

MIDDLE EAST UNIVERSITY FOR GRADUATE STUDIES

***Service – Profit Chain Analysis in the Telecommunications Sector
Jordanian Perspective on the Mobile Sub-Sector
“ The Case of Orange Mobile”***

Submitted By:

Issa Elias Lutfi Rezaqallah

A thesis submitted in partial fulfillment of the requirements for
the degree of *Master's of Business Administration*

Supervised by:

Dr. Wafa S. Al-Tamimi

Head of Marketing Department

Middle East University for Graduate Studies

Dr. Abdel-Baset I. Hassouneh

Head of Marketing Department

Al Isra University

Faculty of Managerial & Financial Studies

Middle East University for Graduate Studies

Amman – Jordan

Word Count: 22,837

June, 9th 2008

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Issa Elias Lutfi Rezaqallah

June, 2008

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Advisor Committee:

Dr. Wafa S. Al Tamimi	Assistant Professor	Chairman
Dr. Abdel-Baset I. Hassounah	Assistant Professor	Member
Dr. Kamel M. Moghrabi	Professor Doctor	Member
Dr. Nizam M. Sweidan	Associate Professor	External Member

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Declaration

I hereby declare that I am the author of this Master's thesis, which was written under the mentorship of *Dr. Wafa Al-Tamimi* and *Dr. Abdel-Baset Hassouneh*.

Moreover, I declare, to the best of my knowledge, that the substance of this thesis has not been previously submitted for any degree or published previously by another person, except where due reference is made in the text of this thesis.

Issa Elias Lutfi Rezaqallah

June, 2008

Forward

“This latest study of service-profit chain concepts once again demonstrates its applicability to many industries and business culture. Of particular interest is its measurement of close relationships between customer advocacy, brand loyalty and competitive advantage. It illustrates something that will occupy future researchers of these ideas, that a relatively small core of high-advocacy customers can determine the success of an organization”.

James L. Heskett

Harvard Business School

Harvard University

Abstract

This study seeks to analyze the service-profit chain in the Jordanian mobile telecommunications sub-sector through analyzing the relationships between other areas of the chain by developing an original model that demonstrates those relationships.

Accordingly, the study examines the relationships between call center employees' satisfaction, customers experience, customers' satisfaction, customer advocacy, brand loyalty and achieving *Orange Mobile* a competitive advantage among competitors.

In order to examine those relationships, two populations were identified to be served:

- 1) The first population was *Orange Mobile* call center employees.
- 2) The second population was *Orange Mobile* subscribers.

Consequently, two questionnaires were developed to gather the needed data from the representing samples as the following:

- The first questionnaire was developed to examine the call center employees' satisfaction in which data were gathered from 50 call center employees, representing almost 31% of the total number of call center employees working for *Orange Mobile*.
- The second questionnaire was developed to examine customers experience, customers' satisfaction, customer advocacy, brand loyalty and achieving *Orange Mobile* a competitive advantage among competitors, in which data were gathered from 400 mobile subscribers, representing 0.025% (400 out of 1,598,158 subscribers) of the total number of mobile subscribers with *Orange Mobile*.

The statistical analysis was processed through *SPSS (Statistical Package for the Social Sciences)* version 13, by using descriptive statistical analysis (Frequencies, Percentages, Accumulative Percentages, *Mean* and *Standard Deviation*) and inferential statistical analysis (*Pearson correlation*, *T-Test* and One-Way Analysis of Variance (*ANOVA*)).

Consistent with the research findings, the main conclusion that was reached in this study is: **A 1 degree increase in call center employees' satisfaction represents approximately a 5% increase in achieving the company a competitive advantage among its competitors**, which is sequenced as the following:

- A 1 degree increase in call center employees' satisfaction represents approximately a 23% increase in customers experience and about 37% in customers' satisfaction.
- Such increase in customers experience and satisfaction represents nearly 17% increase in their advocacy.
- Such increase in customers advocacy represents approximately a 8% increase in their loyalty to the brand.
- Such increase in brand loyalty represents almost a 5% increase in achieving the company a competitive advantage among its competitors.

Finally, the thesis presented various recommendations that are applied to *Orange Mobile* top management; call center management and for further studies to be conducted. The most important recommendations are:

- To adopt a philosophy of "putting people first" that applies to employees and customers, and this philosophy shall be reflected in the organization mission.
- To develop and maintain a corporate culture that is employee - customer centric.
- To adopt a comprehensive strategy aiming to achieve a competitive advantage among competitors through linking employees, customers and the financial performance of the organization.

Key Words:

Brand Loyalty; Call Center; Competitive Advantage; Customer Advocacy; Customers Experience; Customers' Satisfaction; Employees' Satisfaction; Service-Profit Chain.

ملخص الدراسة

تسعى هذه الدراسة إلى تحليل سلسلة الخدمة-الربح في قطاع الاتصالات المتنقلة في السوق الأردني من خلال تحليل العلاقات بين عناصر أخرى في هذه السلسلة، و تطوير نموذج يوضح طبيعة هذه العلاقات.

و عليه، تختبر هذه الدراسة العلاقات بين الرضا الوظيفي لموظفي مركز الاتصال، التجربة التي يعيشها المشتركون، رضا المشتركين، المشتركون المدافعون عن الشركة، الولاء للعلامة التجارية و تحقيق أورانج الخلوي لميزة تنافسية بين الشركات المنافسة.

من أجل تحليل هذه العلاقات، تم تحديد مجتمعين دراسيين لهذه الدراسة:

(1) المجتمع الأول يشمل موظفي مركز اتصال شركة أورانج الخلوي.

(2) المجتمع الثاني يشمل المشتركين بخدمة الهواتف الخلوية مع شركة أورانج الخلوي.

و بناءً عليه، تم تصميم استبيانين لجمع البيانات من العينات الممثلة لهذين المجتمعين كالتالي:

■ الاستبيان الأول تم تصميمه لقياس مدى الرضا الوظيفي لموظفي مركز اتصال شركة أورانج الخلوي، حيث تم

جمع البيانات من 50 موظفاً يمثلون حوالي 31% من إجمالي عدد موظفي مركز الاتصال للشركة.

■ الاستبيان الثاني تم تصميمه لقياس التجربة التي يعيشها المشتركون، رضا المشتركين، المشتركون المدافعون عن

الشركة، الولاء للعلامة التجارية و تحقيق أورانج الخلوي لميزة تنافسية بين الشركات المنافسة، حيث تم جمع

البيانات من 400 مشترك يمثلون حوالي 0.025% من إجمالي عدد المشتركين مع شركة أورانج الخلوي (400

مشترك من أصل 1,598,158 مشترك).

تم تحليل البيانات من خلال برنامج SPSS الاحصائي، نسخة 13، حيث تم استخدام التحليل الاحصائي الوصفي (التكرارات، النسب المئوية، النسب المئوية المتراكمة، الوسط الحسابي و الانحراف المعياري)، و التحليل الاحصائي الاستدلالي (معامل ارتباط بيرسون، اختبار T و تحليل التباين الأحادي ANOVA).

خلصت الدراسة إلى مجموعة من الاستنتاجات أهمها أن زيادة رضا موظفي مركز الاتصال بمقدار درجة واحدة يؤدي إلى زيادة مقدارها 5% في تحقيق الشركة لميزة تنافسية على منافسيها، وملخصة كما يلي:

(1) زيادة الرضا الوظيفي لموظفي مركز الاتصال بمقدار درجة واحدة يؤدي إلى زيادة التجربة التي يعيشها المشتركون أثناء الاتصال مع هؤلاء الموظفين بحوالي 32% و رضا هؤلاء المشتركين بحوالي 37%.

(2) مثل هذه الزيادة في التجربة التي يعيشها المشتركون ومدى رضاهم يؤدي إلى زيادة دفاعهم عن الشركة بحوالي 17%.

(3) مثل هذه الزيادة في الدفاع عن الشركة يؤدي إلى إرتفاع بحوالي 8% في الولاء للعلامة التجارية.

(4) مثل هذه الزيادة في الولاء للعلامة التجارية تؤدي إلى الزيادة بحوالي 5% في تحقيق الشركة لميزة تنافسية بين الشركات المنافسة.

أخيراً، اقترحت الدراسة مجموعة من الاقتراحات الموجهة للإدارة العليا و إدارة مركز الاتصال لشركة أورانج الخلوي، بالإضافة إلى الدراسات التي يجب تنفيذها حسب محددات الدراسة. أهم هذه الإقتراحات:

(1) تبني فلسفة "وضع الأشخاص أولاً" فيما يخص الموظفين والمشاركين، وأن تعكس رسالة الشركة هذه الفلسفة.

(2) تطوير ثقافة مؤسسية تركز على الموظفين - المشاركين.

(3) تبني إستراتيجية شاملة تهدف إلى تحقيق الميزة التنافسية على المنافسين من خلال ربط الموظفين، المشاركين والأداء المالي للشركة.

الكمات الدالة:

الولاء للعلامة التجارية، مركز الاتصال، تحقيق الميزة تنافسية، المشتركون المدافعون عن الشركة، التجربة التي يعيشها المشتركون، رضا المشتركين، رضا الموظفين، سلسلة الخدمة - الربح.

Table of Contents

Subject	Page
Abstract	I
Table of Contents	V
List of Figures	IX
List of Tables	X
Acknowledgements	XII
Dedication	XIII
1.00 Chapter One: Research General Framework	
1.1 Introduction	2
1.2 Research Structure	4
1.3 Research Problem and Questions	6
1.4 Research Hypotheses	7
1.5 Research Objectives	8
1.6 Research Importance	9
1.7 Research Significance	10
1.8 Research Variables	14
1.9 Research Model	15
1.10 Research Limitations	16
1.11 Terms of Definitions	17

2.00	Chapter Two: Literature Review and Previous Studies	
2.1	Literature Review	24
2.1.1	Service Definition, Nature and Characteristics	24
2.1.2	Service Encounter and the “Moment of Truth”	27
2.1.3	Service – Profit Chain	29
2.1.4	Satisfaction	31
2.1.5	Employees’ Job Satisfaction	32
2.1.6	Customers’ Satisfaction	40
2.1.7	Customers Experience	44
2.1.8	Customers Advocacy	46
2.1.9	Brand Loyalty	48
2.1.10	Achieving A Competitive Advantage	50
2.2	Previous Studies	55
3.00	Chapter Three: The Jordanian Mobile Sub-Sector	
3.1	Mobile Telecommunications Market Overview	60
3.2	Mobile Operators’ Market Share	65
3.3	The Foreseeable Competition in the Market	66
3.4	New Era in Competition	69
4.00	Chapter Four: <i>Orange Mobile</i> Overview	
4.1	<i>Orange Mobile</i> in Brief	72

4.2	Jordan Telecom Group in Brief	73
4.3	The Rebranding to <i>Orange</i>	76
4.4	<i>Orange</i> Brand in Brief	77
4.5	The Call Center of <i>Orange Mobile</i>	78
4.6	Customer Experience Blueprint with <i>Orange Mobile</i> Call Center	81
5.00	Chapter Five: Research Methodology	
5.1	Assessing Existing Knowledge	84
5.2	Statistical Population	85
5.3	Statistical Sampling	85
5.4	Data Gathering	88
5.5	Research Tool	89
5.6	Statistical Analysis	92
6.00	Chapter Six: Results and Discussion	
6.1	Description of the Demographic Characteristics of the Samples	95
6.2	Description of the Responses to the Questionnaires Statements	101
6.3	Analyzing the Relationships between the Research Variables	108
6.4	Hypotheses Testing	112
7.00	Chapter Seven: Conclusions and Recommendations	
7.1	Conclusions	115
7.2	Recommendations	116

References and Bibliography

References 120

Bibliography 125

Appendices:

Appendix One: First Questionnaire 131

Appendix Two: First Questionnaire References 136

Appendix Three: First Questionnaire Juries 138

Appendix Four: Second Questionnaire 139

Appendix Five: Second Questionnaire References 146

Appendix Six: Second Questionnaire Juries 148

List of Figures

Figure Name		Page
Figure 1	The Research Variables	14
Figure 2	The Research Model	15
Figure 3	The Service-Profit Chain	29
Figure 4	Maslow's Hierarchy of Needs	37
Figure 5	Expectancy Theory	39
Figure 6	Organizational Hierarchy	41
Figure 7	Loyalty Levels	46
Figure 8	Mobile Subscribers and Penetration Rate	63
Figure 9	Average Revenue per Mobile User	63
Figure 10	GSM Mobile Market Share	65
Figure 11	1777-IVR Main Menu	78
Figure 12	Customer Experience Blueprint with <i>Orange Mobile</i> Call Center	82
Figure 13	First Questionnaire – Responses to the Statements	101
Figure 14	Average Mean – Categories of the Questionnaires	102
Figure 15	Average Mean – Customers' Satisfaction	103
Figure 16	Average Mean – Customers Experience	104
Figure 17	Average Mean – Customers Advocacy	105
Figure 18	Average Mean – Brand Loyalty	106
Figure 19	Average Mean – Achieving a Competitive Advantage	107

