicted values. This is always indicated by the scatterplot (Sekaran*et. al.,* 2001; Julie, 2007).

Once the dots in the scatterplot box are found to be scattered around each, not very far from each other then it is concluded that the assumption of the linearity is met (Julie, 2007). Therefore, the plotted scatterplot for this study as indicated in Table 4.1 above shows that there is no problem of linearity; hence, the assumption is met. The result indicates that there is no clear relationship between the residuals and the predicted values.

Apart from this, the normal plot was equally plotted and inspected. To determine the linearity using normal plot, the residuals must have a straight-line relationship with the predicted dependent variable scores as suggested by Sekaran *et. al,* (2001). The plotted normal plot for this study as shown in figure 4.2 indicates that and it was also found that the scattered plot of the standardized predicted value has a straight-line relationship with the predicted dependent variable-internal customer satisfaction scores. Hence, the general strength of the relationship between independent variables and the dependent variable is once again demonstrated. For instance, the points did not form a "vague cigar shape with a definite clumping of scores around an imaginary straight line as suggested by Julie (2007, p. 73). In this view, this study assumed that there are no significant data problems with respect to the multiple regression assumptions particularly with the problem of linearity. See appendix C, for other scatterplot and normality plot.

Scatterplot

Dependent Variable: MInternalcustomer
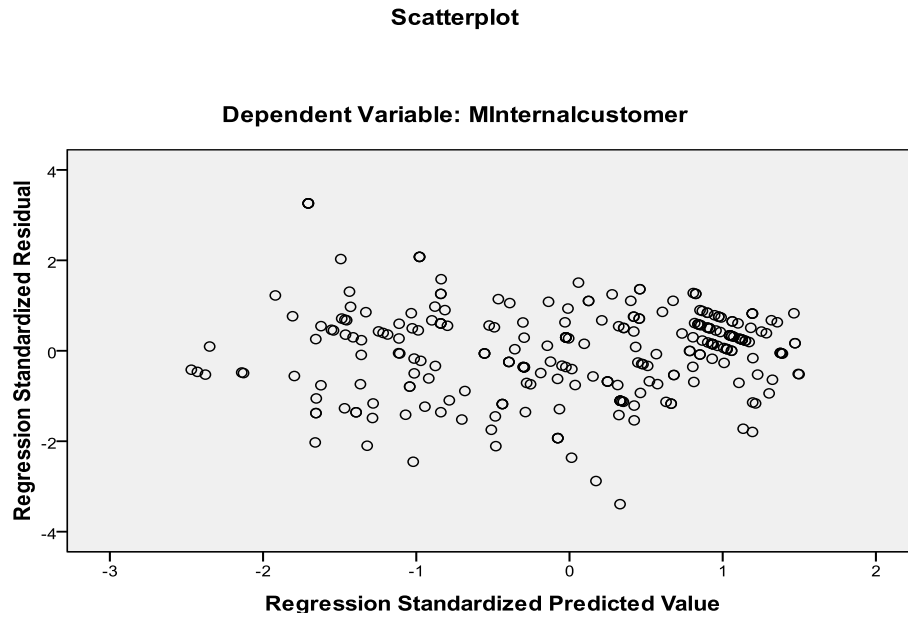
Figure 4.2
The Scatterplot between standardized predicted value of the independent variable and the standardized residuals of overall performance

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: MInternalcustomer
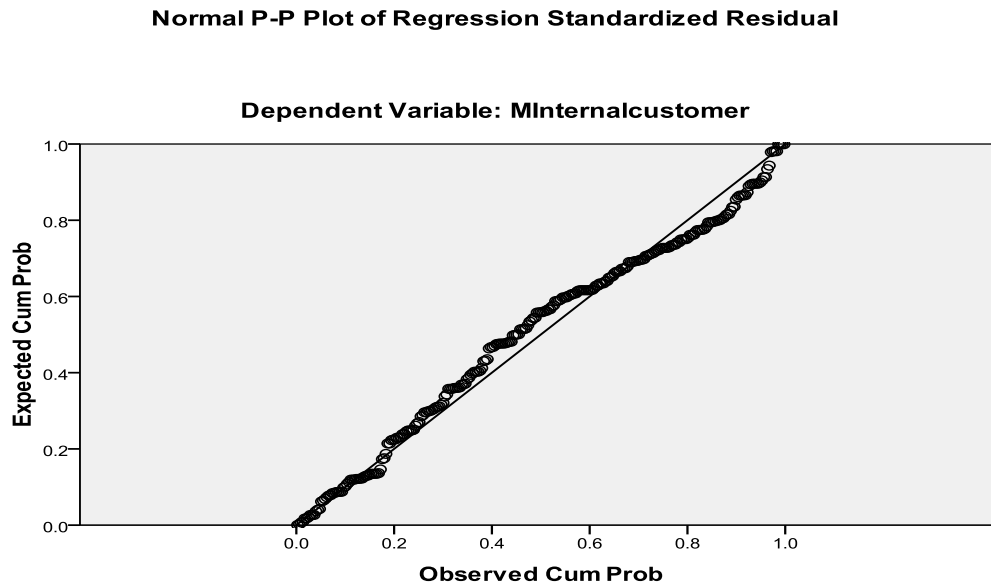
Figure 4.3
Normal P-P Plot

4.8 Treatment of Homoscedasticity (Levene Test)

There are several reasons why the problem of non-bias response or homoscedasticity surface in many research works (Bryman & Bell, 2007; Fowler, Gallagher, Stringfellow, Zaslavsky, Thompson & Cleary, 2002). One major reason could be as a result of less time given to the filling of the questionnaire by the respondents, that is, they just fill up the questionnaires in a short time. Secondly, the sensitivity of the questionnaire which creates fear particularly on the subordinates to really respond to the questions according to their mind and knowledge is another reason for the problem of non-response bias. Apart from these, the inability of the respondents to cooperate with the researcher in responding to the questionnaire is equally another major reason (Bryman & Bell, 2007; Fowler *et. al.,* 2002).

However, despite these situations of the non-bias response, there is still hope as there are many ways by which the problem of non-bias response can be resolved, prevented or avoided. The proper designing and development of the questionnaire from the early stage of questionnaire design is very important. By so doing, the respondents will be able to understand the questions or statements they need to respond to with easy that is without difficulties. In addition to this, the proper selection of respondents or right choice of the respondents for the study is equally another important means of preventing the problem of non-bias error. Experience has shown that most studies make wrong selection or choice of the respondents for the study. To really prevent non-bias errors in this study, several steps were taken. First, the study took proper care in the designing of the questionnaire. It ensured that all questions were properly worded and made easy to read

and understand by the respondents. Secondly, the study ensured that the respondents selected for this study were the right respondents.

For instance, the respondents for this study are from the telecommunication because the study is also focused on the telecommunications industry. Apart from that, all returned questionnaires that were not properly filled by the respondents were rejected that is, they were not used for the study. After these steps described above, the study takes a step further to conduct an empirical check via Homoscedasticity test on the data in order to detect whether there is any non-bias error. To determine whether a set of data has a non-bias errors, Bryman and Bell (2007) and Julie (2007) have set up a benchmark of non-significant value of above 0.05 with the variance of the residuals about the predicted dependent variable score should be the same for all predicted scores as cases without non-response bias errors. For this study, the result of the homoscedasticity test (levene test) analysis conducted showed that all the variables except for technological change and role conflict have non-significant values above 0.05. The no significant scores for the variables are as follows: leadership change (.544); behavioral change (.107); structural change (.052); cultural change (.706); role ambiguity (.086); and internal customer satisfaction (.297). For the variables with significant score values, they are technological change (.000) and role conflict (.000). Table 4.2 below provides further details.

