

Evolutionary Process Change Factor on Internal Customer Satisfaction in Telecommunication Companies Jordan

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Abstract

This study investigates the influence of leadership change, behavioural change, structural change, technological change and cultural change on internal customer satisfaction. Due to this, a cross-sectional study design with a quantitative study approach was conducted, and data was generated through self-administered procedure from 354 respondents who are employees of Orange, Zain and Umniah telecommunication companies in Jordan. A regression analysis technique was used to analysis the data. Overall, the findings show that leadership change, behavioural change, structural change, technological change and cultural change are significant predictors of internal customer's satisfaction in the three major telecommunication companies in Jordan. Based on this, the study concludes that an effective internal customer satisfaction depends on leadership change, behavioural change, structural change, technological change and cultural change. The study contributes to the body of knowledge by providing additional insight into the key factors that affect the internal customer satisfaction. The study also highlights some of its limitations and makes suggestions for future study in this domain.

Key Words: Telecommunication, leadership change, behavioural change, structural change internal customer satisfaction

1. Introduction

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’s a management approach in a long-term to be successful through customer satisfaction (Filippini, 1997; Michalska-Cwiek, 2009). Such approaches are useful when the terms “quality” is briefly understood by the managers (Ramasamy, 2005).

EPC is a management technique that today has become a tool of the first choice in many businesses’ strategies most especially EPC philosophy which emphasizes the management of quality in all aspects and phases of a business that meets customer’s expectations. Now, in an attempt to facilitate organization with higher quality levels, many of the organizations are utilizing self-assessment tools, to evaluate and gauge their present status on TQM and to strategies and plan decision for future operational excellences (Azhashemi & Ho, 1999; Zink & Schmidt, 1998; Arumugam, Chang & Ooi, &Teh, 2009). In the recent times, 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.

Furthermore, an attempt by Fecikova (2004) to investigate the relationship between Evolutionary Process Change (EPC) factors and 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 internal customer satisfaction culture. Besides, subsequent attempts by other studies such as Parasuraman, Zeithaml & Berryet (1988); Zeithaml, Berry & Parasuraman, 1996; Fisk, Brown & Bitner, 1993; Nicholls, Gilbert & Roslow, 1998; Taylor & Baker, 1994) only focus on external customer satisfaction as opposed to internal customer satisfaction.

Accordingly, authors such as Cangas (1996); Larsstuen and Mikkelsen (1999); Al-Jalahma and Gallear, (2010) have noted that despite all attempts in the study of internal customers satisfaction, there is still lack of study to identify the key factors that influence Internal Customer Satisfaction (ICS).

Since ICS is very important and contributes to the process of self-assessment of quality administration or continuous improvement that may increase deeper understanding of the basic principles of continuous improvement, there is a need to examine those key factors that would positively influence the organizations' internal customer satisfaction for the purpose enhancing organizational effective and performance. In view of this, the study investigates the influence of EPC factors (leadership change, behavioural change, structural change, technological change and cultural change) on the internal customer satisfaction, particularly in the Jordanian telecommunication context where there seems to be a need for improvement in the internal customers satisfaction of the industry.

2. Literature Review

2.1. Leadership Change

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 endeavours including the organizations. One major aspect of leadership that is of major concern for this study is the leadership change. Based on previous study by Rowold and Schlotz (2009), Howell and Merenda (1999) noted that leadership style greatly influence the performance of an organization which is determined by customers satisfaction and commitment. A similar study by Elenkov (2002) on Russian managers draw a conclusion that on a relationship between leadership behaviours, 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 is generated out of the service satisfaction and employee interaction enjoy by the customers which is being created by the management.

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, et. al., 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 into 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 results-orientated framework.

These values and concepts are embedded behaviours 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 a 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, et. al., 2011). Senior leaders should inspire and motivate the entire workforce and encourage involvement, development and learning, innovation and creativity by all employees. Through their ethical behaviour and personal roles in planning, communications, coaching, developing future leaders, review of the company's performance, and employee recognition, senior leaders serve as role models, reinforcing values and expectations and building leadership and initiative throughout the company.

