

The Moderating Effect of Role Stressor on the Influence of Evolutionary Process Change Factors on Internal Customer Satisfaction in Telecommunication in Jordan

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Abstract

This study investigates the moderating effect of role stressor on the influence of leadership change, behavioral change, structural change, technological change and cultural change on internal customer satisfaction. As a result, a cross-sectional study design with a quantitative study approach was conducted, and data was generated through self-administered procedure from 354 respondents from three telecommunication companies in Jordan. A 3-step hierarchical regression analysis technique was used to analysis the data. 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 while on the contrary, role conflict failed to moderate the relationship between leadership change, behavioural change and cultural change on the internal customer satisfaction, and role ambiguity also failed to moderate the relationship between leadership change, behavioural change, structural change and technological change on the internal customer satisfaction. The study concludes that role conflict and role ambiguity may only play significant role on the influence of structural change, technological change and cultural change on internal customer satisfaction. The study contributes to the body of knowledge by providing additional insight on the role of role stressor in particular role conflict and role ambiguity in managing EPC in the telecommunication industry. The study also highlights some of its limitations and makes suggestions for future study in this domain.

Keywords: telecommunication, leadership change, behavioral change, structural, role stressor 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; Michalsk-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 and Berryet (1988); Zeithaml, Berry and Parasuraman, (1996); Fisk, Brown and Bitner, (1993); Nicholls, Gilbert and Roslow, (1998); Taylor and Baker, (1994) only focus on external customer satisfaction as opposed to internal customer satisfaction. This suggests that additional variable is required to adequately explain the link between EPC factors and internal customer's satisfaction, and one such variable is role stressor which has been identified to impact on the internal customer satisfaction. Although, the study by Babin and Boles (1996) argued that role stressor should be considered as independent variables while a similar study by LeRouge, Nelson and Blanton (2006) believed that role stressor should be regarded as a mediating variable, however, role stressor can be best considered as a moderator in such that it would interact with the independent variables to predict the dependent variable. Quite unfortunately, study examining role stressor as a moderator seems to be lacking. In this study, 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 internal customer satisfaction. That is, it is assumed that role stressor would significantly strengthen the relationship between EPC factors and internal customer satisfaction. Therefore, this study investigates the moderating effect of role stressor on the influence of EPC factors on the internal customer's satisfaction.

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 endeavors 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 customer satisfaction and commitment. A similar study by Elenkov (2002) on Russian managers draw a conclusion that on a relationship between leadership behaviors, organizational performance and customer satisfaction. Felfe and Heinritz (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 enjoyed 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 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 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 behavior 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 Behavioral 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 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.

When individual behavior is improved then there shall be a positive influence on organizational behavior, 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 behavior of individuals enhance the effectiveness and performance of the organization. Hence, motivation is perceived as a key factor in improvement of individual behavior 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 behaviors 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, 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 behavior enhances good customer behavior in term of satisfaction. 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 and 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 behavior and attitude to the organization which makes them feeling welcoming and satisfaction due to the organization behavior (Adler & Gundersen, 2008).

2.3 Structural Change

Organization can be structured in many different ways, depending on vision, objectives and future expansion. Andersen (2004) 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 Andersen (2004) and Jacobides (2007) were further studied by Zheng, Yang and McLean (2010) and they suggested that organization structure depends on the organization's 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, behavioral 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 & 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 deployed 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 been studying the effect and impact of technology on business growth (Shankar, Rangaswamy, & Smith, 2003). Many factors like attitude, behavior, trust, continuous-usage, loyalty, satisfaction and others are being researched to determine the impact of technology on business (e.g., Degeratu, Rangaswamy, & Wu, 2000; Lynch & Ariely, 2000; Shankar, Rangaswamy, & Pusateri, 2001). However, collectively these works have suggested that technology change enhances customers' satisfaction unless the technology is easy and affordable to be used 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, defection of customers, and company performance. 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.

2.7 Role Stressor

Generally, role stressor has been described as the stress experienced by the employees or people in the organization due to their role or job in the organization. For instance, employees or people accept roles due to 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 had been discussed from three angles, (e.g., role conflict, role overload and role ambiguity) by various researchers' on organizational dynamics (Kahn, Wolfe, Quinn, & Snoek, 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 (Bettencourt & Brown, 2003).