Figure 20	Research Normal Distribution	113
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List of Tables

Table Name		Page
Table 1	Comparison of the Research with A. Emerson Study	10
Table 2	Comparison of the Research with Andersson & Dellham Study	11
Table 3	Comparison of the Research with M. Desmarais Study	12
Table 4	Comparison of the Research with A. Fernández Study	13
Table 5	The Breakdown of the Distributed Questionnaires	86
Table 6	The Breakdown of the Valid Retrieved Questionnaires	86
Table 7	Comparison of Retrieved Questionnaires with the Market Share	87
Table 8	First Sample Characteristics – Gender	95
Table 9	First Sample Characteristics – Age	95
Table 10	First Sample Characteristics – Educational Level	96
Table 11	First Sample Characteristics – Years of Experience at Call Center	96
Table 12	First Sample Characteristics - Type of Employment Contract	97
Table 13	First Sample Characteristics - Type of Shift	97
Table 14	Second Sample Characteristics – Gender	98
Table 15	Second Sample Characteristics – Age	98
Table 16	Comparison of the Second Sample with the Population – Age	99
Table 17	Second Sample Characteristics – Educational Level	99
Table 18	Comparison of the Second Sample with the Population – Educational Level	100
Table 19	Pearson Correlation of the Research Variables	108

Table 20	Regression Analysis for the First Hypothesis	110
Table 21	Regression Analysis for the Second Hypothesis	110
Table 22	Regression Analysis for the Third Hypothesis	110
Table 23	Regression Analysis for the Fourth Hypothesis	111
Table 24	Regression Analysis for the Fifth Hypothesis	111
Table 25	Regression Analysis for the Sixth Hypothesis	111
Table 26	Calculated-T Values	112

Acknowledgments

Although it is impossible to thank everyone who has influenced my intellectual or provided me with valuable insights, I particularly want to single-out few people who supported me in submitting this thesis with special thanks.

Deepest thanks are expressed to my advisor and first leader *Dr. Wafa Al-Tamimi* for her constant support and encouragement. You have pushed me to be better than I ever thought I could be.

As well, a special “thank you” goes to *Dr. Abdel-Baset Hassounah*, my second supervisor and reader for his valuable insights particularly during submitting the thesis proposal.

Moreover, I would like to express my sincere appreciation to Dr. Nizam Sweidan for his valuable feedbacks; *Dr. Mohamed Matar* for his encouraging words and to *Dr. Mohamed Al-Naimi* for his valuable notes during designing the questionnaires and the analysis, and for putting me always on the track.

I also extend my warm appreciation to the academic professionals for their judging the questionnaires.

Additionally, special thanks are owed to *Hunaida Amasheh, Maha Masadeh, Maher Hourani, Nancy Dabbas, Nisreen Rezaallah* and *Samer Sha’ar* for their active participation in distributing the questionnaires that formed the basis of this thesis.

Finally, I deeply appreciate the love and support from my wife, *Tamara*, and my children, *Karen* and *Michael*, even when my time was dedicated to the work and study.

Dedication

To the memory of my father, Elias Rezqallah,

To my mother Elaine,

To my wife Tamara,

To my children, Karen and Michael

Chapter One

Research General Framework

1.1 Introduction:

Mobile-service providers focus their vision to their call centers as a non-profit center comparing with other internal departments. Non-profit center (also known as a cost center) is an internal department within an organization that increases the operational costs without contributing directly in generating revenues of such organization, e.g. customer service, call center and research and development departments (Wikipedia, 2008a).

Therefore, mobile-service providers are always concerned with the expenses they burdened resulting from handling customers' calls, as they provide call center services as a support service to the products they offer in order to satisfy their customers and keep them loyal.

Accordingly, mobile-service providers don't realize the relationship between satisfying their call center employees and the experience that their customers may have during a service encounter while contacting those employees, as well as the mutual dependency and the impact on their satisfaction, loyalty and profitability.

The complexity of this inconvenient realization is that those companies undervalue the return on call center employees' satisfaction, as well as satisfied, advocate and brand-loyal customers, and achieving a competitive advantage among competitors.

However, several studies were published in the area of service-profit chain, in which it revealed the relationship between employees' satisfaction, customers' satisfaction and the corporate profitability.

Furthermore, the Jordanian mobile telecommunications market is expected to witness a new era in competition, in which prices are no more the drivers of the competition; neither the offers nor the promotions. An era wherein a mobile operator will not achieve a competitive advantage unless its customers becoming loyal to its brand, in addition to the touch and feel

the difference in their experience during each service encounter with the operator, which will not be achieved if the frontline employees (e.g. call center employees) are not satisfied.

Therefore, the subject of this thesis was selected based on the researcher past experience in the telecommunications sector, and for a purpose to increase the responsiveness to the awareness and knowledge of service-profit chain among mobile-service providers in Jordan in order to be reflected in their missions, objectives, strategies, policies, programs, procedures and action plans.

Accordingly, this study analyzes the relationships between call center employees' satisfaction, customers experience, customers' satisfaction, customers advocacy, brand Loyalty, and achieving *Orange Mobile* a competitive advantage among its competitors, in which a model will be developed to explain those relationships.

Although there are currently four mobile-service providers operating in Jordan: *Zain*, *Orange Mobile*, *XPress* and *Umniah*, *Orange Mobile* was chosen by the researcher as he worked for it for a period of 6 years.

1.2

Research

Structure:

This thesis consists of seven chapters, which are described briefly in below paragraphs:

Chapter one presents an overview and general framework of the research, in which an introduction to the research is preceding the research problem and questions; research hypotheses are discussed followed by research objectives, research importance and research significance. Subsequently, research variables and the research model are diagramed to clarify the relationships that were examined. After that, the limitations that were encountered during the development of the research are reviewed, followed by defining terms of definitions were used in the research for better understanding.

Chapter two provides a comprehensive review of relevant literatures and founded studies that were previously published in examining a similar subject.

Chapter Three overviews the Jordanian mobile telecommunications sub-sector. An overview of the mobile-service providers operating in Jordan is presented with their market share. Next, the researcher presents his own vision for the foreseeable future to the competitiveness in such sub-sector

Chapter four provides an overview of *Orange Mobile, Jordan Telecom Group*, the rebranding to *Orange* and the brand *Orange* itself. Additionally, the call center of *Orange Mobile* is reviewed with a flowchart that clarifies the customer experience while contacting with a call center employee of *Orange Mobile*.

Chapter five describes the research methodology, in terms of the statistical population, statistical sampling, data gathering, research tool and the statistical analysis, that was approached by the researcher.

Chapter six presents the research findings through describing the characteristics of the research samples; the responses to the statements of the questionnaires and discussing the major results that were drawn from the analysis.

Chapter seven summarizes the main conclusions of the research and the key contributions to the academic knowledge as well as providing recommendations for *Orange Mobile* management and for further studies to be conducted.

Thereafter, the references that were cited inside the research or reviewed to enrich the researcher academic background, in addition to the research appendices are listed at the end of the research.

1.3 Research Problem and Questions:

Based on the argument that mobile-service providers are always concerned with the expenses they burdened resulting from handling customers' calls, and thus, they don't realize the relationships between satisfying their call center employees and the experience that their customers may have during a service encounter while contacting those employees, as well as the mutual dependency on their satisfaction, advocacy, brand loyalty and achieving a competitive advantage among competitors, the research problem is formed and summarized in the following questions:

- 1)** Is there an effect of call center employees' satisfaction on the customers experience while contacting those employees?
- 2)** Is there an effect of call center employees' satisfaction on customers' satisfaction?
- 3)** Is there an effect of customers experience while contacting with call center employees on their satisfaction?
- 4)** Is there an effect of customers experience while contacting with call center employees and their satisfaction, from one side, on their advocacy on the other side?
- 5)** Is there an effect of the advocacy of the customers on their brand loyalty?
- 6)** Is there an effect of the brand loyalty of the customers on achieving the organization a competitive advantage among its competitors?

1.4 Research Hypotheses:

Based on the research problem and questions stated in the previous section, the following main hypotheses were developed to be examined through this research:

1) The First Hypothesis (*H_o 1*):

There is no effect at $\alpha \leq 0.05$ of call center employees' satisfaction on the customers' experience while contacting those employees.

2) The Second Hypothesis (*H_o 2*):

There is no effect at $\alpha \leq 0.05$ of call center employees' satisfaction on customers' satisfaction.

3) The Third Hypothesis (*H_o 3*):

There is no effect at $\alpha \leq 0.05$ of customers experience while contacting with call center employees on their satisfaction.

4) The Fourth Hypothesis (*H_o 4*):

There is no effect at $\alpha \leq 0.05$ of customers experience while contacting with call center employees and their satisfaction, from one side, on their advocacy on the other side.

5) The Fifth Hypothesis (*H_o 5*):

There is no effect at $\alpha \leq 0.05$ of the advocacy of the customers on their brand loyalty.

6) The Sixth Hypothesis (*H_o 6*):

There is no effect at $\alpha \leq 0.05$ of the brand loyalty of the customers on achieving the organization a competitive advantage among its competitors.

1.5 Research Objectives:

There are two main objectives to be achieved through this research both on the academic level and the business level.

On the academic level, this thesis aims to contribute to the existing knowledge related to the service-profit chain through analyzing the relationships of other areas of the chain, by developing an original model that demonstrates those relationships according to the research hypotheses.

On the business level, it aims to increase the responsiveness to the awareness and the knowledge of the service-profit chain among mobile-service providers operating in the Jordanian telecommunications market, particularly *Orange Mobile*, in which this responsiveness is expected to be reflected into its adopted strategic management processes, starting from its defined mission, stated objectives, developed strategies, set policies, budgeted programs, sequenced procedures and ending by the action plans that shall be implemented in order to achieve a competitive advantage among its competitors.

Accordingly, this study will reach the following objectives:

- 1) To develop an original model that demonstrates the relationships of other areas of the service-profit chain.
- 2) To find if there are positive relationships between those areas that proposed in the research model and according to the research hypotheses.
- 3) To draw the attention of the mobile operators to the importance of those areas in achieving a competitive advantage among competitors.

- 4) To propose recommendations according to the research findings that aim for achieving *Orange Mobile* a competitive advantage among its competitors.

1.6 Research Importance:

Comparing to the available and accessible published studies, the importance of this study is its contribution to the existing knowledge related to the service-profit chain theory through analyzing the relationships of other areas of the chain, and developing an original model that demonstrates those relationships.

Moreover, and to the best of the researcher knowledge, this study is considered the first study to be submitted in the *Middle East* regarding analyzing the service-profit chain in the telecommunications market, particularly mobile sub-sector.

1.7 Research Significance:

Comparing with the available published studies relevant to the research subject, the main significances of this research stem from the variables were examined, place of conducting and the business sector in which the research was applied to.