2.2. Behavioural Change

The organization is a workplace with many different elements and factors interplaying together to form a single entity. Griffin and Moorhead (2011) suggested that behaviour in an organization can be viewed from three dimensions; the individual behaviour that made up the organization, the individual behaviour in the organization (the group) and the corporate organization behaviour.

This was also argued by Luthans and Avolio (2009) that organization behaviour deals with the understanding, exploration and improvement of attitudes and behaviours of individuals and groups in the workplace.

This concept was further studied in Fisher and to (2012) that individual and group behaviours have a great influence on organizational behaviour.

When individual behaviour is improved then there shall be a positive influence on organizational behaviour, this was suggested by Kish-Gephart, Harrison and Treviño (2010) on their study on good and bad decision making and its effect in an organization. They argued that decision making attitude and behaviour of individuals enhance the effectiveness and performance of the organization. Motivation was identified as a key factor in improvement of individual behaviour within an organization to enhance effectiveness and performance. Argote and Miron-Spektor (2011) suggested 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 employee is well motivated, it leads to employee satisfaction which generates 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 employee tends to delivery sense of high quality performance in the organization; which explains the linkage between individual behaviours in an organization to customer satisfaction.

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 (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).

Griffin and Moorhead (2011) argument suggests that a motivated employee behaviour enhances good customer behaviour in term of satisfaction. Such behaviour as organizational citizenship behaviour (as used by Bienstock, DeMoranville & Smith, 2003), prosaically service behaviour (Bettencourt and Brown, 1997) customer orientation (Bettencourt and Brown, 2003) and service orientation (Lytle, & Mokwa, 1998) have all been related to influence 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 behaviour and attitude to the organization which makes them feeling welcoming and satisfaction due to the organization behaviour (Adler & Gundersen, 2008).

2.3. Structural Change

Organization can be structured in many different ways, depending on vision, objectives and future expansion. Anderson (2000) argued that organization strategy formulation leads to organization structure. The structure of an organization will determine the modes in which it operates and performs. Jacobides (2007) concluded that organizational structure allows the expressed 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 organization objectives and strategy. Aghion, Bloom and Van Reenen (2013) described the two types of organization structures; centralized and decentralized structures. They reported that centralized organizational structures rely on one individual to make decisions and provide direction for the organization.

Small businesses often use this structure since the owner is responsible for the company's business operations. 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. In the same scenario Garvin (1998) studied the three approaches to organization processes as work processes, behavioural processes and change processes. Hallerbach, Bauer and Reichert (2010) argued that these approaches defined the nature and methodology of how organization effectiveness and efficiency 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.

2.4. Technological Change

Technological change is one major aspect of technology concept. Although, initial works on technology have centered on equipment (Clark and Staunton, 1989). This is more reason why most definitions on technological change are often towards on equipment and production methods. 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 has assisted human beings and organizations to communicate effectively. Now, humans can effectively communicate directly with their work. As new technology is being deploys to enhance general business improvement, Meuter, Ostrom, Roundtree and Bitner (2000) suggested that self-service technologies are one of the major strategies to ensure customer satisfaction. The use of self-service technologies as an interpersonal communication strategy to expand customer's touch-points, the characteristic of an effective customer service process and system in experiencing significant changes (Boyer, Hallowell, & Roth, 2002). This was justified by Anton and Phelps (2002) research on the usage of technology in business; it was found that the use of telephone and online communication for business related purposes had increased by 45%.