Table 4.2
Result of the Test of Non-Respondent Bias

Variables	Sig.
Leadership change	.544
Behavioral change	.107
Structural change	.052
Technological change	.000
Cultural change	.706
Role Conflict	.000
Role Ambiguity	.086
Internal Customer Satisfaction	.295

4.9 The Result of the Descriptive Analysis

The descriptive analysis result shown in Table 4.3 below indicates that 87 (32.8%) of the respondents are from the Zain telecommunication, the majority of the respondents, 128 (47.5%) is from Orange while 52 (19.6%) of the respondents are from the Umniah telecommunication.

The result indicates that the employees of the three companies (Zain, Orange and Unniah) are more than 501. Similarly, the result also shows that majority of the respondents, 237 (89.4%) are male while the rest are female 28 (10.6%). Accordingly, the result indicates that 20 (7.5%) respondents are within the age bracket of 21-30 years, 106 (40.0%) of them are within the age bracket of 31-40 years, 119 (44.9%) of them are in the age bracket of 41-50 years while age of 20 of them are more than 50 (7.5) with a mean of

3.52 and standard deviation of .744. As for the education of the respondents, the result indicates that 21 (7.9%) of them have diploma, 190 (71.7%) of them have a bachelor degree, 47 (17.7%) of them are with a master's degree while 7 (2.7%) of them possess Ph.D degree with a mean of 3.15 and standard deviation of .584. Concerning the Telequalification, the result shows that all 265 (100%) employees of the three companies (Zain, Orange and Umniah) have professional qualification. Regarding the job position, the result equally indicates that 5 (1.9%) of the respondents are in the CEO positions, 45 (17%) are chief of departments, 24 (9.1%) are operation/production managers while the majority of them, 191 (72.1%) are staff. Finally, the result concerning the number of years in the respondents' current position shows that 3 (1.1%) of the respondents have been in their current position in less than one year, 26 (9.8%) of them have spent between 1 to 2 years in their current position, 109 (41.1%) of them have also spend between 3 to 5 years in their current positions while the majority of them, 127 (47.9%) of the respondents are currently more than 5 years in their present position. More details about the descriptive result is depicted in Table 4.3.

Table 4.3
Descriptive Analysis of the Demographic

N	Frequency	Percentage	Mean	Standard deviation
Company name:				
Zain	87	32.8	1.87	.713
Orange	126	47.5		
Umniah	52	19.6		
Total	265	100.00		
No of Employee				
More than 501 employees	265	100.0	5.00	.000
Gender:				
Male	237	89.4	1.11	.308
Female	28	10.6		
Total	265	100.00		
Education:				
Diploma	21	67.9	3.15	.584
Bachelor degree	190	71.7		
Masters degree	47	17.7		
Ph.D. degree	7	2.6		
Total	265	100.0		

Table 4.3 (Continued)

N	Frequency	Percentage	Mean	Standard deviation
Telequalification:				
Yes	265	100.0	1.00	.000
Job Position:				
CEO /Owner	5	1.9	3.51	.840
Chief of Department	45	17.0		
Operation/production	24	9.1		
Staff	191	72.1		
otal	265	100.0		
No of years Current				
Position				
< 1 year	3	1.1	3.36	.704
1 to 2 years	26	9.8		
3 to 5 years	109	41.1		
More than 5 year	127	47.9		
Total	265	100.0		

4.10 The Descriptive Statistic for the Variables

The result of the descriptive statistic for the variables in table 4.4 shows the mean and the standard deviation for all the variables. The result indicates a mean of 3.57 and a standard deviation of .712 for the leadership change. Also, it showed a mean of 3.61 and a standard deviation of .763 for the behavioural change. It further showed a mean of 3.65

with a standard deviation of .631 for the structural change. Similarly, it indicates a mean

of 3.57 with a standard deviation of .738 for the technological change. The result equally

showed a mean of 3.41 and a standard deviation of .738 for the cultural change while the

results for role conflict showed a mean of 4.1; standard deviation .61; role ambiguity, a

mean of 3.3; standard deviation .62 and a mean of 3.53 with a standard deviation of .784

for the internal customer satisfaction.

Table 4.4
Descriptive Statistics for all Variables

	N	Mean	Std. Deviation
Leadership Change	265	3.57	.712
Behavioural Change	265	3.61	.763
Structural Change	265	3.65	.631
Technological Change	265	3.57	.738
Cultural Change	265	3.41	.738
Role Conflict	265	4.18	.610
Role Ambiguity	265	3.38	.626
Internal Customer Satisfaction	267	3.53	.784

4.11 Factor Analysis

Factors analysis is used for two major functions. It could be used for structuring the

contract or as well as determining the construct. Secondly, it could also be used for

determine the number of items that really measure what they intend to measure. In this

study, the factor analysis technique was used to determine the number of items that actually measure the variables the intended to measure.

In this regard, a factor analysis was conducted on the variables in order to check for their construct validity, that is, to determine if the instruments measured what they expected to measure. All the items were validated using the principal component analysis with a varimax rotation. Here, the use of KMO which is an acronym of Kaiser-Meyer-Olkin (KMO) was to measure the sampling adequate of the data collected. Thus, KMO is used to indicate the suitability of the data structure and data validity otherwise called constructs validity. Pallant (2007) argued that a high value of close to 1.0 generally reflect a factor analysis maybe useful with the research data while value less than 0.5 is considered not very useful for the study. Also, a high value of 0.9 is indicates a high validity while a low value of less than 0.5 indicates a low validity.

4.11.1 Factor Analysis Result of Leadership Change

For this variable, the whole items were submitted to SPSS for factor with principal component analysis and a varimax rotation with the view to determine how many factors that actually measure the variable. Specifically, ten (10) items were originally submitted to factor analysis; however, only eight items were qualified to be included in the factor for further analysis. Two items, specifically, items LC7 and LC8 were excluded because they failed to load into the factor. The factor loading required for each item to be included in the factor is .04 as suggested by (Atyeo, Adamson & Cant 2001).

The whole items loaded into the factor account for 37.33% of the variance with each item with Eigenvalue of 3.7. The Kasier-Meyer-Olkin (KMO) result indicates a high value .904 (.90 for KMO is considered very well, Julie, 2007) with chi square value of 784.935. The summary statistics for this analysis are presented in table 4.5 below.

Table: 4.5
Factor Analysis Result for Leadership Change

Leadership Change Items	Code	Factor Loading
Our leadership style is participatory	LSC3	.808
Our leadership style encourages employees' collaboration	LSC6	.775
We participate in every decision making in our organization	LSC2	.748
We emphasis on charismatic leadership rather than authoritarian leadership	LSC9	.724
We influence the employees' behaviours and attitude towards organisational change and re-positioning	LSC10	.705
Our leadership style encourages employees' cooperation	LSC4	.612
Our organisation encourages and supports changes towards transforming the organization	LSC1	.517
Our leadership style encourages employees' communication	LSC5	.500
Eigenvalue		3.7

Table 4.5 (Continued)

Leadership Change Items	Code	Factor Loading
Percentage of variance explained (%)		37.33
Kasier-Meyer-Olkin		.808
Bartletts' test of spericity approx. chi square		784.935
df.		45
Sig.		.000

4.11.2 Factor Analysis Result of Behavioral Change

Regarding behavioral change variable, the whole items measuring this variable were all subjected to SPSS for factor with principal component analysis and a varimax rotation so as to determine how many factors that actually measure the variable. The initial items that were submitted to the factor analysis using SPSS is ten (10). However, the result showed that only seven (7) items made it to the final factor, that is only seven items were selected and to be included in the factor for further analysis. Three (3) items, specifically, items BC4 and BC3 were excluded because they failed to load into the factor. The factor loading required for each item to be included in the factor is .04 as suggested by (Atyeo, Adamson & Cant 2001).