As mentioned in the preceding section, three published studies were available similar to the research subject. Although those studies are explained in more details in other section (Previous Studies), tables 1, 2, 3 and 4 demonstrate those significances:

1.7.1 Comparing with the study of *Anthony L. Emerson*:

	This Study	Emerson Study
Research Type	▪ Master's Thesis	▪ PhD Dissertation
Variables	<ul style="list-style-type: none"> ▪ Call Center Employees' Satisfaction ▪ Customers Experience ▪ Customers' Satisfaction ▪ Customers Advocacy ▪ Brand Loyalty ▪ Achieving a Competitive Advantage 	<ul style="list-style-type: none"> ▪ Employees' Satisfaction ▪ Customer Retention ▪ Corporate Profitability
Place of the Study	▪ Jordan	▪ U.S.A
Sector	▪ Mobile Telecommunications	▪ Financial Institutions
Published Year	▪ 2008	▪ 2007
Research Tool	▪ Questionnaire	▪ Interviews

Table 1: The Comparison of the Research with A. Emerson Study

1.7.2 Comparing with the study of *Markus Andersson and Niclas Dellham*:

	This Study	Andersson & Dellham Study
Research Type	▪ Master's Thesis	▪ Master's Thesis
Variables	<ul style="list-style-type: none"> ▪ Call Center Employees' Satisfaction ▪ Customers Experience ▪ Customers' Satisfaction ▪ Customers Advocacy ▪ Brand Loyalty ▪ Achieving a Competitive Advantage 	<ul style="list-style-type: none"> ▪ CC Employees' Satisfaction ▪ Customers' Satisfaction ▪ Company's Profitability ▪ Value of the Company
Place of the Study	▪ Jordan	▪ Europe
Sector	▪ Mobile Telecommunications	▪ Banking
Published Year	▪ 2008	▪ 2006
Research Tool	▪ Questionnaire	<ul style="list-style-type: none"> ▪ Questionnaire ▪ Historical Records

Table 2: The Comparison of the Research with Andersson and Dellham Study

1.7.3 Comparing with the study of *Mike Desmarais*:

	This Study	Desmarais Study
Research Type	▪ Master's Thesis	▪ Benchmarking Study
Variables	<ul style="list-style-type: none"> ▪ Call Center Employees' Satisfaction ▪ Customers Experience ▪ Customers' Satisfaction ▪ Customers Advocacy ▪ Brand Loyalty ▪ Achieving a Competitive Advantage 	<ul style="list-style-type: none"> ▪ CC Employees' Satisfaction ▪ Customers' Satisfaction ▪ Operational Costs
Place of the Study	▪ Jordan	▪ North America
Sector	▪ Mobile Telecommunications	▪ Different Sectors
Published Year	▪ 2008	▪ 2005
Research Tool	▪ Questionnaire	<ul style="list-style-type: none"> ▪ Telephone Surveys ▪ Online Surveys

Table 3: The Comparison of the Research with M. Desmarais Study

1.7.4 Comparing with the study of *Albert Fernández*:

	This Study	Fernández Study
Research Type	▪ Master's Thesis	▪ PhD Dissertation
Variables	<ul style="list-style-type: none"> ▪ Call Center Employees' Satisfaction ▪ Customer Experience ▪ Customers' Satisfaction ▪ Customers Advocacy ▪ Brand Loyalty ▪ Achieving a Competitive Advantage 	<ul style="list-style-type: none"> ▪ Employee Training ▪ Service Quality ▪ Customer Satisfaction ▪ Customer Loyalty ▪ Financial Performance
Place of the Study	▪ Jordan	▪ Spain
Sector	▪ Mobile Telecommunications	▪ Retail Banking
Published Year	▪ 2008	▪ 2002
Research Tool	▪ Questionnaire	<ul style="list-style-type: none"> ▪ Historical Records ▪ Telephone Survey

Table 4: The Comparison of the Research with A. Fernández Study

1.8 Research Variables:

The variables that were examined through this study, with their hypothesized relationships to each other, are depicted hereunder:

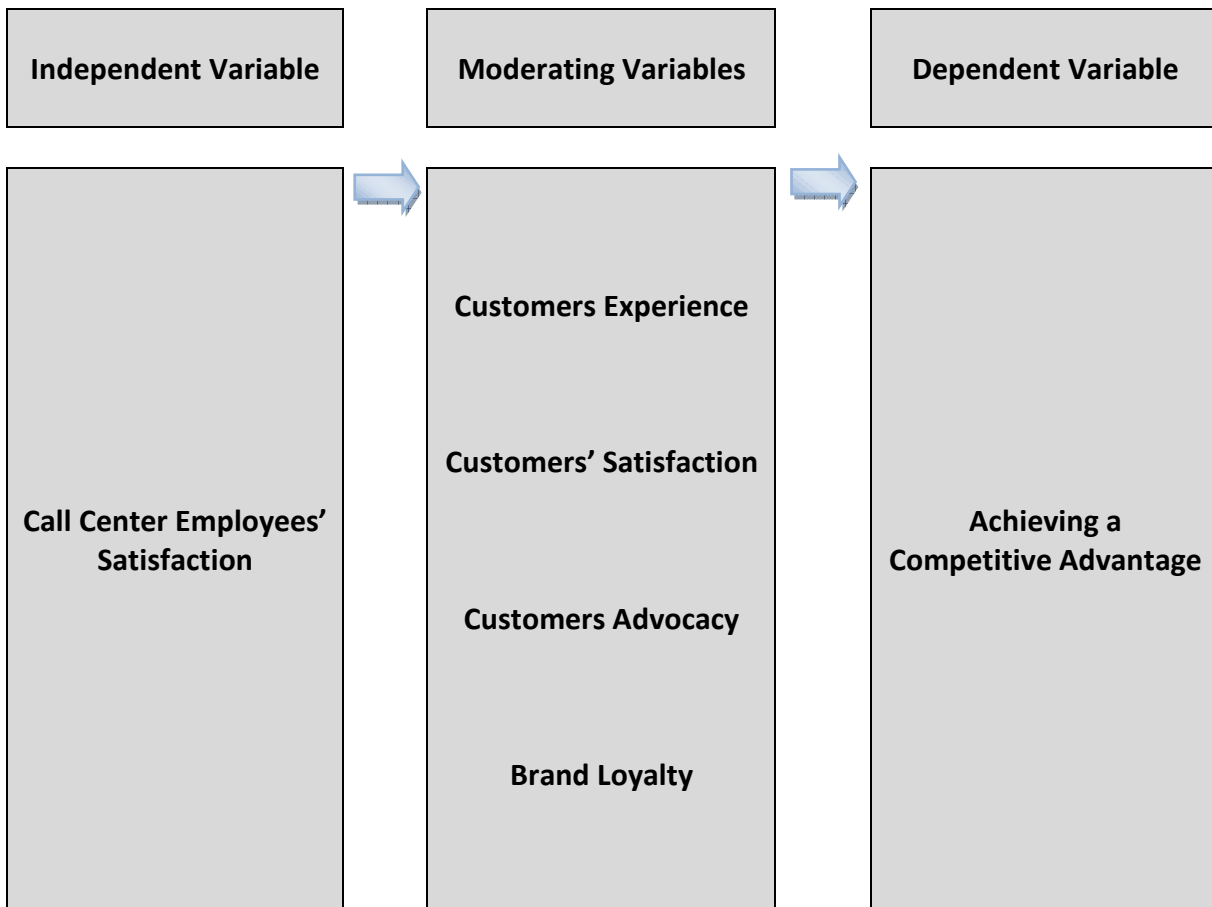


Figure 1: The Research Variables (Developed by the Researcher)

1.9 Research Model:

According to the reviewed literature and previous studies, research limitations as well as the researcher's experience in the telecommunications sector, customer service and call center business, the following is the model which was developed by the researcher to examine its relationships according to the research hypotheses:

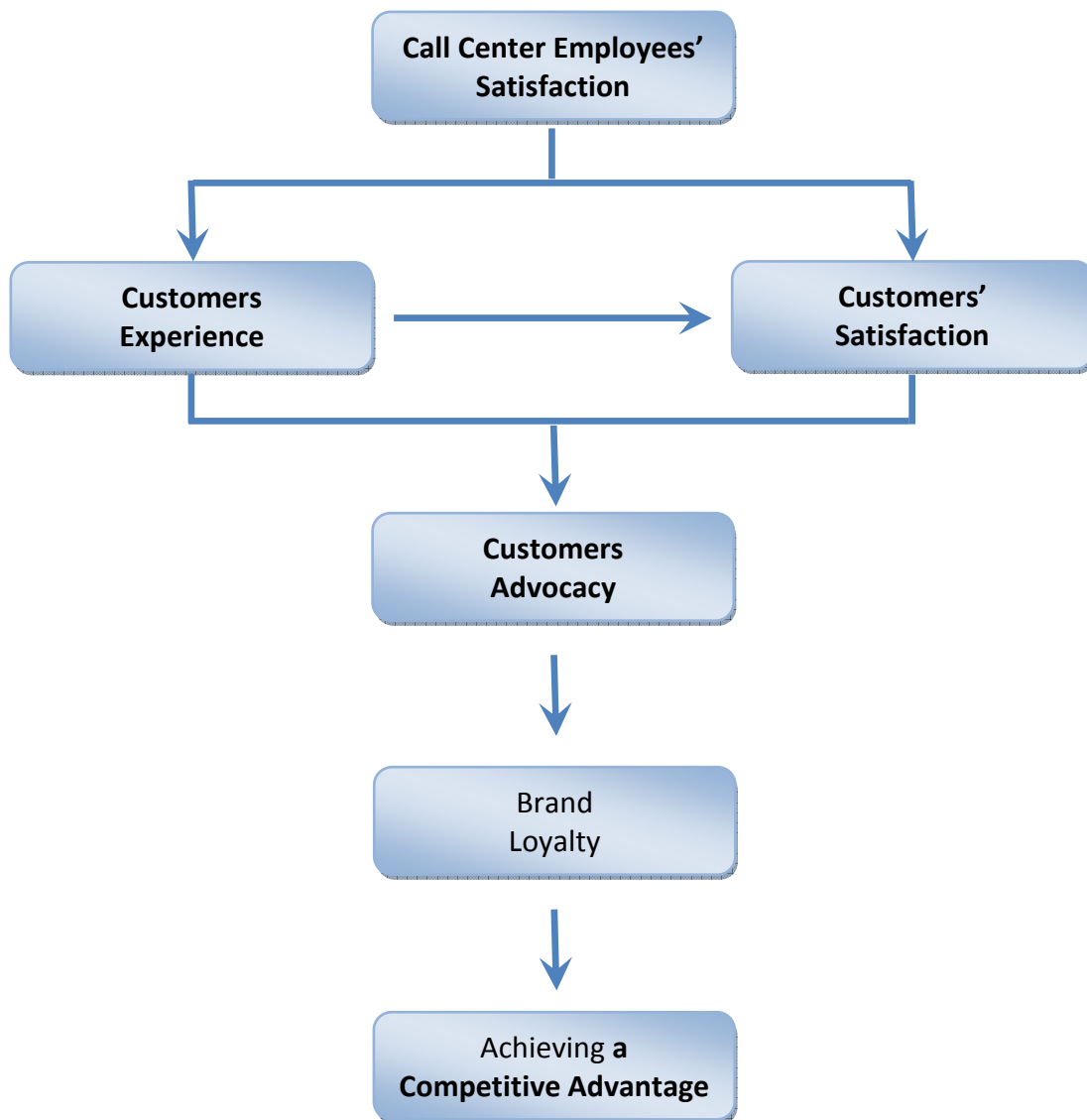


Figure 2: The Research Model (Developed by the Researcher)

1.10 Research Limitations:

The limitations that were faced during the development of this study are summarized as the following:

- *Orange Mobile* was not cooperative in providing the information related to customers profitability and company profitability that were needed to consider them as other variables to be examined through this study. Consequently, the researcher disregarded those variables from the research model.
- The company also was not cooperative in providing the information related to the key performance indicators of the call center employees (e.g. absenteeism, productivity ... etc.), as it measures their actual state of satisfaction. Alternatively, the researcher developed a questionnaire to measure their satisfaction.
- Furthermore, the company was not cooperative in providing the information related to the key indicators related to the customers to measure their actual satisfaction (e.g. First Call Resolution, abandoned rate ... etc.). Alternatively, the researcher developed a questionnaire to measure their satisfaction.
- The inability to determine number of customers subscribing in each type of subscription (Prepaid, Postpaid, Army, Corporate etc.) with *Orange mobile*. Thus, the second sample doesn't represent those subscriptions, and the question related to "type of subscription" was excluded from the second questionnaire.
- Time and financial limitations, in which the size of the second sample represented only 0.025% (400 out of 1,598,158) of the second population, in addition to the questionnaires were distributed only in Amman.
- Few studies were available that incorporated the elements of service-profit chain.

1.11 Terms of Definitions:

For better understanding of this study, the following are the definitions of terminologies were used in this research, in which are ordered alphabetically:

Abandoned Calls:

The total number of calls that hanged-up by customers at their convenience as they are not willing to wait in the queue before being answered by a call center employee, since all call center employees are engaged in handling calls of other customers.

Absenteeism:

Absenteeism refers to the unavailability of the call center employees on their stations to handle customers' contacts for different reason, e.g. days-off, annual leaves, sick leaves ... etc.

Average Calls to Resolve (ACR):

The average number of calls made by a customer in order to resolve his/her original inquiry, request or problem, since it was not addressed satisfactorily from the first time of calling the call center.

Average Revenue per User (ARPU):

The average revenue earned from every mobile subscriber, which is calculated by dividing the mobile operator's total revenues by the average number of its subscribers within a specified period.

Average Talk Time (ATT):

The average conversation time the call center employee spends on the phone in handling the customer inquiry, request, complaints or suggestion in each call.

Average Waiting Time (AWT):

The average time a customer has to wait in the queue before being answered by a call center employee, since all call center employees are engaged in handling calls of other customers.