This movement away from eye contact method to technological mediated method implies improvement to the growth of the business (Ray, Muhanna & Barney, 2005). That is why the usage of technology is gaining customers service operations and business are easily transacted using electronic mail, instant message, telephone and fax which most customers found very easier to use (Burke, 2002). More importantly, researchers have being studying the effect and impact of technology on business growth (Shankar, Rangaswamy & Smith, 2003). Many factors like attitude, behave, truth, continuous-usage, loyalty, satisfaction and others are being research to determines the impact of technology on business (e.g., Degeratu, Rangaswamy, & Wu, 2000; Lynch & Ariely, 2000; Shankar, Rangaswamy, & Pusateri, 2001). However, collectively these works had suggested that technology change enhance customers' satisfaction unless the technology is easy and afford to be use by the customer.

2.5. Cultural Change

A number of researchers have shown that an organization's culture has a close link to its effectiveness (Goetsch & Davis, 2010). Denison, Haaland, and Goelzer (2004) found that culture contributes to the success of an organization; this can be seen in how loyal and satisfied the customers are to the organization. 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 (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 and Caldwell (2004) found that customer satisfaction was positively associated with the degree to which organization fit into both the overall culture and subculture in which they worked. A perceived mismatch of the organization's culture and what customer felt the culture should be is related to a number of negative consequences including dissatisfaction, deflection customers, and company perform. 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 employees 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 customer satisfaction, supporting a social context model (Ferris et al., 1998) for predicting customer satisfaction.

2.6. Internal Customer Satisfaction

Internal customer satisfaction is an off shot of the general term customer satisfaction which is as a result of a cognitive and affective evaluation, where some comparison standard is compared to the actual perceived performance (Oliver, 2010). It is described as the satisfaction derived by the internal customers within the organization (Earl, 2004). 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 groups formation, and one-on-one meetings 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. However, it has been noted that among all other internal customer satisfaction tools, the use of 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). 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, reliability and quality and responsiveness reflect the ability to respond effectively to customer needs. Toeing the same line, this study present study conceptualized internal customer's satisfaction as communication, productivity and responsiveness.

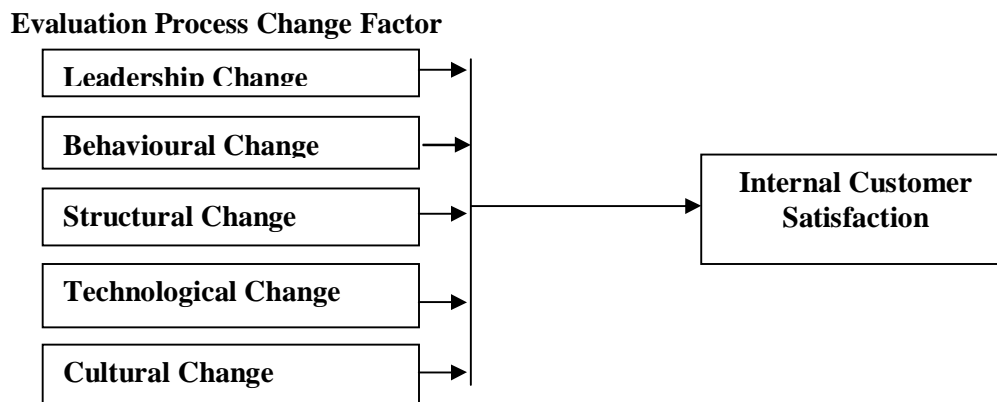


Figure 1: Research Framework

Building on this relevant literature, the following hypotheses are formulated:

H1: EPC factors will significantly influence internal customer satisfaction

H1a: Leadership change will significantly influence internal customer satisfaction

H1b: behavioural change will significantly influence internal customer satisfaction

H1c: Structural change will significantly influence internal customer satisfaction

H1d: Technological change will significantly influence internal customer satisfaction

H1e: Cultural change will significantly influence internal customer satisfaction

3. Methodology

3.1. Research Design

This is concerned with the methods and structures a researcher decides or chooses to adopt in getting his/her research done (Neil, 2009). This study adopts a cross-sectional study design technique since data collection is done in a single point at a particular time (Zikmund, Babin, & Graffin, 2013). This design is widely used in the social sciences domain and it can be done relatively quickly while the research data is all gathered at the same point in time. It also adopts the quantitative research approach, Sekaran, Robert and Brain (2001), the quantitative approach is widely applied in the field of social sciences and business field while Amin & Khan (2009); Khurshid (2008) and Ogbonnaya and Osiki (2007) concurred that quantitative research approach is very relevant in the social science studies of this nature.