The whole items loaded into the factor account for 37.98% of the variance with each item with Eigenvalue of 3.8.The Kasier-Meyer-Olkin (KMO) result indicates a value of .85 (.80 for KMO is considered good, Julie, 2007) with chi square value of 749.167. The summary statistics for this analysis are presented in table 4.6 below.

Table: 4.6
Factor Analysis Result of Behavioral Change

Behavioural Change Items	Code	Factor Loading
We ensure that our employees are motivated	BC5	.803
We ensure employees' job satisfaction in our organization	BC6	.790
We have positive attitude towards changes in our organization	BC8	.778
We are always willing and committed to support change in the organization	BC10	.764
We are very loyal to management with respect to change in the organization	BC9	.755
We make sure that employees attitude and behaviour are well checked and controlled	BC7	.650
We collaborate with our customers with regard to product/service change	BC1	.534
Eigenvalue		3.8
Percentage of variance explained (%)		37.98
Kasier-Meyer-Olkin		.849
Bartletts' test of spericity approx. chi square		749.167
df.		45
Sig.		.000

4.11.3 Factor Analysis Result for Structural Change

Concerning this variable, all items were were all subjected to SPSS for factor with principal component analysis and a varimax rotation so as to determine how many factors that actually measure the variable. The initial item submitted to the factor analysis using SPSS is eleven (11).

However, the result showed that only nine (9) items of the eleven (11) actually loaded into the factor and selected to be included in the factor for further analysis. Two (2) items, specifically, items SC5 and SC4 were excluded because they failed to load into the factor. The factor loading required for each item to be included in the factor is .04 as suggested by (Atyeo, Adamson & Cant 2001).

The whole items loaded into the factor account for 37.98% of the variance with each item with Eigenvalue of 3.8. The Kasier-Meyer-Olkin (KMO) result indicates a value of .80 (.80 for KMO is considered well, Julie, 2007) with chi square value of 749.167. The summary statistics for this analysis are presented in table 4.7 below.

Table: 4.7
Factor Analysis Result of Structural Change

Structural Change Items	Code	Factor Loading
We consider all aspects of our business units with respect to change	SC3	.751
We consider process management in designing our product/service	SC10	.745
We provide employees' benefits in line with change	SC6	.703

Table: 4.7 (Continued)

Structural Change Items	Code	Factor Loading
We ensure that quality practice management align with current change	SC8	.677
We assess our overall performance in line with occurring (environmental) change	SC7	.670
We show all processes involved in achieving our organisational objectives with respect to change	SC2	.665
We always follow process in designing our product/service and also in discharging our responsibilities	SC11	.603
We follow process in monitoring and controlling our business activities	SC9	.482
Our plan is in line with future change that will occur in the organization	SC1	.407
Eigenvalue		3.8
Percentage of variance explained (%)		37.98
Kasier-Meyer-Olkin		.800
Bartletts' test of spericity approx. chi square		731.102
df.		55
Sig.		.000

4.11.4 Factor Analysis Result for Technological Change

For this variable, items were submitted for factor using the principal component analysis and a varimax rotation with the view to determine how many factors that actually measure the variable. Out of ten (10) items for the factor analysis only eight items were qualified to be included in the factor for further analysis. Four (4) items, specifically,

items TC9, TC5, TC1 and TC7 were excluded because they failed to load into the factor. The factor loading required for each item to be included in the factor is .04 as suggested by (Atyeo, Adamson & Cant 2001).

The whole items loaded into the factor account for 32.61% of the variance with each item with Eigenvalue of 3.3.The Kasier-Meyer-Olkin (KMO)result indicates a high value .79 (.70 for KMO is considered okay, Julie, 2007) with chi square value of 702.644. The summary statistics for this analysis are presented in table 4.8 below.

Table 4.8
Factor Analysis Result for Technological Change

Technological Change Items	Code	Factor Loading
We change the overall content of our website to align with new technology.	TC4	.849
We update the information on our website	TC3	.839
We constantly change our animations on our website to suit the latest information.	TC10	.831
We often obtain the latest information for information analysis.	TC6	.755
We update the software in our organization.	TC8	.488
We change the overall content of our website to align with new technology.	TC2	.482
Eigenvalue	3.3	
Percentage of variance explained (%)	32.61	
Kasier-Meyer-Olkin	.788	
Bartletts' test of spericity approx. chi square	702.644	
df.	45	
Sig.	.000	

4.11.5 Factor Analysis Result for Cultural Change

Regarding cultural change variable, the whole items measuring this variable were all subjected to SPSS for factor with principal component analysis and a varimax rotation so as to determine how many factors that actually measure the variable. The initial items that were submitted to the factor analysis using SPSS are ten (10). However, the result showed that only seven (7) items made it to the final factor, that is only seven items were selected and to be included in the factor for further analysis. Three (3) items, specifically labeled CC8, CC3 and CC9 were excluded because they failed to load into the factor. The factor loading required for each item to be included in the factor is .04 as suggested by (Atyeo, Adamson & Cant, 2001).

The whole items loaded into the factor account for 29.4% of the variance with each item with Eigenvalue of 2.9. The Kasier-Meyer-Olkin (KMO) result indicates a value of .73 (.70 for KMO is considered okay, Julie, 2007) with chi square value of 514.156. The summary statistics for this analysis are presented in table 4.9 below.

Table 4.9
Factor Analysis Result for Cultural Change

Cultural Change Items	Code	Factor Loading
We are happy with one another during a change in the organization	CC4	.777
We have a positive reaction towards change in the organization	CC7	.742
We willingly and voluntarily accept change in the organization.	CC6	.715

Table 4.9 (Continued)

Cultural Change Items	Code	Factor Loading
We usually experience labour turnover during change in the organization.	CC5	.633
We highly depend on our employees to accomplish our organizational goals.	CC10	.573
We consider teamwork in handling change in the organization.	CC1	.575
We stick together during the change process in the organization.	CC2	
Eigenvalue		2.9
Percentage of variance explained (%)		29.4
Kasier-Meyer-Olkin		.730
Bartletts' test of spericity approx. chi square		514.156
df.		45
Sig.		.000

4.11.6 Factor Analysis Result for Role Conflict

Concerning this variable, all items were all subjected to SPSS for factor with principal component analysis and a varimax rotation so as to determine how many factors that actually measure the variable. The initial items submitted to the factor analysis using SPSS are eight (8). However, the result showed that only three nine (3) items of the eight (8) actual loaded into the factor and selected to be included in the factor for further analysis. The five items labeled RC6, RC3, RC8, RC4 and RC2 were excluded because they failed to load into the factor. The factor loading required for each item to be included in the factor is .04 as suggested by (Atyeo, Adamson & Cant 2001).

The whole items loaded into the factor account for 20.30% of the variance with each item with Eigenvalue of 1.6.The Kasier-Meyer-Olkin (KMO)result indicates a value of .57 (.50 for KMO is considered not too low, Julie, 2007) with chi square value of 120.387. The summary statistics for this analysis are presented in table 4.10 below.

Table 4.10
Factor Analysis Result for Role Conflict

Role Conflict Items	Code	Factor Loading
Maintain company stability is a must.	RC7	.652
Minimize potential conflict is a must in every department.	RC5	.638
We should bend the rules to satisfy customers.	RC1	.629
Eigenvalue		1.6
Percentage of variance explained (%)		20.30
Kasier-Meyer-Olkin		.571
Bartletts' test of spericity approx. chi square		120.387
df.		28
Sig.		.000

4.11.7 Factor Analysis Result for Role Ambiguity

Regarding role ambiguity variable, the items which are used to measure this variable were all subjected to SPSS for factor with principal component analysis and a varimax rotation with the view to determine how many factors that actually measure the variable. Although, a total of six (6) items was initially submitted to the factor analysis using SPSS.

However, the result showed that only three (3) items made it to the final factor, that is only three (3) items were selected and to be included in the factor for further analysis. The other three items coded RA1, RA5 and RA4 were excluded because they failed to load into the factor. The factor loading required for each item to be included in the factor is .04 as suggested by (Atyeo, Adamson & Cant 2001).