As an independent variable, role stressor in particular role ambiguity was found to have a significant positive relationship with personal skill development and performance (Babin & Boles, 1996). Similarly, LeRouge, Nelson and Blanton (2006) also found that role stress was positively related to organizational commitment and job satisfaction but using self-esteem as a moderator between role stress and job satisfaction. Furthermore, an investigation by Lankau, Carlson and Nielson (2006) on the mediating role of role stressor shown that role stressor is a significant mediating variable. By classifying role stressor into two major dimensions of role ambiguity and role conflict as the two major indicators of role stressor in creating relationships between mentoring activities, vocational support, psychosocial support and prominent job attitudes, the study revealed that both role conflict and role ambiguity firmly mediated the relationships between psychosocial support and role modeling with job attitudes. In addition it also serves as a partial mediator of the relationship between vocational support and job attitudes. From the ongoing it is very clear that role stressor has been used in all levels of variables except at the level of a moderator. In this regarding, this study proposes role stressor as a moderator in the relationship between leadership change, behavioural change, structural change, technological change, cultural change and internal customer satisfaction. The presence of role stressor is assumed to strengthen the relationship between leadership change, behavioural change, technological change, structural change, cultural change and internal customer satisfaction. It is hoped that role stressor would interact with the independent variables (leadership change, behavioural change, technological change, structural change and cultural change) in such a way that it would have an impact at the level of dependent variable (internal customer satisfaction). Thus, role stressor will affect the direction of the association between leadership change, behavioural change, technological change, structural change, cultural change and internal customer satisfaction. Toeing the line of Lankau, Carlson and Nielson (2006) and in line 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.

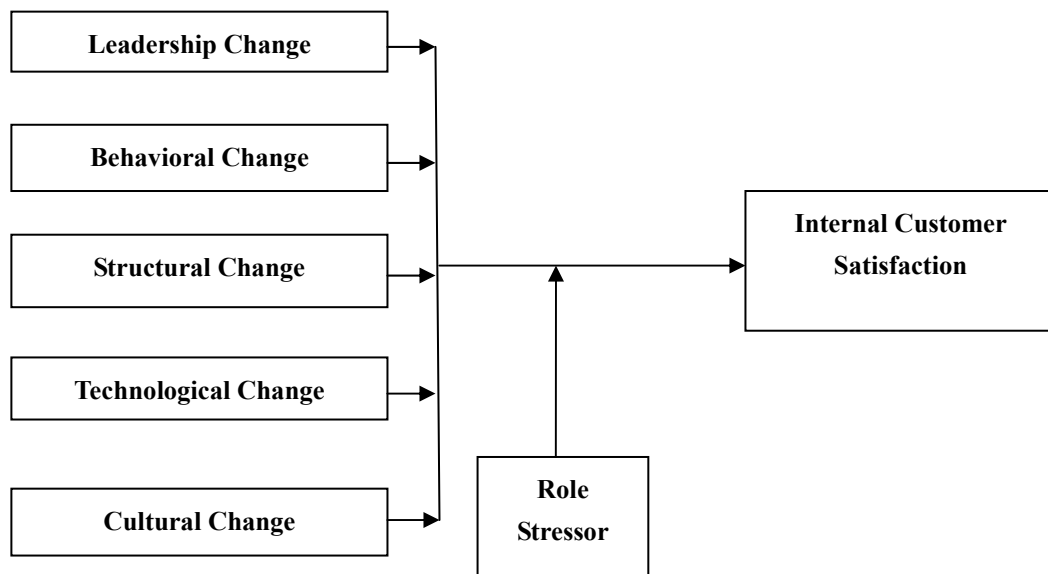


Figure1. Framework evaluation process change factor

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

H1: EPC factors will significantly influence internal customer satisfaction;

H2: Role stressor will moderate the relationship between EPC 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.

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, Car, & Graffin, 2013; Lucky & Minai, 2011; Minai & Lucky, 2011; Lucky & Minai, 2012). 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 and 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, & 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 websites (Telecommunication Regulatory Commission Report, 2009). A disproportionate stratified sampling (DSS) technique was employed to select 354 respondents which was later increased to 500 respondents as Sekaran, Robert and Brain (2001) and, Krejcie and Morgan (1970). The use of DSS is to improve the representativeness of the sample which simple random sampling technique cannot assure (Olajide, 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 and Owens (2003).

3.3 Measurement of Constructs

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 Lucky and Minai (2011); Minai and Lucky (2011) and Lucky and Minai, (2012); Zhang and Fang (2000) and Amin and 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. Apart from that, role stressor which reflects two dimensions: role conflict and role ambiguity, was also measured using a total of 14 items, 8 items for the role conflict while

the other 6 items for the role ambiguity respectively with the items adapted from the work by Siegall (2000). Also, 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 from the work of Worren, Moore, and Cardona (2002).

4. Analysis and Results

4.1 Descriptive Analysis Result

The descriptive analysis result conducted demonstrates 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 Umniah) 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.

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 (Ateyo, Adamson, & Cant, 2001). The results for all the factor analyses conducted on all the variables for this study are explained in tables 1, 2, 3, 4, 5, 6 and 7 below.