Blocked Calls:

The total number of calls barred from being entering the queue. Usually this is a management decision to eliminate unnecessary received calls to be routed to the call center, in which each subscriber has a specific number of calls, i.e. quota, to call the call center on daily, weekly and monthly basis.

Call Center:

A primary touch-point of an organization with its customers that is responsible for handling customers' inquiries, requests, complaints or suggestions through telephone lines, 24 hours a day, 7 days a week.

In addition of handling incoming calls, several call centers provide outgoing calls for the purpose of telemarketing, debt collection or conducting customers' satisfaction surveys.

Moreover, a center that handles customers' contacts through further channels other than telephone lines (e.g. emails, faxes, short text messages and web-chatting) is known as a Contact Center.

Call Center Employee:

An employee who is responsible for handling customers' inquiries, requests, complaints or suggestions through different channels (e.g. telephone lines, emails ... etc.) in prompt, courteous and friendly manner.

However, different organizations refer to those employees in different titles, such as call center agents, call center representative, call center advisors ... etc.

Dissuaded Calls:

The total number of calls ended by the system as long as the queue is full, given that the average waiting time is expected to be more than five minutes, usually, or calls can't be routed to the call center for technical reasons.

First Call Resolution:

The addressing of customer's inquiry, request, complaint or suggestion satisfactorily from the first time of calling the call center, thereby eliminating number of received calls to the call center from the same customer for the same issue. However, the assessment of whether the issue has been addressed from the first call or not, shall be made by the customer and not by the call center staff.

Frontline Employees:

The personnel, who are in charge to be in a direct contact with customers to deliver the organization services to them, e.g. call center employees, face-to-face employees ... etc.

GSM (Global System for Mobile Communications):

A digital mobile technology based on a specified standard for transmitting data over wireless networks. As the most worldwide common standard of mobile communications, *GSM* is different from analog predecessors in its ability to provide further features; voice, text and data services.

GSM networks operate in four different frequency ranges:

- 1) **850 MHz:** Mostly popular in Canada and the United States.
- 2) **900 MHz:** Mostly popular in Asia, Australia and Europe.
- 3) **1800 MHz:** Mostly popular in Asia, Australia and Europe.
- 4) **1900 MHz:** Mostly popular in North and South America.

Originally, the acronym *GSM* stood for *Groupe Spécial Mobile*, a group formed by the Conference of European Posts and Telegraphs (CEPT) in 1982 to research the merits of a European standard for mobile telecommunications.

iDEN® (Integrated Digital Enhanced Networks):

A mobile technology based on a specified standard for transmitting data over wireless networks. Although this technology is limited in supporting various mobile services comparing with the *GSM* technology, it provides extra feature demonstrated in offering instantaneous direct connect (walkie-talkie), also known as Push-to-Talk (PTT), which enable its subscribers making one-to-one or one-to-many calls in a real time communication.

Interactive Voice Response (IVR):

A recorded voice machine that presents customers with several keypad options enabling them to retrieve account information, services enquiries or completing a transaction automatically.

Mobile Virtual Network Operator (MVNO):

An operator that provide mobile services without having its own frequency allocation of the radio spectrum, or the infrastructure required to provide such services, but is licensed to resell mobile services under its own name by using the network, in full or in part, of exist mobile operators. However, the mobile virtual network operator is fully responsible towards its subscribers, and its prices are different from the prices of the hosted operator.

Queue:

A visible or virtual line that holds customers until a frontline employee becomes available to handle their business need.

Routed Calls:

The total number of calls is redirected from an *IVR* to the call center to be handled by call center employees.

Service:

A business interaction between two or more parties that may encountered through different access channels, such as face-to-face, phone-to-phone, email-to-email, or self-services (e.g. Kiosks, IVRs and interactive websites)

Contradictory to physical products, services are characterized by intangibility, inseparability, inconsistency, perishability and inability to own.

Service – Profit Chain:

A chain of mutual dependent relationships that relates employees' satisfaction, customers' satisfaction and the financial performance of a service organization.

Service Blueprint:

A flowchart that depicts how a process is experienced by a customer during a service encounter.

Turnover:

The percentage of leaved employees to the retained employees during a specific period, which is usually calculated on annual basis as (Cleveland, 2005):

However, there are four types of the turnover:

1) Internal Turnover:

It refers to the employees who leave the department (e.g. call center) but stay within the organization.

2) External Turnover:

It refers to the employees who leave the organization entirely.

3) Voluntary Turnover:

It refers to the employees who leave the organization by themselves (e.g. resignation).

4) Involuntary Turnover:

It refers to the employees whom are laid-off or fired by the organization.

Visibility Line:

A virtual line that separates the activities taking place in direct contact with a customer during a service encounter, from those that are considered to be backstage operations, which take place without the presence of the customer.

Chapter Two

Literature Review and Previous Studies

○ **Literature Review:**

This section provides a general idea about all relevant literatures, in which services, service-profit chain, employees' satisfaction, customers' satisfaction, customers experience, customers advocacy, brand loyalty and achieving a competitive advantage were overviewed.

2.1.1 Service Definition, Nature and Characteristics:

Services refer to *"efforts, deeds or processes consisting of activities or a series of activities performed by the service provider, quite often in close cooperation and interaction with the customer"* (Kasper et al., 2006, p. 57).

A service is a transitory performance that is offered by one party to another to the beneficial of both parties. Although *"the process may be tied to a physical product, the performance is transitory, often intangible in nature, and does not normally result in ownership of any of the factors of production"* (Lovelock and Wirtz, 2004, p. 9). Nevertheless, delivering excellent quality of services and creating value for the customer is the cornerstone of success.

Intangibility is the most dominant feature of services; it determines the other characteristics of services: inseparability, inconsistency, perishability and the inability to own (Op. cit., p.57). Kasper (LOC. CIT.) relates those characteristics in his definition of services as: *"Services are originally intangible and relatively quickly perishable activities whose buying, which does not always lead to material possession, takes place in an interactive process aimed at creating customer satisfaction"*.

Those characteristics of services are frequently referred to as the **"five I's"** of services:

1) Intangibility: The Degree of Physical Appearance:

It refers to the fact that a service *“cannot be seen, tasted, felt, heard, or smelled before they are bought”* (Kotler and Keller, 2006, p. 405); it is an activity that is experienced by a customer during a business interaction with an organization. Since it lacks the physical existence, there is generally nothing tangible to show for it (Kasper et al., 2006, p. 58).

The intangible nature of services makes it difficult for customers to evaluate the service prior to the interaction, and therefore service purchase may be considered risky, consequently, organizations generally try to tangibilize their services, such as branding, to reduce the perceived risk by a customer, particularly when introducing a new service, and to assure customers of delivering reliable service quality (LOC. CIT.).

2) Inseparability: The Degree of Simultaneous Production and Consumption:

It refers to *“the simultaneous production and consumption of services”* (LOC. CIT.). In other words, services are produced and consumed at the same time during a service transaction. This requires the participation of a customer, physically or virtually, in such transaction, wherein both the customer and the frontline employee perform particular roles and activities during the production and consumption of a service (LOC. CIT.); services cannot be delivered without the presence of a customer, meaning that any error made during the production is experienced by the customer.

3) Inconsistency: The Degree of Heterogeneity:

Inconsistency refers to the variability in delivering services, in which during each service encounter, customers have different experiences for the same delivered services (Kotler and Keller, 2006, p. 405). Contradictory to products, and because of the simultaneous production and consumption, services cannot be produced under controlled conditions, or checked for conformance with quality standards before being delivered to customers.

This variation in the quality of delivered services is a result of the mutual human interaction between customers and frontline employees during a service encounter, which make it difficult to standardize such services.

Even when organizations attempt to standardize such services through the use of manuals, scripting and continuous training sessions, it is still difficult to deliver a standardized and consistent service (Kasper et al., 2006, p.60).

4) Inventory: the Degree of Perishability:

It refers to the ephemeral nature of services (Lovelock and Wirtz, 2004, p. 10) in which *“services cannot be stored”* (Kotler and Keller, 2006, p. 407) or inventoried before consumption or for future sales; services exist only at the time of their production.

Perishability *“creates the complexity of matching demand and supply”* (Kasper et al., 2006, p.60), in which organizations have to manage the fluctuations of such differences to increase service efficiency, when the supply is less than the demand, or to reduce the operational costs, when the demand is less than the supply, (LOC. CIT.).

However, perishability is not a problem when demand is stable, since it is easy to staff the services in advance (Kotler and Keller, 2006, p. 407).

5) Inability to Own: the Degree of lacking of Ownership:

Usually customers derive value from services delivered to them but they cannot own those services (Lovelock and Wirtz, 2004, p. 9). A service is a series of activities or processes that can be created, participated or experienced, but not possessed by a customer.

- **Service Encounter and the “Moment of Truth”:**

“Moment of truth” is a concept that was articulated by *Richard Normann* in 1983, in which he argued that the overall performance of a service organization is the sum of countless interactions between its employees and customers, during the lifecycle of a customer, which determines retaining those customers or losing them for the rivals (Ibid., p. 34).

In showing the importance of these interactions, *Normann* borrowed the metaphor “moment of truth” from bullfighting! In bullfighting, “*what is at stake is the life of the bull or the matador or possibly both: The moment of truth is the instant at which the matador deftly slays the bull with his sword*” (LOC. CIT.).

Businesslike, it is thereby expressed because during each service encounter, there is an opportunity for the organization to affect its customers positively or negatively, hence, the organization can enforce or destroy the business relationship with its customers, and thus its success within such encounter.

The customer interacts with an organization through different access channels, such as face-to-face, phone-to-phone, email-to-email, self-services (e.g. Kiosks, IVRs, interactive websites), as well as policies, processes and procedures. However, there are mainly two types of service encounters. *Lovelock and Wirtz* (2004, p.33) classified those encounters as:

- 1. High-Contact Services:**

These are the services that involve “*personal visits by customers to the service facility*” (LOC. CIT.), in which “*customers are actively involved with the service organization and its personnel during service delivery*” (LOC. CIT.), e.g. hairdressing, medical services ... etc. Accordingly, “*all people-processing services, other than those delivered at home*” (LOC. CIT.) are considered high-contact services.

2. Low-Contact Services:

These are the services that *"involve little, if any, physical contact between customers and service providers"* (LOC. CIT.), e.g. contacting with the call center, purchasing through the Internet ... etc. (LOC. CIT.).

During a service encounter, customers identify tangible and intangible elements in their assessment to the service they receive. Tangible criteria may include physical appearance, materials, environment ...etc., whereas intangible criteria may include frontline employees' competencies, skills and attitudes.

Therefore, during a low-contact interaction (e.g. contacting with a call center), the evaluation of a service depends on the evaluation of the interaction with the frontline employee. Such assessment includes intangible criteria such as empathy, reliability, responsiveness and being knowledgeable.

Thoroughly, those intangible elements of the interaction are highly influenced by the frontline employees themselves. For this reason, during an interaction with a call center *"the competencies of an agent are likely to have a particularly large influence on the customer's perception of service quality"* (Pontes and Kelly, 2000).

Consequently, whether the moment of truth becomes a moment of success or not is crucially dependent on the service provider's frontline employees. Their behavior, competencies, knowledge and performance influence the customer impression and perception of the organization, the quality of delivered services and their repurchase decision.

▪ Service – Profit Chain:

The phrase of service-profit chain was coined, for the first time, by *James L. Heskett* and his colleagues in their article “putting the service-profit chain to work”, that was published in 1994, in which they linked employees’ satisfaction to customers’ satisfaction and, further, to the financial performance of a service organization (Heskett et al., 1994).

The pre-eminent model they had developed proposed that *“profit and growth are stimulated primarily by customer loyalty. Loyalty is a direct result of customer satisfaction. Satisfaction is largely influenced by the value of services provided to customers. Value is created by satisfied, loyal, and productive employees. Employee satisfaction, in turn, results primarily from high-quality support services and policies that enable employees to deliver results to customers”* (Ibid.).