The whole items loaded into the factor account for 27.4% of the variance with each item with Eigenvalue of 1.6. The Kasier-Meyer-Olkin (KMO) result indicates a value of .54 (.50 for KMO is considered not too low and accepted, Julie, 2007) with chi square value of 134.042. The summary statistics for this analysis are presented in table 4.11 below.

Table 4.11
Factor Analysis Result for Role Ambiguity

Role Ambiguity Items	Code	Factor Loading
Periodically supervisor will evaluate employee performance.	RA2	.784
The satisfaction of supervisor evolution related to the performance	RA3	.760
Satisfaction related to the decrease level of conflict	RA6	.529
Eigenvalue		1.6
Percentage of variance explained (%)		27.4
Kasier-Meyer-Olkin		.541
Bartletts' test of spericity approx. chi square		134.042
df.		15
Sig.		.000

4.11.8 Factor Analysis Result for Internal Customer Satisfaction

Similarly, a factor analysis was also conducted on the internal customer satisfaction in order to determine in how many factors that actually measures the variable. As a result of this, a principal component factor analysis was conducted by subjecting eleven (11) items to factor analysis with a varimax rotation.

Out of the eleven (11) items submitted to factor analysis, only eight (8) items loaded, three (3) items coded ICS3, ICS10 and ICS1 failed to load into the factor. The percentage of variance explained is 34.18% while the Kasier-Meyer-Olkin (KMO) value is .79, and the Bartletts' test of spericity approx. chi square is 757.040 with Eigenvalue 3.8.

Table 4.12
Factor Analysis Result of Internal Customer Satisfaction

Internal Customer Satisfaction Items	Code	Factor Loading
I feel fairly satisfied with my present job.	ICS5	.749
Most days I am enthusiastic about my work.	ICS6	.723
Company enhances flexibility towards the employee needs.	ICS2	.720
I find real enjoyment in my work.	ICS8	.714
Company is running transparently on administrative matters.	ICS4	.653
I consider my job rather unpleasant.	ICS9	.635
Each day of work seems like it will never end.	ICS7	.594
My company has a high concern about the customer complaints.	ICS11	.515

Table 4.12 (Continued)

Internal Customer Satisfaction Items	Code	Factor Loading
Eigenvalue		3.8
Percentage of variance explained (%)		34.18
Kasier-Meyer-Olkin		.795
Bartletts' test of spericity approx. chi square		757.040
df.		55
Sig.		.000

4.12 Reliability Test Result

A reliability test analysis was conducted on the items or instruments used in this study with the view of checking how reliable the instruments were able to measure the constructs. Authors such as Julian (2007) and Selkind (2009) have stressed the importance of checking the internal consistency of any scale used in any research work so as to determine whether each of the scales is very reliable for the sample of the research work. To check for the reliability, the Cronbach's Alpha indicator which is the common predictor of the internal consistency was utilize.

According to Julie (2007), Minai and Lucky (2011), Cronbach' Alpha coefficient of more than 0.50 and above is considered accepted, particularly if the scale of the study has less than 10 units. In this study, the scale is less than 10 units and therefore is in line with the above. Similarly, Alam (2009) and Michael, Jackson & Wroblewski (2000) advocated for a Cronbach's Alpha of coefficient of 0.50 and 0.60 respectively.

However, the result of the reliability test showed that all the variables utilized in this study have a Cronbach alpha more than 0.5 as suggested by Alam (2009) and Michael, Jackson & Wroblewski (2000) with exception of role conflict which showed a Cronbach's Alpha coefficient of less than .0.5. The Cronbach's Alpha coefficient scores for other variables are: leadership change (.831); behavioral change (.849); structural change (.816); technological change (.816); cultural change (.725); Role conflict (.741); Role ambiguity (.844) and internal customer satisfaction (.803). Table 4.13 below provides more details.

Table 4.13
Construct Reliability Score all Variables (N=265)

Variables	No Items	Cronbach's Alpha Scores
Leadership change	8	.831
Behavioural change	7	.849
Structural change	9	.816
Technological change	6	.816
Cultural change	6	.725
Role conflict	3	.741
Role ambiguity	3	.844
Internal Customer Satisfaction	6	.803

4.13 Correlation Analysis Result

A Pearson correlation analysis was conducted in order to determine the strength and direction of the relationship among the variables under investigation.

From the test result, it indicates that leadership change is correlated with internal customer satisfaction at $r = .695^{**}$, $p < 0.01$; Behavioral change correlates with internal customer satisfaction at $r = .724$, $p < 0.01$; structural change correlates with internal customer satisfaction at $r = .640$, $p < 0.01$; Technological change is also found to correlate with internal customer satisfaction at $r = 676$, $p < .0.01$; cultural change also correlates with internal customer satisfaction at $r = 695$, $p < 0.01$, role conflict failed to equally correlate with internal customer satisfaction at $r = .-063$, $p < 0.01$, however, role ambiguity correlates with internal customer satisfaction at $r = .159$, $p < .0.01$.

According to Salkind (2009) a correlation between .8 and 1.0 is considered very strong, between .6 and .8 is considered strong, then between .4 and .6 is seen as moderate, and between .2 and .4 is weak while between .0 and .2 is considered the very weak correlation.

Therefore, the correlation between leadership change, behavioral change, structural change, technological change, cultural change and internal customer satisfaction is considered strong. However, the correlation between role ambiguity and internal customer satisfaction is considered very weak while there is no correlation between role conflict and internal customer satisfaction.

The table 4.14 below gives further details.

S/N	Variables	LC	BC	SC	TC	CC	RC	RA	ICS
1.	Leadership change	1							
2.	Behaviourl change	.832**	1						
3.	Structural change	.770**	.783**	1					
4.	Technological change	.772**	.789**	.732**	1				
5.	Cultural change	.759**	.760**	.758**	.756**	1			
6.	Role Conflict	-.070	-.104	.128*	-.044	.017	1		
7.	Role Ambiguity	.205**	.204**	.188**	.204**	.223**	-.051	1	
8.	Internal Customer Satisfaction	.695**	.724**	.640**	.676**	.695**	-.063	.159**	1

**. Correlation is significant at the 0.01 level (2-tailed); *. Correlation is significant at the 0.05 level (2-tailed).

4.14 Regression and Multiple Regressions Analysis

For this study, both regression and multiple regressions analyses were performed. First, it performed the simple regression and second, it also performed the multiple regression analysis.

4.14.1 Testing for the Hypothesis Direct Effect (Simple Regression Analysis Technique)

A multiple regression analysis was performed on all the independent variables by entering them simultaneously into the regression analysis. The main purpose is to assess the ability of all the independent variables (Julie, 2007) to simultaneously predict the dependent variable, internal customer satisfaction after all the preliminary analyses (e.g. outliers, normality, linearity, multicolinirity and homoscedasticity) have been met, as previous study on tested the independent variables separately.

To test for the relationships between leadership changes, behaviourial change, structural change, technological change, cultural change and internal customer satisfaction hypothesized in this study, both regression and multiple regression analyses were conducted respectively, first by putting all the independent variables into the regression analysis simultaneously. This was used to assess the ability of all the independent variables (Julie, 2007) to simultaneously predict the dependent variable, internal customer satisfaction after all the preliminary analyses (e.g. outliers, normality, linearity, multicolinirity and homoscedasticity) have been met.

The test result for checking on the hypotheses regarding the relationship between leadership change, behavioral change, structural change, technological change, cultural change and internal customer satisfaction are shown in Tables 14, 15 and 16 below.