Table 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	.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
Percentage of variance explained (%)		37.33
Kasier-Meyer-Olkin		.808
Bartlett's test of spericity approx. chi square		784.935
df.		45
Sig.		.000

Table 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

Table 3. Factor analysis result of structural change

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 organizational 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	.483
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

Table 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

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

Table 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	.751
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

Table 6. Factor analysis result for role conflict

RC items	Code	Factor Loading 1
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
Bartlett's test of sphericity approx. chi square		120.387
df.		28
Sig.		.000

Table 7. Factor analysis result for role ambiguity

Role Ambiguity Items	Code	Factor Loading 1
Periodically supervisor will evaluate employee performance.	RA2	.784
The satisfaction of supervisor evaluation 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

Role Ambiguity Items	Code	Factor Loading 1
Kasier-Meyer-Olkin		.541
Bartlett's test of sphericity approx. chi square		134.042
df.		15
Sig.		.000

Table 8. Factor analysis result of internal customer

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

These were conducted using the reliability, descriptive and correlation tests analyses, and they were determined using the Cronbachs' Alpha, mean, standard deviation and r-value for correlations. Table 8 shows the detail results.

Table 9. Cronbachs' Alpha, mean, standard deviation and correlations of the variables

Variables	α	M	SD	LC	BC	SC	TC	CC	RA	CA	ICS
Leadership change	.831	3.57	.712	and 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			
Role Conflict	.471	4.18	.610	-.070	-.104	.128*	-.044	.017	1		
Role Ambiguity	.844	3.38	.626	.205**	.204**	.188**	.204**	.223**	-.051	1	
Internal Customer Satisfaction	.803	3.53	.78	.695**	.724**	.640**	.676**	.695**	-.063	.159**	1

Note: n=, *p<0.05, **p<0.001.

4.4 Regression Analysis Result

The regression tests for the influence of leadership change, behavioral change, structural change, technological change and cultural change on internal customer satisfaction are indicated in table 5. 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 $\beta = 0.695$, $p < 0.001$).

To further test for the moderating effect of roles stressor, a 3-step hierarchical regression analysis technique suggested by Baron and Kenny (1987) was utilized. The significant F change (Sig. ΔF) was used to determine the moderating effect role stressor (role conflict and role ambiguity). The results are indicated in Table 9.

Table 10. Hierarchical regression result for moderating effect of role conflict

Variables	R ²	ΔR^2	ΔF	Beta	Sig. ΔF
Leadership change	.483	.000	.002	.674	.966 ^{NS}
Behavioral change	.524	.001	.001	.393	.467 ^{NS}
Structural change	.448	.018	8.285	-.247	.004**
Technological change	.464	.458	2.920	-.043	.089**
Cultural change	.489	.000	.222	.919	.634 ^{NS}

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

Table 11. The result of the moderating effect of role ambiguity

Variables	R ²	ΔR^2	ΔF	Beta	Sig. ΔF
Leadership change	.486	.003	1.525	.399	.218
Behavioral change	.527	.003	1.737	.432	.189 ^{NS}
Structural change	.404	.000	.002	.632	.966 ^{NS}
Technological change	.457	.000	.054	.676	.817 ^{NS}
Cultural change	.491	.485	4.031	.695	.046**

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

5. Discussion and Conclusions

This study investigated the moderating effect of Role stressor on the influence of EPC factors on internal customer satisfaction in the telecommunication in Jordan. It employed a 3-step hierarchical regression analyses technique suggested by Baron and Kenny (1987) to test the various hypotheses reflecting the indirect effect of role stressor on the direct relationships of the independent and dependent variables.

Overall, the study found 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 leadership change, behavioral 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, behavioral change, structural change, technological change and cultural change in achieving an effective and a better internal customer satisfaction.

For the moderating effect result, 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 a 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 demonstrates a significant interaction between role conflict and structural change, and between role conflict and technological change to predict internal customer satisfaction. Thus, role conflict is a significant moderating factor that impact on internal customer satisfaction. Therefore, role conflict should be considered as important factor by the telecommunication companies to achieve an effective internal customer satisfaction. While, 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. 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.

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, Ben-David, Tiegs, Avital, and Yeverechyahu (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. 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, Ben-David, Tiegs, Avital, and Yeverechyahu (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 output of this study is beneficial to both the telecommunication company and the policy makers in government. First, it would guide telecommunication industry in managing role conflict and prevent role ambiguity in the industry. Secondly, the findings would also guide the policy makers to develop and formulate a better policy for the telecommunication companies in Jordan. This study only considered EPC factors within a specific industry in particular telecommunication, future studies should considered other industries such as manufacturing and trading sectors which are equally relevant to further check for the important internal customer satisfaction. Also, additional study on the EPC factors using the qualitative method is also suggested for an in-depth understanding of EPC factors especially cultural change and behavioural change factors on internal customer satisfaction.

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