Those relationships are depicted in the following model:

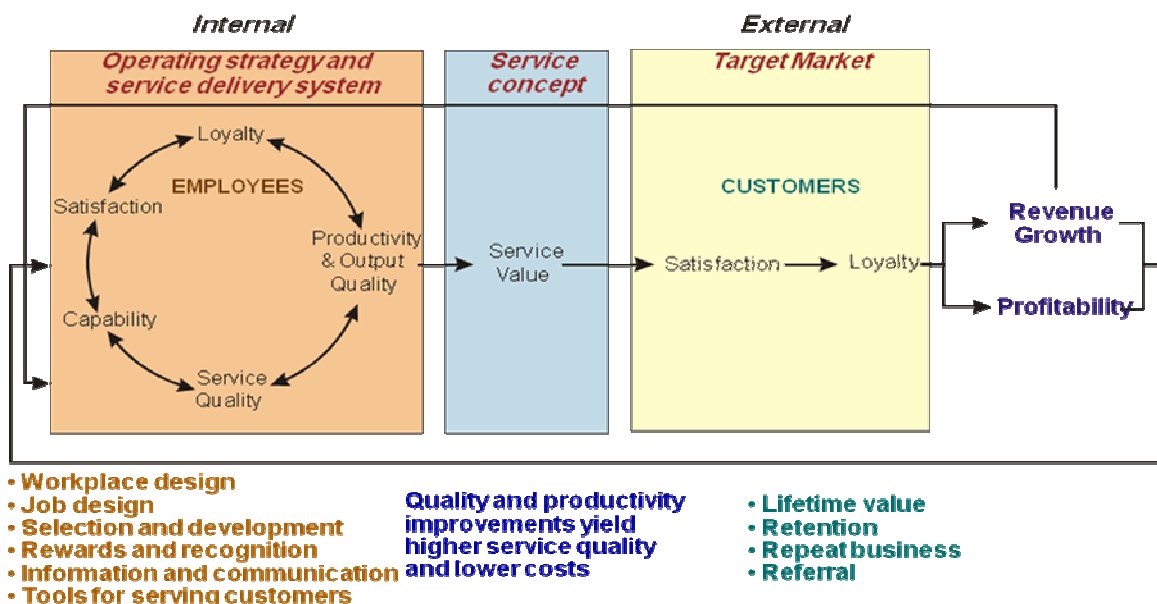


Figure 3: The Service-Profit Chain (Lovelock and Wirtz, 2004, p. 438)

In this sequel, they argued that *"today's employee satisfaction, loyalty, and commitment strongly influence tomorrow's customer satisfaction, loyalty, and commitment and ultimately the organization's profit and growth"* (Heskett et al., 2003).

However, Kasper (et al., 2006, p. 250) identified the chain in a reversal way as *"Employees' satisfaction with their jobs and the other elements of the operating process within the company (productivity, structure, etc.) affects the quality of the service delivered (the value of the service to the customer), which in turn leads customers to be satisfied and loyal (or not); which positively affects revenues, revenue growth and profitability. And this in turn affects employee satisfaction again resulting in an ongoing process in which employees and customers affect one another"*.

Nevertheless, service-profit chain is circular. A direct influence to each link stems from the previous one; but, indirectly all links are interrelated and therefore interdependent.

- **Satisfaction:**

Satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a person's, organization, service, or product's perceived performance in relation to his/her expectations (Kotler and Keller, 2006, p. 144). This is so-called ***EPS formula***: Expectations, Performance and Satisfaction. In which, mathematically, satisfaction is a result of the zero difference between expectations and performance; in other words, when performance meets expectations.

If the perceived performance falls short of expectations, then the person is dissatisfied. If the perceived performance matches the expectations, then the person is satisfied. However, if it exceeds the expectations, then the person is highly satisfied or delighted (LOC. CIT.). According to that level of satisfaction, the person future behavior is determined in his/her business relation with an organization.

- **Employees' Job Satisfaction:**

Job satisfaction is a work-related attitude that reflects the positive or negative evaluations which employees hold toward their jobs. It is one of other two attitudes (Job Involvement and Organizational Commitment) that most of organizational behavior researches have been concerned with (Robbins and Judge, 2007, p. 79).

Job satisfaction is defined as *"a positive feeling about one's job resulting from an evaluation of its characteristics"* (LOC. CIT.). Consequently, an employee who holds positive feelings about his/her job is considered a satisfied employee, whereas who holds negative feelings is considered as dissatisfied employee.

There are many consequences resulting from being satisfied or dissatisfied with the job. Comparing with dissatisfied employees, satisfied employees are more productive; performing better on the job; more likely to be friendly, positive and responsive; talk positively about their organization; assist their colleagues in doing their work; they have lower rates of absenteeism, turnover and less deviant behaviors (e.g. taking work time to surf the Internet, tardiness ... etc.) and they go beyond the normal expectations in their job. Ultimately, they positively impact customers' satisfaction, retention and loyalty (Ibid., pp. 90-93).

- **Factors of Job Satisfaction:**

There are different schools of thoughts regarding factors that determine employees' job satisfaction. Whereas some of the approaches had focused on factors that have nothing to do with the job, most of the sources argued that job dissatisfaction is closely related to the job itself (Ibid., p. 87).

On one hand, some individuals are simply disposed toward being satisfied, while others are disposed toward being dissatisfied. In other words, job satisfaction is not just about conditions; personality also plays a role. The argument is that individuals differ in their

tendencies to be satisfied or not, and, although conditions on the job play a role, these tendencies are potentially as important in determining the levels of job dissatisfaction an employee will experience and report. As a result, for some individuals, the organization can do little to make them satisfied; for other individuals, the organization can do little that will make them not satisfied (LOC. CIT.).

On the other hand, most distinctive approaches had focused on the elements of the job itself as a source of employees' satisfaction. They clarified that a person's job is more than just the obvious activities and the assigned responsibilities. As *Robbins* explained, "*Jobs require interaction with coworkers and bosses, following organizational rules and policies, meeting performance standards, living with working conditions that are often less than ideal, and the like*" (Ibid., p.85).

That means, an employee evaluates different job elements (tangible or intangible) in his/her assessment of how satisfied or dissatisfied with the job, such as (Ibid., pp. 85-93):

1) Nature of the Work:

Job satisfaction tends to be higher if:

- a. The job is more complex and challenging, but not stressful.
- b. The job doesn't require constant physical efforts.
- c. The job helps employees achieving something of value, and provides them with more social status.
- d. The responsibilities are not ambiguous; they are clear and understandable.

2) Compensation:

Job satisfaction tends to be higher if:

- a. The job offers attractive compensation package.
- b. The ratio of what an employee contributes (e.g. education, experience, performance ... etc.) in relative to what compensation he/she receives is the

same or better than other employees who are at similar levels in the same organization or other organizations.

3) Supervisors and Coworkers:

Job satisfaction tends to be higher if:

- a. The employee believes that he/she shares certain values and attitudes with coworkers and the supervisor.
- b. Coworkers can be seen as sources of social support.
- c. The supervisor can be seen a source of social support and demonstrates acceptable leadership ability.

4) Career Development and Promotion Opportunities:

Job satisfaction tends to be higher if there is a clear career path; fair opportunities to learning, career development and career growth comparing with other employees.

5) Recognition:

Job satisfaction tends to be higher if the employee's opinion and his/her contribution to the department achievement is always valued by the management as well as the management reinforces desired behaviors and initiatives.

- **Job Satisfaction Theories:**

There are several theories that were developed to explain job satisfaction. Some of these theories don't explain job satisfaction only; it also explains what motivate employees (Ibid., p. 186).

Although those theories were criticized, and some of them are questionable in terms of their validity, they are still considered best-known explanations for employees' satisfaction and motivations (Ibid., p. 186). Those theories are:

- **Equity Theory (Fairness of Rewards):**

This theory was developed by *John Stacy Adams* in 1963 in which he asserted that employees seek to maintain equity between their inputs to their job and the outcomes they received against the perceived inputs and outcomes of others (Wikipedia, 2008b).

It hypothesized that any employee compares the ratio of his/her contribution (e.g. education, experience, competence, skill, effort, performance ... etc.) in relative to what compensation he/she receives (e.g. salary, bonus ... etc.), with other relevant employees' ratio of contribution and compensation (Ibid., p. 203).

There are two types of equity which relate to two different comparison groups an employee might refer to in deciding if he/she is compensated equitably:

- 1) **Internal Equity:**

Internal equity refers to "*comparisons made by employees to other employees within the same organization*" (DeNisi and Griffin, 2005, p. 356).

- 2) **External Equity:**

External equity refers to "*comparisons made by employees with similar employees at other firms performing similar jobs*" (LOC. CIT.).

Consequently, if the employee perceives his/her ratio to be less than other employees (internal or external), an inequity exists because the employee is undercompensated. However, if the employee perceives his/her ratio to be equal to other employees, a state of equity exists. But, if the employee perceives his/her ratio to be more than other employees, an inequity exists because the employee is overcompensated (Robbins and Judge, 2007, p. 203).

○ **Hierarchy of Needs Theory:**

This theory was conceptualized and proposed by *Abraham Harold Maslow* in his 1943 paper: *A Theory of Human Motivation* (Wikipedia, 2008c). The theory hypothesized that within every human being there is a hierarchy of five needs, and accordingly, it suggested that people are motivated to satisfy one level of needs at a time, and they progress from trying to satisfy one group of needs to another (Op. cit., p. 187).

Maslow classified those needs into five groups (LOC. CIT.):

1) Physiological Needs:

This includes needs that are necessary for survival of the human beings, such as air, water, food, sleep and sex.

2) Safety Needs:

This includes the need for security and protection from physical and psychological threat.

3) Social Needs:

This includes the need for affection, belongingness, acceptance and friendship.

4) Self-Esteem:

This includes both internal and external esteem factors. Internal esteem factors include self-respect, self-prestige, autonomy and achievement, whereas external esteem factors include social status, recognition, attention and respect from others.

5) Self-Actualization:

The drive to become what one is capable of becoming. This includes the need for growth, achieving one's potential and self-fulfillment.

As shown in figure 4, these needs are arranged hierarchically that begins with physiological needs and ends with self-actualization needs:



Figure 4: Maslow's Hierarchy of Needs (Robbins and Judge, 2007, p. 187)

According to *Maslow*, the individual moves up the steps of the hierarchy as each of these needs becomes substantially satisfied (LOC. CIT.). Consequently, in order to satisfy or motivate someone, it is needed *"to understand what level of the hierarchy that person is currently on, and focus on satisfying the needs at or above that level"* (LOC. CIT.).

Furthermore, *Maslow* separated the five needs into higher and lower orders (LOC. CIT.):

- 1) *"Physiological and safety needs were described as lower-order needs"*, whereas
- 2) *"Social, esteem and self-actualization as higher-order needs"*.

The differentiation between the two orders was made on the basis that *"higher-order needs are satisfied internally (within the person), whereas lower-order needs are predominantly satisfied externally"* (Ibid., p. 188).

- **McClelland's Theory of Needs:**

This theory was developed by *David Clarence McClelland* and his associates, in which they classified human needs into three groups (Ibid., p. 192):

1) The need for Achievement (*nAch*):

It is “the *drive to excel, to achieve in relation to a set of standards, to strive to succeed*” (LOC. CIT.).

Achievers “*strive for personal achievement rather than the rewards of success per se*” and “*they have the desire to do something better or more efficiently than it has been done before*” in addition to preferring “*the challenge of working at a problem and accepting the personal responsibility for success or failure rather than leaving the outcome to chance or the actions of others*” (LOC.CIT.).

2) The need for Power (*nPow*):

It is the “the *need to make others behave in a way that they would not have behaved otherwise*” (LOC.CIT.).

Individuals who are looking for power have the desire to be influential and control others. They “*enjoy being in charge, strive for influence over others, prefer to be placed into competitive and status – oriented situations, and tend to be more concerned with prestige and gaining influence over others than with effective performance*” (LOC.CIT.).

3) The need for Affiliation (*nAff*):

It is “*the desire for friendly and close interpersonal relationships*” (LOC.CIT.).

People with high affiliation “*strive for friendship; prefer cooperative situations rather than competitive ones and desire relationships that involve a high degree of mutual understanding*” (Ibid., p. 193).

- **Expectancy Theory:**

Developed by *Victor Vroom*, expectancy theory argued that *“the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual”* (Ibid., p. 208).

Hence, employees will be motivated to exert a high level of effort when they believe that such effort will lead to a good performance appraisal, which will lead to organizational rewards such as bonus, salary increase or promotion (LOC. CIT.).

Thus, the theory predicts that an employee will demonstrate high efforts if they believe there is a relationship between their effort and their performance; their performance and the received rewards as well as between the received rewards and the satisfaction of their personal goals.

The theory, therefore, focuses on three relationships as demonstrated in figure 5:



Figure 5: Expectancy Theory (Robbins and Judge, 2007, p. 208)

Those three relationships are explained as:

1) Effort – Performance Relationship:

“The probability perceived by the individual that exerting a given amount of effort will lead to performance” (LOC. CIT.)

2) Performance – Reward Relationship:

“The degree to which the individual believes that performing at a particular level will lead to the attainment of a desired outcome” (LOC. CIT.)

