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

SATTAM JUMAH AL-SARDIA

DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2014
THE RELATIONSHIP OF EVOLUTIONARY PROCESS CHANGE PRACTICES, ROLE STRESSOR AND INTERNAL CUSTOMER SATISFACTION IN JORDAN’S TELECOMMUNICATION COMPANIES

By

SATTAM JUMAH FALAH AL-SARDIA

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
PERMISSION TO USE

In presenting this thesis in fulfilment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the Universiti Library make a freely available for inspection. I further agree that permission for copying of this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisors or, in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Requests for permission to copy or make other use of materials in this thesis, in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah DarulAman
Malaysia
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


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

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title Page</td>
<td>i</td>
</tr>
<tr>
<td>Certification of Thesis Work</td>
<td>ii</td>
</tr>
<tr>
<td>Permission to Use</td>
<td>iv</td>
</tr>
<tr>
<td>Abstract</td>
<td>v</td>
</tr>
<tr>
<td>Abstrak</td>
<td>vi</td>
</tr>
<tr>
<td>Acknowledgements</td>
<td>vii</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>viii</td>
</tr>
<tr>
<td>List of Tables</td>
<td>x</td>
</tr>
<tr>
<td>List of Figures</td>
<td>xiv</td>
</tr>
<tr>
<td>List of Figures</td>
<td>xvi</td>
</tr>
<tr>
<td>List of Appendices</td>
<td>xvii</td>
</tr>
<tr>
<td>List of Abbreviations</td>
<td>xviii</td>
</tr>
</tbody>
</table>

## CHAPTER ONE: INTRODUCTION

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Introduction</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Background of Study</td>
<td>1</td>
</tr>
<tr>
<td>1.3 Jordan Overview</td>
<td>6</td>
</tr>
<tr>
<td>1.4 Problem Statement</td>
<td>9</td>
</tr>
<tr>
<td>1.5 Research Questions</td>
<td>20</td>
</tr>
<tr>
<td>1.6 Research Objectives</td>
<td>21</td>
</tr>
<tr>
<td>1.7 Significance of Study</td>
<td>21</td>
</tr>
<tr>
<td>1.8 Scope of Study</td>
<td>23</td>
</tr>
<tr>
<td>1.9 Key Terms of Definition</td>
<td>24</td>
</tr>
<tr>
<td>1.10 Structure of the Study</td>
<td>26</td>
</tr>
</tbody>
</table>

## CHAPTER TWO: LITERATURE REVIEW

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Introduction</td>
<td>28</td>
</tr>
<tr>
<td>2.2 Customer Satisfaction</td>
<td>28</td>
</tr>
<tr>
<td>2.2.1 Customer</td>
<td>36</td>
</tr>
<tr>
<td>2.2.1.1 External Customer</td>
<td>37</td>
</tr>
<tr>
<td>Section</td>
<td>Page</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>2.2.1.2 Internal Customer</td>
<td>37</td>
</tr>
<tr>
<td>2.3 Internal Customer Satisfaction (ICS)</td>
<td>38</td>
</tr>
<tr>
<td>2.4 The Link Between Internal and External Customer Satisfaction</td>
<td>46</td>
</tr>
<tr>
<td>2.5 Evolutionary Process Change (EPC)</td>
<td>48</td>
</tr>
<tr>
<td>2.6 Leadership Change</td>
<td>49</td>
</tr>
<tr>
<td>2.7 Behavioural Change</td>
<td>62</td>
</tr>
<tr>
<td>2.8 Structural Change</td>
<td>76</td>
</tr>
<tr>
<td>2.9 Technological Change</td>
<td>85</td>
</tr>
<tr>
<td>2.10 Cultural Change</td>
<td>94</td>
</tr>
<tr>
<td>2.11 Role Stressor: Role Conflict and Role Ambiguity</td>
<td>106</td>
</tr>
<tr>
<td>2.11.1 Role Conflict</td>
<td>109</td>
</tr>
<tr>
<td>2.11.2 Role Ambiguity</td>
<td>111</td>
</tr>
<tr>
<td>2.12 Role Stressor as a Moderator</td>
<td>113</td>
</tr>
<tr>
<td>2.13 Evolutionary Process Change Internal Customer Satisfaction Link</td>
<td>114</td>
</tr>
<tr>
<td>2.14 Previous Models on Customer Satisfaction</td>
<td>115</td>
</tr>
<tr>
<td>2.14.2 Macro Level of Customer Satisfaction</td>
<td>115</td>
</tr>
<tr>
<td>2.14.3 Micro-Models</td>
<td>118</td>
</tr>
<tr>
<td>2.14.3.1 The Expectations Disconfirmation Model</td>
<td>119</td>
</tr>
<tr>
<td>2.14.3.2 The Perceived Performance Model</td>
<td>109</td>
</tr>
<tr>
<td>2.14.3.3 Norms Model</td>
<td>120</td>
</tr>
<tr>
<td>2.14.3.4 Multiple Process Models</td>
<td>120</td>
</tr>
<tr>
<td>2.14.3.5 Attribution Model</td>
<td>120</td>
</tr>
<tr>
<td>2.14.3.6 Affective Model</td>
<td>121</td>
</tr>
<tr>
<td>2.14.3.7 Equity Model</td>
<td>121</td>
</tr>
<tr>
<td>2.15 The Underpin Theories</td>
<td>122</td>
</tr>
<tr>
<td>2.13.1 Equity Theory (Underpinning Theory)</td>
<td>122</td>
</tr>
<tr>
<td>2.13.2 Attribution Theory (Supporting Theory)</td>
<td>126</td>
</tr>
<tr>
<td>2.16 Other Theories of Customer Satisfaction</td>
<td>128</td>
</tr>
<tr>
<td>2.16.1 Assimilation Theory of Customer Satisfaction</td>
<td>128</td>
</tr>
<tr>
<td>2.16.2 Contrast Theory of Customer Satisfaction</td>
<td>130</td>
</tr>
<tr>
<td>2.16.3 Assimilation-Contrast Theory of Customer Satisfaction</td>
<td>131</td>
</tr>
</tbody>
</table>
# LIST OF TABLES