3.2. Population and Sampling Technique

The population of this study covers the three major telecommunications (Orange, Zain and Umniah) in Jordan. It covers a total of number of 4,310 employees of Orange, Zain and Umniah telecommunication in Jordan who were identified through the three company's (Telecommunication Regulatory Commission Report, 2009).

A disproportionate stratified sampling (DSS) technique was employed to select 354 respondents which were later increased to 500 respondents as Sekaran, Robert & Brain (2001) and, Krejcie & Morgan (1970). The use of DSS is to improve the representativeness of the sample which simple random sampling technique cannot assure (Oladele, 2007).

The unit of analysis for this study is at the individual level which covers the individual employees of three major telecommunication companies in Jordan. The use of these employees is justified as they are practitioners of the EPC and ICS concepts, process owners and are generally experienced with EPC practices. A self-administered questionnaire otherwise called drop-off and pick procedure served as the data collection method. This procedure compelled the researcher to move from location to another and gives the questionnaire to the respondents to fill up and later come back to pick up the filled questionnaire. This study has a response rate of 53% which is greater than the minimum response rate recommended The American Association for Opinion Research (AAPOR) in social science studies as reported by Johnson & Owens (2003).

3.3. Measurement of Construct

In this study, all variables were measured using the 5-point scale, ranging from 1 (strongly disagree) to 5 (strongly agree) based on the previews of works of Zhang & Fang (2000) and Amin & Khan (2009). The questionnaire instruments were used to measure the extent on which the respondents agreed or disagreed on the research items. In all, there are a total of six variables in this study. Details about their measurement are as follow.

Concerning the leadership change variable, a total of ten (10) items adopted from Terziovski (2006); Samson and Terziovski (1999) were used to measure the variable. Behavioural change variable, ten (10) items adopted from the previous works by Terziovski (2006); Samson and Terziovski (1999); Mowday, et, al, (1979); Boles, et, al, (2007). Furthermore, ten (10) items also adopted from the work of Terziovski (2006); and Samson and Terziovski (1999); Ooi, et, al, (2007) were used to measure the structural change variable. With regards to the technological change variable, eleven (11) instruments adopted from previous study by Terziovski (2006); 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); Zhang, et, al (2000) was equally used to measure cultural change, and finally, the dependent variable which is internal customers' satisfaction was measured using 11 items adopted form the work of Worren, Moore, & Cardona (2002).

4. Analysis and Results

4.1. Descriptive Analysis Result

The descriptive analysis result conducted demonstrates that 65 (42.4%) of the respondents are from the Zain telecommunication, the majority of the respondents, 148 (55.8%) is from Orange while 52 (19.6%) of the respondents are from the Umniah telecommunication. 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 265 (100%) of the respondents are either a CEO or the Owner of the business with a mean of 1 and standard deviation of 000. Regarding the job position, the result equally indicates that 3 (1.1%) of the respondents are less than 10, 26 (9.8%) of them are between 10-25 while the 109 (41.1%) of the respondents are between 26-100, and 127 (47.9%) are more than 100 with a mean of 3.15 and standard deviation of .840. Finally, the result concerning the current position shows that 5 (1.9%) of the respondents are less than one year, 45 (17%) of them are between 1 to 2 years, 24 (9.1%) of them are between 3 to 5 years while 191(72.1%) of the respondents are more than 5 years with a mean of 3.36 and a standard deviation of .704. Table 4.3 below provides more information.