3) Rewards – Personal Goals Relationship:

The degree of the attractiveness of the rewards in satisfying the employee's personal goals (Ibid., p. 208).

▪ **Customers' Satisfaction:**

When a customer feels a need, he/she is motivated to take an action to fulfill it, such as purchasing of goods, products or services. Thus, when encountering with an organization, customers seek to meet a specific need.

Subsequently, customers compare what they received against what they expected, particularly if it cost them money, time or effort that could have been devoted to obtain an alternative product or service. As a result, satisfaction or dissatisfaction may occur.

Customer's satisfaction is *"an attitude like judgment following a purchase act or a series of consumer product interactions"* (Lovelock and Wirtz, 2004, p. 44). It is the *"state of a person feeling that his or her needs have been met by an organization"* (Lucas, 2005, p. 397).

Customers' satisfaction measures the effectiveness of the delivery system; it provides *"the necessary linkage between the level of service that the company is currently providing to a customer, the customer's perception of that service, and the customer's future behavior toward the firm"* (Davis et al., 1999, p. 281).

Satisfied customers are more likely to become loyal customers; they are more likely to either return or tell others of the positive experiences with an organization. Consequently, keeping customers satisfied is a major focus for any competitive organization. Recently, the vision to the customers has been changed; the traditional organizational chart is obsolete and no longer is structured (Kotler and Keller, 2006, p. 140).

As it shown in figure 6, organizations had inverted the structure from chart (a) to chart (b), in which at the top are customers; next in importance are frontline employees; then are the middle managers; and at the bottom is top management (LOC. CIT.):

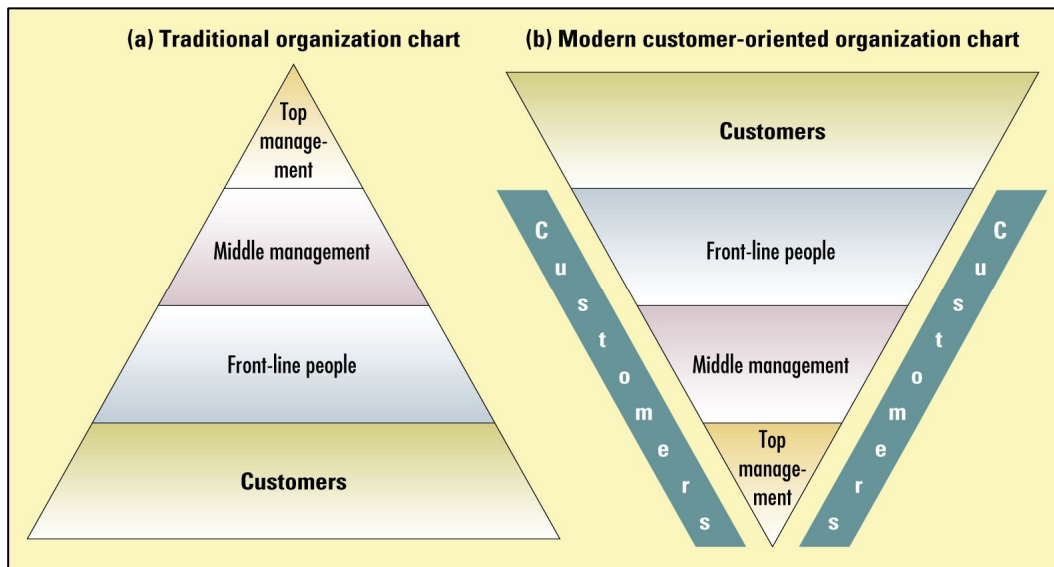


Figure 6: Organizational Hierarchy (Kotler and Keller, 2006, p. 140)

Remarkably, customers were added along the sides of chart (b) to indicate that managers at each level, along with frontline employees, must be involved in understanding and serving customers (Ibid., p. 141).

The upside-down pyramid highlights the importance of the frontline employees during a service encounter, and shows that the role of middle and top managements is to support those employees in delivering excellent service to the customer in such encounter.

What do customers expect?

The most often model that is used to identify customers' expectations is the SERVQUAL model. Referring to "Service Quality", SERVQUAL is a service quality framework that compares customers' expectations before a service encounter and their perceptions of the actual delivered service.

The model was developed in the mid eighties by *Valarie Zeithmal, A. Parasuraman* and *Leonard Berry* (Wikipedia, 2008d), and was originally measured by ten dimensions: Access,

Competence, Communication, Courtesy, Credibility, Reliability, Responsiveness, Security, Tangibility and Understanding the customer (Kasper et al., 2006, p. 189).

By the early nineties, the authors had redefined the model into five dimensions abbreviated as **RATER** (Op. cit.), which are explained as follows:

1) Reliability:

Customers expect a dependable, accurate and consistent service as promised (Op. cit., p. 189).

2) Assurance:

Customers expect courteous and knowledgeable employees who demonstrate trust confidence in the service they deliver (LOC. CIT.).

3) Tangibility:

Customers expect acceptable physical service facilities, environment, equipments and tools of providing services in addition to the personnel appearance (LOC. CIT.).

4) Empathy:

Customers expect individualized attention; to be treated carefully; to be understood; to be noticed as well as employees who listen to them attentively (Ibid., p. 190).

5) Responsiveness:

Customers expect employees to be willing and ready to deliver prompt services and helpful information (LOC. CIT.).

How do customers set their expectations?

Customers set their expectations through different channels. According to *Kotler and Keller* (2006, p. 156), they may set their expectations through:

- Their own prior experience with a particular service provider, its competitors or with other service providers in other industries.
- Word-of-mouth comments from others, or, increasingly, word-of-keyboard (e.g. emails).
- The firm's own marketing activities (e.g. advertising).

However, the level of customers' expectations changes overtime. This change is influenced by marketing campaigns, advertising, new technologies, service innovation, social trends ... etc.

- **Customers Experience:**

Customer experience refers to *“the feelings customers take away from their interaction with a firm’s goods, services and “atmospheric” stimuli”* (Lovelock and Wirtz, 2004, p. 343) such as lights, sounds, people ... etc. It is the total feelings a customer sense as a result of interacting with any part of an organization.

Managing the customer experience involves presenting an integrated series of rational and emotional clues that mutually meet or exceed customers’ expectations. Those clues are categorized as:

- 1) Functional Clues:**

These are the actual functioning of the service or products. Those clues *“strictly concern functionality and are interpreted primarily by the conscious and logical circuitry of the brain”* (Ibid., p. 344).

- 2) Emotional Clues:**

These clues stimulate *“the brain’s emotional circuitry and evoke affective responses”* (LOC. CIT.), such as sound, smell, tone of voice ... etc. Two types of emotional clues affect customers’ emotional perceptions:

- a) Mechanics:** It refers to the *“clues emitted by things”* (LOC. CIT.), e.g. physical environment.

- b) Humanics:** It refers to the *“clues emitted by people”* (LOC. CIT.), e.g. frontline employees.

However, sometimes functional and humanics clues are interrelated and subtle to be differentiated (LOC. CIT.). For example, when interacting with two different call center employees, a customer may receive the same information for the same inquiry (functional

clue); however the manner in providing such information, e.g. tone of voice, attitude ...etc. (humanics clue), will affect the customer's emotional response although the information is the same in both encounters.

Each clue communicates a message to the customer. However, to influence the customer experience positively, an organization shall manage the emotional clues as well as the functional clues with the same proficiency (LOC. CIT.). Since "*emotional bonds between firms and customers are difficult for competitors to penetrate*" (Ibid., p. 343), an organization competes most excellent when it combines functional and emotional clues in delivering its services.

Moreover, as customers often have difficulty in evaluate the quality of the services they receive because of the intangibility and the simultaneity of production and consumption of services, the social interaction between them and the frontline employees provides important clue to the excellence of the delivered services. Principally, the customer experience directly affects spreading word-of-mouth, the intention of re-transaction, the perception of the delivered value and the brand image.

Therefore, an organization shall deliver a memorable positive experience during a service encounter, particularly as mobile-service providers are quite similar in providing such services, offers and promotions. Insistently, Lovelock argued that customers are "*emotional beings who also want intangible values such as a sense of control, fun, aesthetic pleasure and enhanced self-esteem*" (LOC. CIT.).

- **Customers Advocacy:**

Advocate customers are customers *“who enthusiastically recommend the company and its products and services to others”* (Kotler and Keller, 2006, p. 156). They are always willing and enthusiastic of such recommendations; spreading positive words of mouth and defending their service providers against criticism. They are considered *“active participants on your marketing team”* (Anderson and Kerr, 2002, p. 23).

Kasper (2006, p. 153) describes the attributes of advocate customers as *“they engage in positive word of mouth (e.g. make recommendations, and provide reports of good experience)”* as well as *“they identify with the service or a particular service provider (e.g. feeling and espousing a sense of belonging such as using the prefix “my”, and defending the service against criticism)”*.

According to Kasper (Ibid., p. 154), customer advocacy is the upper level of the loyalty pyramid of the process of building the business relationship between an organization and its customers:

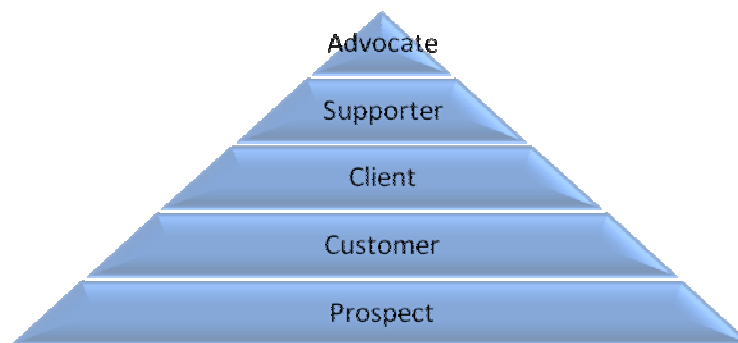


Figure 7: Loyalty Levels (Kasper et al., 2006, p. 154)

Prospect customers include people who are conceivably may buy the product or the service. When making a business transaction with an organization, prospects become customers. Overtime, those customers turn into clients through repeated transactions (Kotler and Keller,

2006, p. 156). Next level of loyalty in the pyramid is to become a supporter and then finally an advocate.

Moreover, *“the pyramid represents the reductionist nature of loyalty”* (Op. cit., 153). In other words, when go to the upper level, *“the proportion of customers in each loyalty category declines”* (LOC. CIT.).

- **Brand Loyalty:**

As defined by the *American Marketing Association*, a brand is “*a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors*” (Kotler and Keller, 2006, p. 274).

A brand is “*a product or service that adds dimensions that differentiate it in some way from other products or services designed to satisfy the same need*” (LOC. CIT.). Such differentiation may include “*functional, rational or tangible – related to product performance of the brand*” differences (LOC. CIT.), or “*more symbolic, emotional or intangible – related to what the brand represents*” differences (LOC. CIT.).

Accordingly, brand loyalty is defined as “*a deeply held commitment to re-buy or re-patronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts have the potential to cause switching behavior*” (Oliver, 1999).

It is “*a positive attitude toward a brand that causes customers to have a consistent preference for that brand over all other competing brands in a product category*” (Ferrell and Hartline, 2005, p. 176).

Brand-loyal customers demonstrate favorable attitude toward a brand; internal intensity of sticking with their service provider and irrationality in their purchasing decisions. They “*make purchases for reasons beyond the price, the convenience, or the product itself; often they experience a type of “psychic” or positive affective feeling toward the brand or company*” (Clow and Baack, 2007, p. 423).

Kasper describes the attributes of brand-loyal customers as *“they have a resistance to switch suppliers (e.g. given the opportunity, they exercise the choice to stay)”* as well as *“they show great commitment to the service provider and are manifest satisfied”*, in addition *“they have a relative preference for the service over competitors (e.g. faced with all the market offers they believe that your service offer is superior)”* (Kasper et al., 2006, p. 153).

However, brand loyalty was considered bi-dimensional: behavioral loyalty and attitudinal loyalty:

- 1) **Behavioral loyalty** refers to the repeat purchase behavior of the brand. Nevertheless, the problem with such kind of loyal customers, is that they may display repeat purchase behavior only because they have no choice due to situational constraints, lack of viable alternatives, or out of convenience. Such loyalty is referred to as "spurious loyalty". Once those customers have the choice they would switch to another brand (Ibid., p. 155).
- 2) Contradictory, **attitudinal loyalty** refers to having a high relative attitude toward the brand which is then demonstrated through repurchase behavior (LOC. CIT.).