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 2.1</td>
<td>Current Types of Micro-Models for Satisfaction</td>
<td>119</td>
</tr>
<tr>
<td>Table 3.1</td>
<td>Number of Employees Each Company</td>
<td>139</td>
</tr>
<tr>
<td>Table 3.2</td>
<td>The Measurement Variable</td>
<td>142</td>
</tr>
<tr>
<td>Table 3.3</td>
<td>Questionnaire Description</td>
<td>145</td>
</tr>
<tr>
<td>Table 3.4</td>
<td>Respondent Rate</td>
<td>148</td>
</tr>
<tr>
<td>Table 4.1</td>
<td>Result of Multicollinearity Test</td>
<td>161</td>
</tr>
<tr>
<td>Table 4.2</td>
<td>Result of the Test of Non-Respondent Bias</td>
<td>166</td>
</tr>
<tr>
<td>Table 4.3</td>
<td>Descriptive Analysis of the Demographic</td>
<td>168</td>
</tr>
<tr>
<td>Table 4.4</td>
<td>Descriptive Statistics for all Variables</td>
<td>170</td>
</tr>
<tr>
<td>Table 4.5</td>
<td>Factor Analysis Result for Leadership Change</td>
<td>172</td>
</tr>
<tr>
<td>Table 4.6</td>
<td>Factor Analysis Result for Behavioral Change</td>
<td>174</td>
</tr>
<tr>
<td>Table 4.7</td>
<td>Factor Analysis Result for Structural Change</td>
<td>175</td>
</tr>
<tr>
<td>Table 4.8</td>
<td>Factor Analysis Result for Technological Change</td>
<td>177</td>
</tr>
<tr>
<td>Table 4.9</td>
<td>Factor Analysis Result for Cultural Change</td>
<td>178</td>
</tr>
<tr>
<td>Table 4.10</td>
<td>Factor Analysis Result for Role Conflict</td>
<td>180</td>
</tr>
<tr>
<td>Table 4.11</td>
<td>Factor Analysis Result for Role Ambiguity</td>
<td>181</td>
</tr>
<tr>
<td>Table 4.12</td>
<td>Factor Analysis Result for Internal Customer Satisfaction</td>
<td>182</td>
</tr>
<tr>
<td>Table 4.13</td>
<td>Construct Reliability Score all Variables</td>
<td>184</td>
</tr>
<tr>
<td>Table 4.14</td>
<td>The Correlations</td>
<td>186</td>
</tr>
<tr>
<td>Table 4.15</td>
<td>The Direct Effect: Multiple Regression Result for all the Variables</td>
<td>188</td>
</tr>
<tr>
<td>Table 4.16</td>
<td>Regression Result for Leadership Change</td>
<td>189</td>
</tr>
<tr>
<td>Table 4.17</td>
<td>Regression Result for Behaviour Change</td>
<td>190</td>
</tr>
<tr>
<td>Table 4.18</td>
<td>Regression Result for Structural Change</td>
<td>190</td>
</tr>
<tr>
<td>Table 4.19</td>
<td>Regression Result for Technological Change</td>
<td>191</td>
</tr>
</tbody>
</table>
Table 4.20: Regression Result for Cultural Change .......................... 192
Table 4.21: Hierarchical Regression Result for Moderating Effect for Role Conflict ......................................................... 193
Table 4.22: The Result of the Moderating Effect of Role Ambiguity ...... 197
Table 4.23: Summary of Hypothesis Testing ................................. 201
<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 2.1</td>
<td>The Three Phases Linear Model of Innovation</td>
<td>90</td>
</tr>
<tr>
<td>Figure 2.2</td>
<td>The Technology Push Model (TPM)</td>
<td>91</td>
</tr>
<tr>
<td>Figure 2.3</td>
<td>The Market Pull Model (MPM)</td>
<td>91</td>
</tr>
<tr>
<td>Figure 2.4</td>
<td>Denison Organizational Culture Model</td>
<td>101</td>
</tr>
<tr>
<td>Figure 2.5</td>
<td>Model of Sources of Customer Satisfaction</td>
<td>117</td>
</tr>
<tr>
<td>Figure 2.6</td>
<td>Traditional Macro-Model of Customer Satisfaction</td>
<td>118</td>
</tr>
<tr>
<td>Figure 2.7</td>
<td>Model of Two Levels of Satisfaction and Perceived Service Quality</td>
<td>118</td>
</tr>
<tr>
<td>Figure 2.8</td>
<td>Research Framework</td>
<td>136</td>
</tr>
<tr>
<td>Figure 4.1</td>
<td>The Histogram Plot</td>
<td>158</td>
</tr>
<tr>
<td>Figure 4.2</td>
<td>The Scatterplot Independent Variable and Performance</td>
<td>163</td>
</tr>
<tr>
<td>Figure 4.3</td>
<td>Normal P-P Plot</td>
<td>163</td>
</tr>
</tbody>
</table>
## List of Appendices

