

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

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**THE RELATIONSHIP OF EVOLUTIONARY PROCESS CHANGE  
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SATISFACTION IN JORDAN'S TELECOMMUNICATION  
COMPANIES**

**By**

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## ABSTRACT

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

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

## ABSTRAK

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

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

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## **List of Abbreviations**

ICS:	Internal Customer Satisfaction
EPC:	Evolutionary Process Change
TQM:	Total Quality Management
RBV:	Resource Base View
ECS:	External Customer Satisfaction
TC:	Technological Change
TD:	Technology Development
TA:	Technology Advancement
TPM:	Technology Push Model
MPM:	Market Pull Model
AAPOR:	American Association for Opinion Research
IV:	Independent Variable
DV:	Dependent Variable
VIF:	Variable Inflationary Factor
SPSS	Statistical Package for the Social Sciences
KMO	Kasier-Meyer-Olkin

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

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

### **1.2 Background of Study**

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

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

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