Moreover, *Berry and Parasuraman* (1991, cited in Kasper, 2006, pp. 112-113) described brand-loyal customers as true customers as follows:

“customers who are glad they selected a firm, who perceive they are receiving value and feel valued, who are likely to buy additional services from the firm and who are unlikely to defect to a competitor. True customers are the most profitable of all customers. They spend more money with the firm on a per-year basis and they stay with the firm for more years. They spread favorable word-of-mouth information about the firm, and they may even be willing to pay a premium price for the benefits the service offers”.

- **Achieving a Competitive Advantage:**

Introduced by *Michael Porter*, the concept of competitive advantage was derived from the ideas on “comparative advantage” that was first described in an essay by *Robert Torrens* in 1815, but it is usually attributed to *David Ricardo* who explained it clearly in his 1817 book; *On the Principles of Political Economy and Taxation*, in which both *Torrens* and *Ricardo* compared the advantages in trading between *European* countries, with focusing on England, Poland and Portugal (Wikipedia, 2008e).

There are different definitions and explanations for achieving an organization a competitive advantage among its rivals. Since “*emotional bonds between firms and customers are difficult for competitors to penetrate*” (Lovelock and Wirtz, 2004, p. 343), *Lovelock* argued that an organization competes most excellent when it combines functional and emotional benefits in delivering its services. Consequently, he drew the attention to the importance of the interaction between customers and frontline employees as he emphasized on the fact that “*frontline employees are a key input for delivering service excellence and competitive advantage*” (Ibid., p. 309).

However, *Kotler* gave a broad definition as he defined the competitive advantage as “*a company’s ability to perform in one or more ways that competitors cannot or will not match*” (Kotler and Keller, 2006, p. 150).

Furthermore, *Kasper* emphasized that an organization achieve competitive advantages by “*performing most activities at a lower cost than competitors while offering a parity product*” (Kasper et al., 2006, p. 506), and if “*customers to perceive a consistent difference in important attributes between the firm’s offerings and its competitors’ offerings* (LOC. CIT.).

Moreover, *George Day* provided an additional insight to the competitive advantage when he argued that competitive superiority is revealed through a combination of superior customer

value and lowest delivered cost. In achieving that, an organization shall establish positioning themes that are meaningful to its customers and sets it apart from its competitors. The most successful themes that were introduced by *Day* (1990, cited in *Kasper*, 2006, p. 78) are:

- 1) *“Better (through superior quality or service);*
- 2) *Faster (by being able to sense and satisfy shifting customer requirements faster than competitors).*
- 3) *Closer (with the creation of durable relationships)”.*

Consequently, achieving a competitive advantage depends on two set of sources (*Hunger and Wheelen*, 2007, p. 56):

- 1) Organization unique resources (Assets).
- 2) Organization distinctive skills (Capabilities).

Whereas, organization assets refer to the *“physical assets, such as plant, equipment and location, human assets, in terms of the number of employees and their skills, and organizational assets, such as culture and reputation”* (LOC. CIT.), organization capabilities refer to the organization ability to utilize those resources; it demonstrates the business processes that manage the interaction among those resources to turn inputs into outputs (LOC. CIT.).

Those sources facilitate achieving a competitive advantage in the form of:

- 1) *“Superior customer value through a differentiated product/service; and/or*
- 2) *Lower relative costs through cost leadership”* (*Kasper et al.*, 2006, p. 506)

Whilst cost leadership refers to *“performing most activities at a lower cost than competitors while offering a parity product”*, differentiation *“leads customers to perceive a consistent difference in important attributes between the firm’s offerings”* (LOC. CIT.).

Such differentiation may include offering a unique service, creating innovative offers, producing customized products and services, responding to customer inquiries and requests rapidly, demonstrating flexible processes, delivering high, consistent and on-time quality products as well as services, along with offering a high level of supporting services.

However, a strategy to be adopted by an organization in order to achieve a competitive advantage among its competitors depends on the intensity of competition in an industry as such intensity drives the market players in setting their own strategies (Hunger and Wheelen, 2007, p.39).

Michael Porter identified five basic competitive forces that determine the intensity level in a market. Those forces are (Ibid., p.40):

1) The Threat of New Entrants:

New entrants are new organizations to be introduced to the market, who normally bring new capacity, substantial resources and a desire to gain a market share, in which they threatening the existing organizations in the market by raising the level of competition and thus reducing the market attractiveness.

However, the threat of new entrants largely depends on the entry barriers to the market. An entry barrier is *"an obstruction that makes it difficult for a company to enter an industry"* (LOC. CIT.).

2) The Degree of Rivalry between Existing Competitors:

It is the degree of competition that exists between competitors in an industry. Most organizations marketing activities are mutually dependent; *"a competitive move by one firm can be expected to have a noticeable effect on its competitors and thus may cause retaliation or countervailing efforts"* (LOC. CIT.).

3) The Threat of Substitute Products or Services:

Substitute products or services are alternative products or services that satisfy the same need of a customer.

Substitute products and services reduce the industry attractiveness and profitability by placing a ceiling on the prices. This negative impact is increased simultaneously to the extent that switching costs are low.

4) Bargaining Power of Buyers:

Bargaining power of buyers refers to *“their ability to force down prices”* (Ibid., p. 41) as well as demanding higher quality or more services and playing competitors against each other (LOC. CIT.).

5) Bargaining Power of Suppliers:

It refers to the ability of suppliers *“to raise prices or reduce the quality of purchased goods and services”* (Ibid., p. 42).

Furthermore, a sixth force was added to *Porter’s* forces; the relative power of other stakeholders. Other stakeholders include governments, local communities, creditors, trade associations, special interest groups, shareholders ... etc. (LOC. CIT.).

Moreover, it is important for a competitive advantage to be sustained. There are two basic characteristics determine the sustainability of a competitive advantage:

1) Durability:

It is *“the rate at which a firm’s underlying resources, capabilities, or core competencies depreciate or become obsolete”* (Ibid., p. 57).

2) Imitability:

It is the *“rate at which a firm’s underlying resources, capabilities, or core competencies can be duplicated by others”* (LOC. CIT.). A distinctive competency *“can be easily*

imitated to the extent that it is transparent, transferable and replicable” (LOC. CIT.).

Those characteristics of core competency are defined as:

1) Transparency:

It refers to *“the speed with which other firms can understand the relationship of resources and capabilities supporting a successful firm’s strategy” (LOC. CIT.).*

2) Transferability:

It refers to *“the ability of competitors to gather the resources and capabilities necessary to support a competitive challenge” (LOC. CIT.).*

3) Replicability:

It refers to *“the ability of competitors to use duplicated resources and capabilities to imitate the other firm’s success” (LOC. CIT.).*

○ **Previous Studies:**

Few relevant studies were available and accessible that incorporated the elements of service-profit chain; two PhD dissertations, one Master's thesis and one benchmarking study. Those studies are summarized as the following:

▪ **Emerson, Anthony L. Study, 2007:**

A Ph.D. dissertation was submitted in April 2007 entitled ““The Effects of Employee Satisfaction and Customer Retention on Corporate Profitability: An Analysis of the Service-Profit Chain”, which aimed to study the relationships between employees' satisfaction, customers retention, and corporate profitability.

The study was conducted on *Maine Savings*, a financial services firm that is located in USA, as a case study, since the researcher was working for this firm as the vice president of finance, accounting and operations.

The methodology approached in gathering data was through reviewing literatures and conducting structured and unstructured interviews. For literature review, an in-depth search was done through specific literature searches (e.g. Proquest, URSUS, MARVEL); college search sources at *Harvard University*, *Northeastern University* and the *University of Maine*; as well as business periodicals such as *Harvard Business Review*, *The Economist* and *HR Digest*.

For interviews, the data was collected through conducting fifteen interviews, of which eleven interviews were conducted face-to-face wherein notes taken to document the answers, and the remaining four interviews were conducted through e-mails in a question and answer format.

The paper concluded that there is a direct and fundamental link in the relationship between employees, customers and corporate profitability, and emphasized on the positive effects of employee satisfaction and customer retention on corporate profitability.

▪ **Andersson, Markus and Dellham, Niclas Study, 2006:**

A master's thesis was submitted in May 2006 entitled "An Empirical Model of Customer Relationships and Value Creation in a Service Industry" which aimed to examine the link between employees' satisfaction, customers' satisfaction and the company's profitability as well as the value of the company, as a case study on an unnamed banking group that is headquartered in Europe.

The research methodology was employed utilizing three groups of empirical data: A survey of the company's employees, a survey of its customers and a set of financial data. Employees' data were based on 4,500 distributed questionnaires, whereas customers' data were based on 55,000 distributed questionnaires. The financial data has been made available in the form of the company's own internal financial and operational score-card database for 2004.

The major conclusions of the study were:

- There are statistical relationships between the variation in employees' and customers' satisfaction, loyalty and other behaviors.
- Although findings are weak regarding viable connections to the final category of the model, the nature of the factors in the customer Behavior category provide adequate support for the profit/value connectivity of the model.

-
- **Desmarais, Mike Study, 2005:**

A benchmarking study was conducted by *Mike Desmarais*, the president of *SQM* (Service Quality Management) Group, aimed to study the link between contact center employees satisfaction and customer satisfaction, along with their impact on reducing operational costs. *SQM* is *Canada's* leader in call centre service quality measurement and benchmarking studies.

The study was based on data collected from January 1st, 2004 to March 31st, 2005 on 212 leading contact centers in North America, of which 14% were operating in the public sector and 86% were operating in the private sector.

Customers' data were based on 208,125 telephone surveys of customers who phoned a contact center within 1-3 days of their call, whereas employees' data were based on 18,652 online surveys of employees who work at those contact centers. The average number of employees working in each contact center was 397 with 257 being full time and 140 being part time; in which 24% of the total employees were unionized and 76% were non-unionized employees.

The major conclusions of the study were:

- Employee satisfaction impacts customer satisfaction positively for both public and private sectors.
- A 1% increase in employee satisfaction represents approximately a 2% increase in customer satisfaction, in which a 5% improvement in customer satisfaction equals 5% improvement in First Call Resolution (FCR).
- A 5% improvement in First Call Resolution equals 0.1 improvements in the Average Number of Calls to Resolve (ACR).
- And as the contact centers involved in the research had an average call volume of 3,800,975 inbound calls and an ACR of 1.5 with \$6.52 cost per call, therefore, an

improvement of 0.1 in ACR (reducing the ACR to 1.4) reduces the inbound calls to 3,534,907 resulting in a potential savings of \$1,734,763.

▪ **Fernández, Albert Study, 2002:**

A PhD dissertation was submitted in 2002 entitled “The Relationship between Non-Financial and Financial Performance Measures: An Empirical Study in Retail Banking”, which aimed to study the relationships between non-financial and financial performance in retail banking in Spain and their underlying constructs for business units pursuing customer-driven strategies.

The non-financial criteria included employee training, service quality, customer satisfaction and customer loyalty, whereas the financial criteria included number of customers per branch, average number of products per customer, operating income and operating income per customer.

The financial data were available by the bank itself, as the bank used to gather different data on monthly basis at the branch level. For the non-financial data, the data that were related to the perceived service quality, customers’ satisfaction and customer loyalty were gathered through a telephone survey developed by the bank, whereas the data that were related to the training were available by the bank itself.

The study had revealed the following conclusions:

- The results provided partial support for the positive relationship between employee training and the perceived service quality.
- Higher service quality, as measured by customers’ perceptions, is positively associated with higher customer satisfaction, subsequently, higher customer satisfaction is positively associated with higher customer loyalty.
- A positive relationship between operating income per customer and loyalty is strongly supported for both levels and changes of the dependent variable.
- There is also some support for a positive relationship between total operating income and loyalty.

- However, results did not support a positive relationship between loyalty and number of customers per branch, or average number of products per customer.

Chapter Three

The Jordanian Mobile Sub-Sector



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○ **Mobile Telecommunications Market Overview:**

Jordanian mobile telecommunications market is considered one of the most competitive markets among Arab telecommunications markets: It is completely liberalized; number of hosted mobile operators is higher than other Arab countries that are much populated with larger geographic area, e.g. Egypt, as well as highly competitive tariffs, offers and packages are offered by the operators.

With a penetration rate of 83.3% (Mbaydeen, 2008c) there are almost 4.772 million mobile subscribers, as estimated by the end of 2007 (Hawamdeh, 2008a), in which 64% of them have more than one mobile line. Surprisingly, when excluding inhabitants who are aged less than 15 years old, the penetration rate goes up to 133% (Mbaydeen, 2008c)!