Table 4.15
The Direct Effect: Multiple Regression Result for all the Variables

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.413	.187		2.208	.028
	MLeaderchange	.163	.089	.149	1.840	.067
	MBehaviourialchange	.317	.086	.309	3.677	.000
	MStructuralchange	-.002	.090	-.002	-.022	.983
	MTechnologicalchange	.136	.078	.128	1.754	.081
	MCulturalchange	.267	.076	.252	3.508	.001

Interpretation

From the test result, it indicates that only behaviourial change ($\beta = 0.309$, $p < 0.001$) and cultural change ($\beta = 0.252$, $p < 0.001$) are significantly related to the dependent variable-internal customer satisfaction. While the result however shows that leadership change ($\beta = 0.149$, $p > 0.005$); structural change ($\beta = 0.-002$, $p > 0.005$) and technological change ($\beta = 0.128$, $p > 0.005$) are not significantly related dependent variable-internal customer satisfaction.

4.14.2 Test Result for Each Individual Variable

After the use of multiple regression analysis to test for all the variables, the study used the simple regression analysis technique to test for the individual independent variable's ability (on its own) to predict the dependent variable. This operation enables the study to understand the power of each individual independent variable to predict the dependent variable and not as a whole. This is equally in line with Baron and Kenny (1987) who suggested that testing for the direct relationship between the independent and the dependent variables are necessary for the testing of the hierarchy regression using the multiple regression analysis technique. Besides, the individual testing of the independent variables on the dependent variable is in line with conceptual framework which is clearly hypothesized in the framework as well as in the hypothesis. Thus, a simple regression analysis was conducted on all the variables individually after all the preliminary analyses (e.g. outliers, normality, linearity, multicolinirity and homoscedasticity) have been met. The results are shown in tables below.

Table 4.16
Regression Result for Leadership Change

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.802	.178		4.513	.000
MLeaderchange	.764	.049	.695	15.661	.000

a. Dependent Variable: M Internal customer satisfaction

Interpretation

The regression result in table above shows that leadership change is significantly related to internal customer satisfaction with β = 0.695, p < 0.001). It shows that leadership change is a significant predictor of internal customer satisfaction.

Table 4.17
Regression Result for Behaviour Change

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.847	.161		5.259	.000
	MBehaviourialchange	.743	.044	.724	17.021	.000

a. Dependent Variable: M Internal Customer Satisfaction

Interpretation

Similarly, the regression result in table 4.17 above shows that behavioral change is significantly related to internal customer satisfaction with β = 0.724, p < 0.001). It shows that behavioral change is a significant predictor of internal customer satisfaction.

Table 4.18
Regression Results for Structural Change

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.629	.218		2.886	.004
	MStructuralchange	.795	.059	.640	13.494	.000

a. Dependent Variable: M Internal Customer Satisfaction

Interpretation

The result of the regression test conducted shown in table above 4.18 indicates that structural change is significantly related to internal customer satisfaction with $\beta = 0.460$, $p < 0.001$). It shows that structural change is a significant predictor of internal customer satisfaction.

Table 4.19
Regression for Result for Technological Change

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.971	.176		5.527	.000
	MTechnologchange	.717	.048	.676	14.868	.000

a. Dependent Variable: M Internal Customer Satisfaction

Interpretation

Concerning technological change variable, the result of the regression analysis in Table 4.19 above shows that technological change is significantly related to internal customer satisfaction with $\beta = 0.676$, $p < 0.001$). It shows that technological change is a significant predictor of internal customer satisfaction.

Table 4.20
Regression Results for Cultural Change

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.016	.164		6.194	.000
	MCulturechange	.738	.047	.695	15.682	.000

a. Dependent Variable: M Internal Customer Satisfaction

Interpretation

As for the cultural change, the result of the regression analysis in Table 4.20 above shows that cultural change is significantly related to internal customer satisfaction with β = 0.695, p < 0.001). It shows that cultural change is a significant predictor of internal customer satisfaction.

4.14.3 The Result of the Indirect Effect (The Moderating Effect)

The main purpose of performing multiple regression analysis is to determine the moderating effect of role stressor on the relationship between independent and dependent variables in this study. Thus, the study utilized hierarchy multiple regression analysis technique. Also, the use of hierarchy multiple regression analysis technique in this study was to extend the previous study which only tested for the direct relationship between the independent and dependent variables by including the role stressor as a moderator.

To test for the moderating effect of role stressor (role conflict and role ambiguity) on the relationship between leadership change, behavioral change, structural change, technological change, cultural change and internal customer satisfaction, an hierarchical

192

regression analysis using a 3-step model was utilized as recommended by Baron and Kenny (1986) and Bennett and Robinson (2000) after all the preliminary analyses (e.g. outlines, normality, linearity, multicolinirity and homoscedasticity) have been met. Although, there could be other ways of testing for the moderating effect, however, this study adopts the multiple–steps otherwise known as a 3-steps model recommended by Field (2005) and Baron and Kenny (1986). This method shows the moderating effect through "a change in R^2 "($R^2\Delta$), that is if the change in R square is statistically significant then there the variable under investigation is a significant moderator. In the 3 step model, the independent variable is first loaded into the regression, and then followed by the moderator variable and in the third step; the interactive term variable is loaded.

Table 4.21
Hierarchical Regression Result for Moderating Effect of Role conflict

Predictors	Model 1 Step 1	Model 2 Step 2	Model 3 Step 3
Leadership change (beta)	.695	.695	.674
RC (beta)		-.014	-.028
Interactive Terms			
Leadership change*RC			.023
R^2	.483	.483	.483
Adjusted R^2	.481	.479	.567
$R^2\Delta$	.483	.000	.000
$F\Delta$	245.259	.104	.002
Sig. $F\Delta$	.000	.747	.966 [NS]

Table 4.21(Continued)

Predictors	Model 1 Step 1	Model 2 Step 2	Model 3 Step 3
Behavioural change (beta)	.724	.724	.393
RC (beta)		.013	-.217
Interactive Terms			
Behavioural Change*RC			.385
R^2	.524	.524	.524
Adjusted R^2	.522	.521	.520
$R^2\Delta$	.524	.000	.001
FΔ	289.729	.087	.530
Sig. FΔ	.000	.768	.467 [NS]
Structural change (beta)	.640	.658	-.247
RC (beta)		-.147	-.845
Interactive Terms			
Structural change*RC			1.219
R^2	.409	.430	.448
Adjusted R^2	.407	.426	.442
$R^2\Delta$	.409	.021	.018
FΔ	182.101	9.762	8.285
Sig. FΔ	.000	.002	.004**

Table 4.21(Continued)

Predictors	Model 1 Step 1	Model 2 Step 2	Model 3 Step 3
Technological change (beta)	.676	.674	-.043
RC (beta)		-.033	-.518
Interactive Terms			
Technological change*RC			.852
R^2	.457	.458	.464
Adjusted R^2	.455	.454	.458
$R^2\Delta$	.457	.001	.006
FΔ	221.054	.527	2.920
Sig. FΔ	.000	.469	.089**
Cultural change (beta)	.695	.696	.919
RC (beta)		-.075	.068
Interactive Terms			
Cultural change*RC			.267
R^2	.483	.489	.489
Adjusted R^2	.481	.485	.483
$R^2\Delta$	.483	.006	.000
FΔ	245.935	2.854	.227
Sig. FΔ	.000	.092	.634 [NS]

*P<0.1, ** p <0.05, ***p<0.001, Sig =Significant, Not Sg. = Not Significant

Interpretation

1. The result indicates that role conflict failed to moderate the relationship between leadership change and internal customer satisfaction. Thus, the moderating effect of role conflict is not significant in the relationship between leadership change and internal customer satisfaction. The value for the R^2 for Leadership change*Role conflict for step1, step 2 and step 3 are .483 .483 .483 and they indicate the percentage variances which the interactive variable (Leadership change*Role conflict) explain in the dependent variable (internal customers satisfaction).