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix A Questionnaire</td>
<td>266</td>
</tr>
<tr>
<td>Appendix B Result Normal P-P Plot</td>
<td>275</td>
</tr>
<tr>
<td>Appendix C Result Scatterplot</td>
<td>278</td>
</tr>
<tr>
<td>Appendix D Histogram</td>
<td>281</td>
</tr>
<tr>
<td>Appendix E Factor Analysis</td>
<td>284</td>
</tr>
<tr>
<td>Appendix F Publications</td>
<td>307</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Form</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>ICS</td>
<td>Internal Customer Satisfaction</td>
</tr>
<tr>
<td>EPC</td>
<td>Evolutionary Process Change</td>
</tr>
<tr>
<td>TQM</td>
<td>Total Quality Management</td>
</tr>
<tr>
<td>RBV</td>
<td>Resource Base View</td>
</tr>
<tr>
<td>ECS</td>
<td>External Customer Satisfaction</td>
</tr>
<tr>
<td>TC</td>
<td>Technological Change</td>
</tr>
<tr>
<td>TD</td>
<td>Technology Development</td>
</tr>
<tr>
<td>TA</td>
<td>Technology Advancement</td>
</tr>
<tr>
<td>TPM</td>
<td>Technology Push Model</td>
</tr>
<tr>
<td>MPM</td>
<td>Market Pull Model</td>
</tr>
<tr>
<td>AAPOR</td>
<td>American Association for Opinion Research</td>
</tr>
<tr>
<td>IV</td>
<td>Independent Variable</td>
</tr>
<tr>
<td>DV</td>
<td>Dependent Variable</td>
</tr>
<tr>
<td>VIF</td>
<td>Variable Inflationary Factor</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
</tr>
<tr>
<td>KMO</td>
<td>Kasier-Meyer-Olkin</td>
</tr>
</tbody>
</table>
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
The contents of the thesis is for internal user only
REFERENCES


Evans, J. R., & Lindsay, W. M. (2008). The management and control of Quality, 7th edn Thomson South-Western, Canada.


252


Saroj & Sukanya (2009) Found that both technology and technology related factors including technological change affect the satisfaction level of the customers in Indian PSBs.