4.2. Factor Analysis Result

A factor analysis was conducted on the variables in order to check for their construct validity, that is, to see whether each item was able to measure what it intends to measure, a factor analysis was conducted. All the items were validated using the principal component analysis with a varimax rotation. Here, the factor loading required for each item to be included in the factor is 0.4 as suggested by (Atheyo, Adamson & Cant 2001).

For leadership change variable, 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 loaded items 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 detail results for the factor analysis for all the variable are indicated in tables 1.1.

Table1.1: Factor Analysis Result for Leadership Change.

Leadership Change Items	Code	Factor Loading 1
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	.749
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	.505
Eigenvalue		3.7
Percentage of variance explained (%)		37.33
Kasier-Meyer-Olkin		.808
Bartlett's test of sphericity approx. chi square		784.935
df.		45
Sig.		.000

Concerning the behavioural change factor, 7 items out of ten submitted for factor made it to the final factor. Three (3) items, specifically, items BC4 and BC3 were excluded because they failed to load into the factor. The loaded factors account for 37.98% of the variance 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 detail results for the factor analysis for all the variable are indicated in tables 1.2.

Table: 1.2: Factor Analysis Result of Behavioral Change

Behavioural Change Items	Code	Factor Loading 1
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
Bartlett's test of sphericity approx. chi square		749.167
df.		45
Sig.		.000

Also, 11 items submitted for factor analysis for structural changes variables yielded on 9 items with two items coded SC5 and SC4 dropped due to failure to load into the factor. The loaded factors account for 37.98% of the variance 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 detail results for the factor analysis for all the variable are indicated in tables 1.3.

Table: 1.3: Factor Analysis Result of Structural Changes

Structural Change Items	Code	Factor Loading 1
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
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
Bartlett's test of sphericity approx. chi square		731.102
df.		55
Sig.		.000

Furthermore, only 6 items out of 10 items submitted for factor analysis for technological change variable were selected. Four (4) items coded TC9, TC5, TC1 and TC7 were excluded because they failed to load into the factor. Loaded items 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 detail results for the factor analysis for all the variable are indicated in tables 1.4.

Table 1.4: Factor Analysis Result of Technological Change

Technological Change Items	Code	Factor Loading 1
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 organisation	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
Bartlett's test of sphericity approx. chi square		702.644
df.		45
Sig.		.000

As for cultural change variable, the factor result produced only 7 items out of 10 items subjected to factor analysis. The 7 items 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 detail results for the factor analysis for all the variable are indicated in tables 1.5.

Table 1.5: Factor Analysis Result of Cultural Change

Cultural Change Items	Code	Factor Loading 1
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
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	.400
Eigenvalue		2.9
Percentage of variance explained (%)		29.4
Kasier-Meyer-Olkin		.730
Bartlett's test of sphericity approx. chi square		514.156
df.		45
Sig.		.000

Similarly, the result for internal customer satisfaction produced eight (8) items out of 11 items and the 8 items only account for 34.18% variance while the Kasier-Meyer-Olkin (KMO) value is .79, with Eigenvalue 3.8. The detail results for the factor analysis for all the variable are indicated in tables 1.6.

Table 1.6: Factor Analysis Result of Internal Customer Satisfaction

Internal Customer Satisfaction Items	Code	Factor Loading 1
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
Eigenvalue		3.8
Percentage of variance explained (%)		34.18
Kasier-Meyer-Olkin		.795
Bartlett's test of sphericity approx. chi square		757.040
df.		55
Sig.		.000

4.3. Reliability and Correlation Results

Table 1 represents the means, internal reliability value (Cronbach alpha), and the correlations among the variables. For the correlation analysis, the result indicates that leadership change is correlated with internal customer satisfaction at $r = .695^{**}$, $p < 0.01$ with a Cronbach alpha of .83; Behavioural change correlates with internal customer satisfaction at $r = .724$, $p < 0.01$ with a Cronbach alpha of .85; structural change correlates with internal customer satisfaction at $r = .640$, $p < 0.01$ with a Cronbach alpha of .82;