2. The result in table 4.21 above also shows that role conflict is not a significant moderator in the relationship between behavioral change and internal customer satisfaction. Hence, role conflict failed to strengthen the relationship between behavioral change and internal customer satisfaction. The R^2 shows the variances explained by the interactive variable (Behavioural Change* Role Conflict) for step 1 (52.4%), step 2 (52%) and step 3 (52.4%) respectively.

3. The result in table 4.21 above shows that the interaction effect of role conflict is significant. It indicates that role conflict moderates the relationship between structural change and internal customer satisfaction. The R^2 shows the variances explained by the interactive variable (Structural change* Role Conflict) for step 1 (40%), step 2 (41%) and step 3 (44.8%) respectively.

4. Accordingly, the result shows that the effect of role conflict is significant in the relationship between technological change and internal customer satisfaction. Thus, role conflict moderates the relationship between technological change and internal customer satisfaction. The R^2 shows the variances explained by the interactive variable (Technological change* Role Conflict) for step 1 (45.6%), step 2 (45%) and step 3(46.4%).

5. Lastly, the result failed to establish a moderating effect of role conflict in the relationship between cultural change and internal customer satisfaction. Hence, role is not a significant moderating variable in the relationship between cultural change and internal customer satisfaction. The R^2 shows the variances explained by the interactive variable (Cultural change* Role Conflict) for step 1 (48.3%), step 2 (48%) and step 3(48.9%).

Table 4.22
The Result of the Moderating Effect of Role Ambiguity

Predictors	Model 1 Step 1	Model 2 Step 2	Model 3 Step 3
Leadership change (beta)	.695	.691	.399
RA (beta)		.018	-.255
Interactive Terms			
Leadership change*RA			.442
R^2	.483	.483	.486

Table 4.22 (Continued)

Predictors	Model 1 Step 1	Model 2 Step 2	Model 3 Step 3
Adjusted R^2	.481	.479	.480
$R^2\Delta$	.483	.000	.003
FΔ	245.259	.151	1.525
Sig. FΔ	.218	.698	.218 [NS]
Behavioural change (beta)	.724	.722	.432
RA (beta)		.011	-.238
Interactive Terms			
Behavioural Change*RA			.423
R^2	.524	.524	.527
Adjusted R^2	.522	.521	.522
$R^2\Delta$	.524	.000	.003
FΔ	289.723	.069	1.737
Sig. FΔ	.000	.794	.189 [NS]
Structural change (beta)	.640	.632	.632
RCA (beta)		.040	.052
Interactive Terms			
Structural change*RA			-.018
R^2	.409	.411	.411
Adjusted R^2	.407	.406	.404

Table 4.22 (Continued)

Predictors	Model 1 Step 1	Model 2 Step 2	Model 3 Step 3
$R^2\Delta$	.409	.002	.000
$F\Delta$	182.101	.690	.002
Sig. $F\Delta$	.000	.407	.966 NS
Technological change (beta)	.676	.671	.733
RA (beta)		.022	.075
Interactive Terms			
Technological change*RA			-.089
R^2	.457	.457	.457
Adjusted R^2	.455	.453	.451
$R^2\Delta$	.457	.000	.000
$F\Delta$	.221	.223	.054
Sig. $F\Delta$	.000	.637	.817NS
Cultural change (beta)	.695	.694	.147
RA (beta)		.004	-.466
Interactive Terms			
Cultural change*RA			.802
R^2	.483	.483	.491
Adjusted R^2	.481	.479	.485
$R^2\Delta$	.483	.000	.008
$F\Delta$	245.935	.007	4.031
Sig. $F\Delta$	.000	.933	.046**

*P<0.10, **<0.05, ***p<0.001, Sig =Significant, Not Sg. = Not Significant*

Interpretation

1. The result indicates that role ambiguity failed to moderate the relationship between leadership change and internal customer satisfaction. Thus, the moderating effect of role ambiguity is not significant in the relationship between leadership change and internal customer satisfaction. The R^2 shows 48% variances explained by the interactive variable (Leadership change*Role ambiguity) for step 1 step 2 and step 3 respectively.

2. The result in table 4.22 above also shows that role ambiguity is not a significant moderator in the relationship between behavioral change and internal customer satisfaction. Hence, role ambiguity failed to strengthen the relationship between behavioral change and internal customer satisfaction. The result further shows 52% variance explained by Behavioural Change*role ambiguity for all the steps.

3. The result in table 4.22 above shows that the interaction effect of role ambiguity is not significant. It indicates that role ambiguity does not moderate the relationship between structural change and internal customer satisfaction. Also, the regression result shows 40.1%, 41% and 41% variance explained by Structural change *role ambiguity for all the step 1, step 2 and step 3 respectively.

4. Similarly, the result shows that the effect of role ambiguity is not significant in the relationship between technological change and internal customer satisfaction. Thus, role ambiguity does not moderate the relationship between technological change and

internal customer satisfaction. The R^2 shows 45% variances explained by the interactive variable (Technological change *Role ambiguity) for all the steps.

5. While the result establishes a moderating effect of role ambiguity in the relationship between cultural change and internal customer satisfaction. Hence, role is not a significant moderating variable in the relationship between cultural change and internal customer satisfaction. The R^2 which is the variance explained by the interactive variable (Cultural change*role ambiguity) indicates 48.3%, 48.3% and 49.1% for the three steps respectively.

Table 4.23
Summary of Hypothesis Testing

Hypotheses	Results
H1a: There is a positive relationship between leadership change and internal customer satisfaction	Supported
H1b: There is a positive relationship between behavioural change and internal customer satisfaction	Supported
H1c: There is a positive relationship between structural change and internal customer satisfaction	Supported
H1d: There is a positive relationship between technological change and internal customer satisfaction	Supported
H1e: There is a positive relationship between cultural change and internal customer satisfaction	Supported

Table 4.23 (Continued)

Hypotheses	Results
H2a: Role conflict will moderate the relationship between leadership change and internal customer satisfaction	Not Supported
H2b: Role conflict will moderate the relationship between behavioural change and internal customer satisfaction	Not Supported
H2c: Role conflict will moderate the relationship between structural change and internal customer satisfaction	Supported
H2d: Role conflict will moderate the relationship between technological change and internal customer satisfaction	Supported
H2e: Role conflict will moderate the relationship between cultural change and internal customer satisfaction	Not Supported
H3a: Role ambiguity will moderate the relationship between leadership change and internal customer satisfaction	Not Supported
H3b: Role ambiguity will moderate the relationship between behavioural change and internal customer satisfaction	Not Supported
H3c: Role ambiguity will moderate the relationship between structural change and internal customer satisfaction	Not Supported
H3d: Role ambiguity will moderate the relationship between technological change and internal customer satisfaction	Not Supported
H3e: Role ambiguity will moderate the relationship between cultural change and internal customer satisfaction	Supported

4.15 Summary

The chapter showed the all the analysis techniques used in the data analysis. The data were first subjected to screening and cleansing in order to avoid certain errors such as out of range data. Furthermore, all instruments used in elucidating information from the respondents were subjected to validity and reliability tests. Accordingly, the basic assumptions for statistical analysis (such as outliers, normality etc.) were conducted in order to pave the way for the regression analysis, and from all the indications, the results showed that all the basic assumptions for regression were all met. In this regards, the various hypotheses were tested using the regression analysis and hierarchical regression. Finally, the chapter shows the results for the analysis conducted.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

The purpose of this study is to examine the moderating role of role stressor (role conflict and role ambiguity) on the relationships between leadership change, behavioral change, structural change, technological change and cultural change on the internal customer satisfaction ICS. Therefore, chapter four presents the analyses and results of the analyses while this chapter presents the discussions and the conclusions based on the research findings from the analyses. Apart from the discussions and conclusions covered by this chapter, the chapter also covers the limitations of the study including the recommendation for future study. It further covers both theoretical and practical implications for the study. The discussions of this study are arranged according to the research objectives as they are in chapter one of this study.

In summary, the findings from this study revealed the influence of leadership change, behavioral change, structural change, technological change and cultural change on internal customer satisfaction while for the moderator, the study also revealed moderating effect of role conflict and role ambiguity on the relationship between structural change, technological change and cultural change on internal customer satisfaction.

5.2 Discussions on the Hypotheses Results and Findings

This study investigated the moderating effect of role stressor in particular role conflict and role ambiguity on the relationships between leadership change, behavioral change, structural change, technological change and cultural change on internal customer satisfaction in the telecommunication in Jordan. Analysis techniques such as correlation and regression analyses were employed to test the various hypotheses reflecting both the direct and indirect effects. Thus, the discussions on the findings of this study are organized in two major categories: direct effect and indirect effect.

5.3 Discussions on the Direct Effect

For the direct relationship, the study found overall support for the influence of leadership change, behavioral change, structural change, technological change and cultural change on internal customer satisfaction. This result is consistent with previous study by Stacey, Allison, Dadds, Roeger, Wood and Martin (2002) found that generally, change significantly affect the level of individual satisfaction. They noted that a 'high or positive change leads to satisfaction while no or negative change leads to low satisfaction'. The result suggests that behavourial change and cultural change can jointly predict internal customer satisfaction. It further indicates that telecommunication companies can rely on both that behavourial change and cultural change in achieving an effective and a better internal customer satisfaction.

However, on the contrary, the multiple regression result for the overall variables indicates that only behavourial change and cultural change are statistically significant in predicting

internal customer satisfaction. The result suggests that leadership change, structural change and technological change may not be very relevant in predicting internal customer satisfaction in telecommunication companies. Thus, telecommunication companies should not rely on leadership change, structural change and technological change to achieve internal customer satisfaction.

Concerning the relationship between leadership change and internal customer satisfaction, the result revealed a significant relationship between leadership change and internal customer satisfaction. This finding supports a similar on leadership by Samuel (2005) that affirmed a significant relationship between leadership and internal customer satisfaction. The result indicates that leadership change predict internal customer satisfaction. It further shows that telecommunication companies can achieve internal customer satisfaction through leadership change. In this case, the employees in the telecommunication companies must as a matter of fact accept leadership change as initiated by the management.

Furthermore, the result also revealed a significant relationship between behavioral change and internal customer satisfaction. The result is in line with a similar finding by Chatzigeorgiou, Christou, Kassianidis, and Sigala, (2009) who found that emotions which is part of behavior is significantly related to customer satisfaction. They concluded that emotion is a determinant of customer satisfaction. The result suggests that employee's behaviors are tools for achieving internal customer satisfaction in the telecommunication

companies. It implies that employee should always show positive behaviors to the customers and by so doing the customers can derive internal satisfaction.

On the other hand, the management should also acknowledge and recognize the changes, transformation or modification that may occur in the behavior of the employees because changes in employee's behavious also affect the customer's satisfaction. Thus, positive behavior change or transformations in the employees lead to a better customer satisfaction.

Similarly, the result equally revealed that structural change and internal customer satisfaction are significantly related. This result relates to a similar finding by Anderson, Fornell and Rust (1997) who found that change in productivity and employee downsizing which are part of structural change are associated to customer satisfaction. That is structural changes such as downsizing and productivity increase significantly affect customer satisfaction. It indicates that structural change explains internal customer satisfaction. Hence, telecommunication companies can rely on structural change factor to achieve better internal customer satisfaction.

It further suggests that companies that engage in structural change are doing so with a view to achieving internal customer satisfaction. Hence, internal customer satisfaction depends on the type of the structural change an organization adopts. Thus, organizations should always adopt those structural changes that would positively affect their customer internal satisfaction.

Accordingly, the result demonstrated a significant relationship between technological change and internal customer satisfaction. It shows that technological changes significantly affect the internal customer satisfaction of organizations. The finding supports a similar finding by Saroj and Sukanya (2009) who affirmed that both technology and technology related factors including technological change affect the satisfaction level of the customers in Indian Public Sector Banks PSBs. The result also suggests that telecommunication companies including the employees must accept and adopt the wave of changes in the technology world. That is, the technology adoption of the telecommunication companies in Jordan. For instance, the more a company adopts the latest technologies, the more the customers would derive satisfaction and joy in consuming their service or product. Thus, company must make their customers happy by adopting the latest technologies that would offer their customers an internal satisfaction.

Regarding the relationship between cultural change and internal customer satisfaction, the result of the analysis also revealed a significant relationship between cultural change and internal customer satisfaction. The finding supports a similar finding by Gillespie, Denison, Haaland, Smerek and Neale (2007) and Rashid (2008) who found that culture as well as organizational culture is significantly related to customer satisfaction. Thus, cultural change explains internal customer satisfaction. The result suggests that telecommunication companies should try to adopt cultural changes that would lead to their customer's internal satisfaction. Because culture changes, therefore, companies should offer services in line with the changes in culture so that they customers can be

internally satisfied. They can achieve this through the modification of a society via innovation, invention, discovery, or contact with other societies.

5.4 Discussion on the Indirect (Moderating) Effect

For the moderator, the study found overall support for the moderating effect of role conflict and role ambiguity on the relationship between structural change, technological change and cultural change on internal customer satisfaction. These findings are consistent with previous study by Fried, Ben-David, Tiegs, Avital, and Yeverechyahu (2011) who found that role stressor is significant moderating variable in a study of this nature.

In particular, the finding indicates a significant moderating role for role conflict on the structural change and internal customer satisfaction, and between technological change and internal customer satisfaction. This result supports a similar finding by Fried, Ben-David, Tiegs, Avital, and Yeverechyahu (2011) who affirmed that role stressor is a significant moderating variable. The result indicates a significant interaction between role conflict and structural change, and between role conflict and technological change to predict internal customer satisfaction. This indicates that role conflict is a significant moderating factor or variable that impact on internal customer satisfaction. It suggests that role conflict is an important factor to be considered by the telecommunication companies in Jordan. This result further suggests that the joint relationship between the role conflict and structural change, and the joint relationship between role conflict and technological change account for additional variance in the internal customer satisfaction.

Hence, the presence of the moderator, role conflict has helped to strength the relationship between structural change and internal customer satisfaction, and technological change and internal customer satisfaction.

Furthermore, the result suggests that role conflict would play a significant role in ensuring internal customer satisfaction in the telecommunication companies particularly in Jordan. On the contrary, the results also show that role conflict failed to moderate the relationship between leadership change, behavioural change and cultural change on the internal customer satisfaction.

Hence, the finding did not support previous study by Fried, Ben-David, Tiegs, Avital, Yeverechyahu (2011) who found that role stressor is a significant mediating factor. This result indicates that role conflict failed to further strengthen the relationship between leadership change, behavioural change and cultural change on the internal customer satisfaction. This therefore suggests that role conflict is not a significant moderating factor in the relationship between leadership change, behavioral change and cultural change on the internal customer satisfaction.

Regarding the moderating effect of the role ambiguity, the finding shows that role ambiguity only moderates the relationship between cultural change and internal customer satisfaction. It shows that both role ambiguity and cultural change are statistically significant in predicting internal customer satisfaction. The finding affirms a similar study by Fried, *et. al.,* (2011) who found that, that role ambiguity is a significant

moderating variable. The result suggests that role ambiguity has helped in strengthen the relationship between cultural change and internal customer satisfaction.

It further indicates that role ambiguity is a significant moderating factor or variable that impact on the internal customer satisfaction. Hence, it is an important factor to be considered by the telecommunication companies in Jordan in particular. However, the result also demonstrated that role ambiguity does not moderate the relationship between leadership change, behavioural change, structural change and technological change on the internal customer satisfaction. Hence, the finding failed to support a similar study by Fried, *et. al.,* (2011) that found that role ambiguity is a significant moderating variable. Thus, there is no statistical significance on the moderating effect of role ambiguity on the relationship between leadership change, behavioural change, structural change and technological change on the internal customer satisfaction.