Technological change is also found to correlate with internal customer satisfaction at $r = .676$, $p < .01$ with a Cronbach alpha of .82; cultural change also correlates with internal customer satisfaction at $r = .695$, $p < 0.01$ with a Cronbach alpha of .73. Detail information is shown in table 4.1

Table 4.1: Cronbachs' Alpha, mean, standard deviation and correlations of the variables

Variables	α	M	SD	LC	BC	SC	TC	CC	ICS
Leadership change	.831	3.57	.712	1					
Behavioural change	.849	3.61	.763	.832 ^{**}	1				
Structural change	.816	3.65	.631	.770 ^{**}	.783 ^{**}	1			
Technological change	.816	3.57	.738	.772 ^{**}	.789 ^{**}	.732 ^{**}	1		
Cultural change	.725	3.41	.738	.759 ^{**}	.760 ^{**}	.758 ^{**}	.756 ^{**}	1	
Internal Customer Satisfaction	.803	3.53	.78	.695 ^{**}	.724 ^{**}	.640 ^{**}	.676 ^{**}	.695 ^{**}	1

Note, n=, * $p < 0.05$, ** $p < 0.001$

4.4. Regression Analysis Result

The regression tests for the influence of leadership change, behavioural change, structural change, technological change and cultural change on internal customer satisfaction are indicated in table 4.2. The result shows that leadership change is significantly related to internal customer satisfaction with $\beta = 0.695$, $p < 0.001$. Similarly, the regression result in table above shows that behavioural change is significantly related to internal customer satisfaction with $\beta = 0.724$, $p < 0.001$). The result of the regression test conducted shown in table above indicates that structural change is significantly related to internal customer satisfaction with $\beta = 0.460$, $p < 0.001$). Concerning technological change variable, the result of the regression analysis in Table above shows that technological change is significantly related to internal customer satisfaction with $\beta = 0.676$, $p < 0.001$). As for the cultural change, the result of the regression shows that cultural change is significantly related to internal customer satisfaction with $\beta = 0.695$, $p < 0.001$).

Table 4.2: Regression Analysis Result

Variables	Beta	T	Sig.
Leadership change	.695	15.661	.000
Behavioural change	.724	17.021	.000
Structural change	.640	13.491	.000
Technological change	.676	14.868	.000
Cultural change	.695	15.682	.000

5. Discussion and Conclusions

This study investigated the influence of leadership change, behavioural change, structural change, technological change and cultural change on internal customer satisfaction in the telecommunication in Jordan. It employed the regression analyses to test the various hypotheses reflecting both the direct relationships of the independent and dependent variables.

Overall, the study found support for the influence of leadership change, behavioural 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 leadership change, behavioural change, structural change, technological change and cultural change can significantly predict internal customer satisfaction. It further indicates that telecommunication companies can rely on EPC factors such as leadership change, behavioural change, structural change, technological change and cultural change in achieving an effective and a better 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 behavioural 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 behaviour is significantly related to customer satisfaction. They concluded that emotion is a determinant of customer satisfaction. The result suggests that employee’s behaviours are tools for achieving internal customer satisfaction in the telecommunication companies. It implies that employee should always show positive behaviours 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 behaviour of the employees because changes in employee’s behaviours also affect the customer’s satisfaction. Thus, positive behaviour change or transformation in the employees leads 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, organisations 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 change significantly affects 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 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. The major contribution of this study is the development of a conceptual framework to examine the EPC in the telecommunication industry which seems to be lacking in this area of study. The findings of this study should be interpreted in light of two limitations. First the study is limited to the telecommunication industry in particular Jordanian telecommunication industry. Secondly the quantitative data and regression analysis nature of the study may equally limit its findings. It is hoped that future studies in this area may replicate this study in other research environment or setting in order to further validate the results.

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