The result indicates that role ambiguity is not significant moderator in the relationship between leadership change, behavioural change, structural change and technological change on the internal customer satisfaction. It further suggests that role ambiguity failed to strengthen the relationship between leadership change, behavioural change, structural change and technological change on the internal customer satisfaction. Therefore the result suggests that role ambiguity should not be considered with factors such as leadership change, behavioural change, structural change and technological change in attempt to achieve better internal customer satisfaction in the telecommunication companies.

5.5 Implications of the Study

There is no doubt that the findings obtained in this study have shed and provided some insight on the importance of role stressor to telecommunication industry in achieving a better internal customer satisfaction. Hence, the implication of this study is well understood in two major perspectives while taking cognizance of the findings of this present study.

5.5.1 Theoretical Implication

Body of knowledge: The issue investigated in the seams new to the body of knowledge. Role stressor may have been investigated in other area of research; however, its investigation in this area is a high contribution to the body of knowledge. Thus, the outcome of this research would inevitably inspire new questions that lead to further research in this domain.

Beside, conducting a research of this kind in a unique setting and environment such as the telecommunication industry in Jordan has equally contributed to an extended both body of knowledge and to the existing literature in this domain. One major implication of this is that many more studies would be conducted in this area. Thus, the study also opens an avenue for more research particularly in the telecommunication industry as studies that have to deal with internal customers are few. This is in line with the earlier recommendation by Motaher and Nusrat (2013) that studies on internal customer satisfaction would assist the telecommunication organization to ensure a reasonable satisfaction of their customers in order to gain more market share of their local industry

and subsequently to gain sufficient loyalty of their customers. As Tansuhaj, Randall and McCullough (1991) earlier observed that the studies on the theory and practice of managing the internal customer continues have continued to gain serious attention in a variety of service sector industries including telecommunication industry, the current study is not left out of this since it has extended the number of research conducted in this domain.

Theoretically, the study further proved that product/service qualities as well as the external customer's satisfaction to a greater extent depend on the satisfaction of the internal customers who are mainly the employees of the customers. Previous study highlighted that customer repurchase dependent on the quality of service or products being offered to the customer (Ahmed, Nawaz, Usman, Shaukat, Ahmad & Iqbal, 2010). Thus, it is very critical for any organization to identify and satisfy the needs of customer that would help them with retention of customers.

Secondly, the conceptual framework developed and suggested for examining role stressor in the telecommunication company in Jordan should be considered a contribution to a new knowledge in this area of research. This conceptual framework is expected guide the theoretical formulation and designing programmes and policies that would guide against occupational stress or stressor in the organization. One good implication for this is that it would guide researchers in this area of study towards better theoretical assessment and measurement devices of role stressor within the academic domain of role stressor. This

corroborates the previous assertion by Herbert (2011) on the need for more theoretical assessment of stress beyond the commonly psychological measurement which is as follows:

- Eysenck Personality Inventory and Mardsley Personality Inventory

- Gordon Personal Profile

- IPAT Anxiety Scale Questionnaire

- Study of Values

- Holland Vocational Preference Inventory

- Minnesota Vocational Interest Test

- Rorschach Inkblot Test

- Thematic Apperception Test

5.5.2 Practical Implication

Within this context, the findings of this research would be beneficial to both the telecommunication company and the policy makers in government. Hence, the practical implication of this study is directed to two major characters (Telecommunication companies and the policy makers).

To the telecommunication companies, it has been perceived that they have not done better in the area of stress management which has affected their internal customer satisfaction. For instance, the study unmasked the role of role stressor for achieving an affective internal customer satisfaction, therefore, the findings of this study would assist the telecommunication companies in the area of stress management which in turn would

improve their internal customer satisfaction. It would also guide them in managing role conflict and prevent role ambiguity in the industry for better quality products/service. Ahmed, Nawaz, Usman, Shaukat, Ahmad and Iqbal (2010) affirmed that product and service quality are linked to preventions of both role conflict and role ambiguity in the organization. Also, LeRouge, Nelson and Blanton (2006) affirmed that organizational commitment and job satisfaction are also as a result of effective maintenance of both role conflict and role ambiguity among the employees of the organization. The outcome of this research would also educate and help the telecommunication companies to understand the role of role stressor in achieving an effective internal customer satisfaction. This also supports Babin and Boles (1996) and LeRouge, Nelson and Blanton (2006) on calls for more studies in the area of this present study.

To the policy makers, in particular the ministry of communications and information technology, Jordan and the Telecommunications Regulatory Commission (TRC) that in charge of making rules and regulating the telecommunication industry in Jordan, the findings of this study would be a guide upon which they can develop and formulate a better policy for the telecommunication companies in Jordan.

5.6 Limitations and Recommendations for Future Study

The findings for this study should be explained bearing in mind in two key limitations

First, the methodology employed in study. This study is purely quantitative approach in nature. Some variables such as cultural change and behavioural change could be better understood through qualitative method. This method would provide more insight on the

people's perceptions and reactions of behavioural change and cultural change on internal customer satisfaction.

Hence, it is suggested here that future study in this area should try other research method such as qualitative for an in-depth understanding of both cultural change and behavioural change on internal customer satisfaction.

Secondly, this study only considered one particular industry in the conducting this research, that is, the telecommunication industry in Jordan, future study in this domain should target other industries and environments so as to test generalization of the findings of this present study. On the other hands could include manufacturing industries, HR service industries or HR consulting firms and public organizations. Replicating this study in other environment would no doubt make the findings obtained in this more relevant.

Another limitation of this study is the moderator variables. The study only considered role stressor (that is role conflict and role ambiguity). Other variables such as role expectation and role clarity as previous studies such as Jansen and Gaylen (1994) and Tang and Chang (2010) have noted that they play crucial roles in determining the internal customer satisfaction as well as moderating the relationships between leadership change, behavioral change, structural change, technological change and cultural change, and internal customer satisfaction.

5.7 Conclusion

The conclusions of this study are based on the results of the analyses conducted from the data collected which are also in line with the objectives of this study. In the light of this, the conclusions of this are as follows:

1. That as a whole, only behavourial change and cultural change can significantly affect internal customer satisfaction.

2. That leadership change, behavioral change, structural change, technological change and cultural change are significant factors that affect internal customer satisfaction at individual

3. That leadership change, behavioral change, structural change, technological change and cultural change are essential factors for an effective internal customer satisfaction for the telecommunication industries particularly in Jordan.

4. That role conflict moderates only the relationship between structural change and internal customer satisfaction, and between technological change and internal customer satisfaction.

5. That role ambiguity is a significant moderator in the relationship between cultural change and internal customer satisfaction.

6. Finally, that role conflict and role ambiguity should be considered with structural change, technological change and cultural change in looking for better internal customer satisfaction in the telecommunication industries.

5.8 Chapter Summary

This section summarizes the chapter. The chapter covered the discussions on the findings which include both the direction relationship results and the hierarchical result on the moderating effect of role stressor on the influence of EPC on the internal customer satisfaction. The chapter further provided discussions on the conclusions which among others are: only behavourial change and cultural change can significantly affect internal customer satisfaction; and that role conflict moderates only the relationship between structural change and internal customer satisfaction, and between technological change and internal customer satisfaction. Besides these, the chapter also covered the limitations of the study including the recommendation for future study. It further covered both the theoretical and practical implications for the study with the summary of the finding revealing the influence of leadership change, behavioral change, structural change, technological change and cultural change on internal customer satisfaction while for the moderator, the study also revealed moderating effect of role conflict and role ambiguity on the relationship between structural change, technological change and cultural change on internal customer satisfaction.

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