Since October 1994, the date on which the first mobile operator was granted a license to provide mobile services, the market has been having a fully open and highly competitive environment, where number of players has been increasing considerably. The deregulation of the telecommunications has not only been successful in increasing the competition and the mobile penetration rate, but it has also facilitated offering customers with competitive prices, superior offers, and extensive-range of mobile services.

With such a competitive environment, the offers and services offered by the operators are, therefore, focusing on acquiring new customers and maintaining customers' loyalty with the purpose of sustaining and increasing their market share and, thus, their revenues.

Currently, until the time of submitting this thesis, there are four operators that provide mobile services in the Jordanian market: three *GSM* (Global System for Mobile Communications) mobile operators (*Zain*, *Orange Mobile* and *Umniah*), and one trunked-radio services provider (*XPress*):

- **Zain:**

Formerly known as *FastLink*, *Zain* was the first operator to introduce mobile services into Jordan (Capital Investments, 2007). It was granted the first mobile license in October 1994 for a monopolistic contract for five years, leading a revolution in Jordan in a progressive reform of its mobile telecommunications sub-sector. It was established as a joint venture between *Motorola*, the *IFC (International Finance Corporation)*, the private sector arm of the *World Bank Group*, and Jordanian investors (LOC. CIT.).

In September 2000, *FastLink* was sold to an Egyptian company; *Orascom Telecom Holding* (LOC. CIT.). However, after less than 3 years, it was sold again to a Kuwaiti company, *MTC (Mobile Telecommunications Company)*, in January 2003, in a deal that considered at that time the largest single acquisition in the Middle East, and the largest private sector investment in Jordan by a *Gulf Cooperation Council (GCC)* private sector company (LOC. CIT.).

In September 2006, *FastLink* was rebranded to *Zain* following its mother company, *MTC*, in adopting the new brand as an international trademark, and introducing it through its subsidiaries.

Although *Zain's* market share was decreased significantly by 32% within the past four years after launching *Umniah* its commercial services, it is still currently considered the market leader with a market share of 39% (Hawamdeh, 2008b), taking the advantage of being the first operator was introduced to the market.

- **Orange Mobile:**

Consistent with the liberalization of the mobile sub-sector in Jordan, *Orange Mobile* (previously known as *MobileCom*), was granted the second license in September 1999 to provide *GSM* mobile services in a duopolistic contract with *FastLink* for three years, which founding the competition tough going, and changing the market structure from monopoly to duopoly market. The introduction of *MobileCom* increased number of mobile subscribers

within one year by 122.65% (from 388,950 to 866,000 subscribers), increasing the mobile penetration rate by 8.99% (from 7.72% to 16.71%).

As the case study of this research, *Orange Mobile* will be overviewed in more details in chapter four.

▪ **XPress:**

In April 2003, *XPress* was granted the first license to provide trunked-radio services; other form of mobile telecommunications solution based on the Integrated Digital Enhanced Network (iDEN) technology. By launching its services officially on June 2004, *Xpress* was the first Arab operator in the Middle East to introduce such technology (Capital Investments, 2007).

In addition to normal mobile services, *XPress* offers a differentiated service in the market by offering the instantaneous direct connect (walkie-talkie), which is also known as Push-to-Talk (PTT), enabling its subscribers making one-to-one or one-to-many calls in a real time communication. However, as iDEN technology doesn't support providing various mobile services comparing with *GSM* technology, *XPress* primarily targets its services to corporate customers, keeping its market share at almost 1.3% (Hawamdeh, 2008b).

▪ **Umniah:**

Umniah was granted the third license of providing *GSM* mobile services in August 2004 (Capital Investments, 2007), changing the market structure from duopoly to oligopoly market. It launched its services officially on June 2005 as the first mobile operator to offer per-second billing in Jordan (LOC. CIT.). The entry of *Umniah* forced the existing operators, in response to the increased competition, to offer new tariff packages; cut their prices to competitive levels and to offer additional services to meet customers' various needs.

Consequently, number of mobile subscribers increased within one year by 93.23%, from 1,624,000 to 3,138,000 subscribers, (Hawamdeh, 2008a), raising the mobile penetration rate by 26.60%, from 30.40% to 57%, (LOC. CIT.). The positive impact of *Umniah's* introduction to

the market is recognized in figure 8, which represents number of mobile subscribers and mobile penetration rate since 1995:

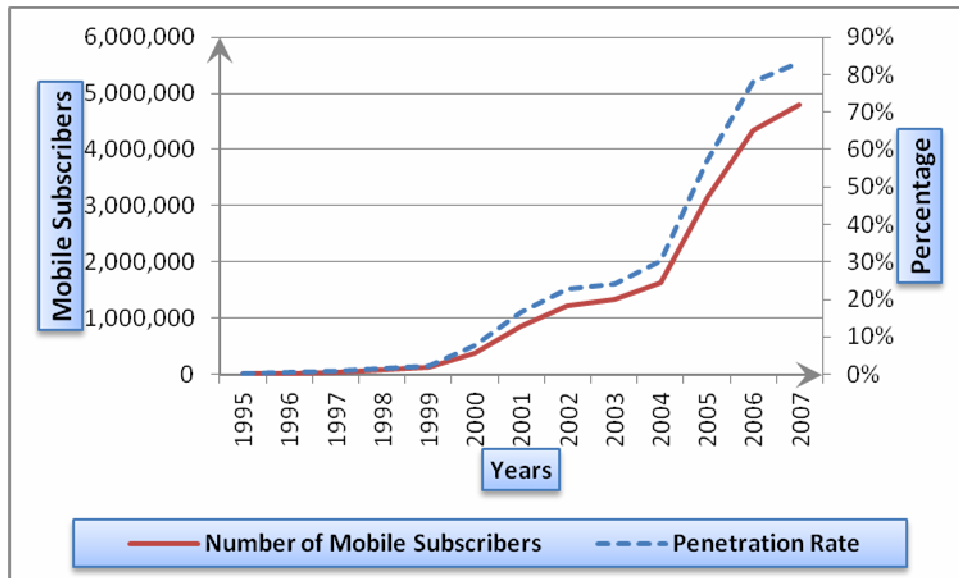


Figure 8: Mobile Subscribers and Penetration Rate (Developed by the Researcher, based on TRC reports)

Although number of mobile subscribers and mobile penetration rate has been increasing remarkably since 2004, contradictory, the average revenue per mobile subscriber (ARPU) has been decreased accordingly within the past 4 years:

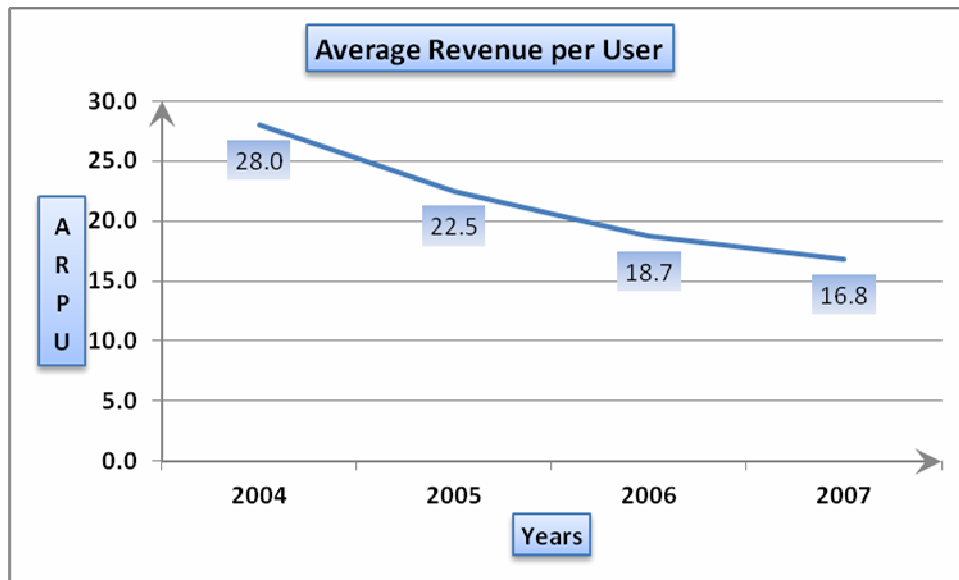


Figure 9: Average Revenue per Mobile User (Developed by the Researcher based on Hawamdeh, 2008b)

As it shown in figure 9, the ARPU was decreased by 40% to reach \$16.8 by end of 2007 comparing with \$28 by end of 2004 (Hawamdeh, 2008b).

In June 2006, *Umniah* was acquired by a Bahraini company; *Batelco* (as part of *Batelco*'s strategy for growth in the region) for the amount of \$295 million, in a controversial deal, since *Umniah* won its license for only almost JD4 million in 2004 (Capital Investments, 2007).

By focusing on younger and lower-income customers, *Umniah* captured an impressive market share of approximately 26% (Hawamdeh, 2008b) of the market by end of 2007, and only within less than 3 years since launching its services.

○ **Mobile Operators' Market Share:**

By end of 2007, there were 4,770,622 mobile subscribers in Jordan, of which 98.7% were subscribing with the *GSM* mobile operators and only 1.3% with the trunked-radio services provider (Hawamdeh, 2008b). The market shares of the mobile operators are broken-down as (LOC. CIT.):

- 1,860,543 mobile subscribers with *Zain*.
- 1,598,158 mobile subscribers with *Orange Mobile*.
- 1,249,903 mobile subscribers with *Umniah*.
- 62,018 mobile subscribers with *XPress*.

The percentage of the *GSM* mobile operators' market share is figured in the following diagram:

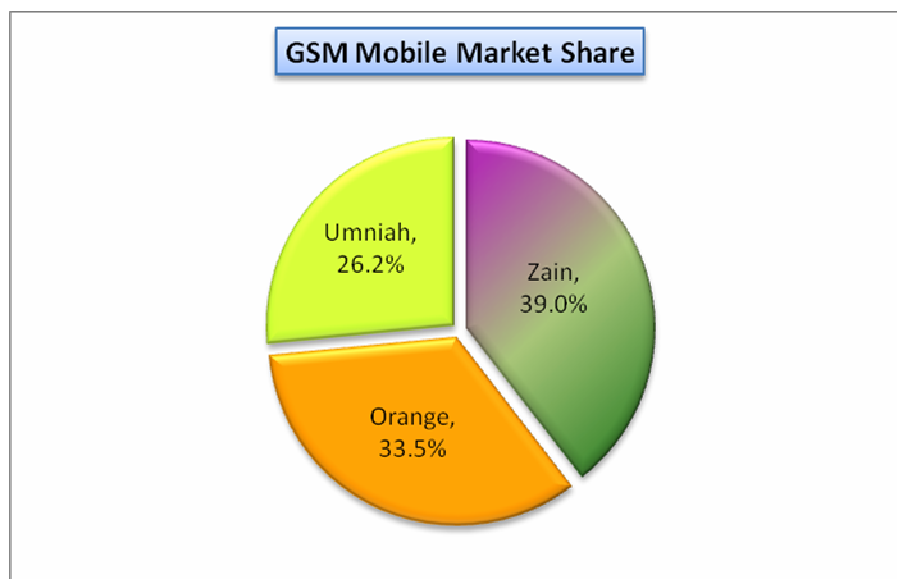


Figure 10: GSM Mobile Market Share (Developed by the Researcher, based on Hawamdeh, 2008b)

○ **The Foreseeable Competition in the Market:**

The intensity of the competition between the operators is expected to reach ultimate levels, to which a new era in competition is anticipated to be experienced by mobile subscribers.

At present, there are four issues that are anticipated to boil the competition between mobile operators in the foreseeable future:

▪ **Launching “One Mobile Network” by Zain:**

In April 2008, Zain launched the “One Network” project, offering the opportunity to its subscribers to move freely across four countries: Bahrain, Iraq, Jordan and Sudan, and shortly in Saudi Arabia as well as in twelve sub-Saharan countries in Africa, without worrying for being burdened for extra costs while roaming between those countries (Mbaydeen, 2008b).

Consequently, *Zain’s* subscribers are allowed to making roaming calls as local tariffs; receiving calls free of charge and using several services as local services tariffs while roaming across those countries.

Accordingly, it is expected that the market share in those countries to be restructured to the benefit of *Zain*, as expatriates and roamers subscribers will prefer to subscribe with such network to reduce related costs substantially, taking the beneficial of keeping their mobile numbers while roaming among those countries.

However, other operators are expected to offer exceptional services and tariffs for those roamers to maintain their market share at satisfactory percentages in those countries.

▪ **Eliminating the restrictions on the Mobile Operators:**

Aiming to establish more effective competitive environment for the mobile sub-sector, *Telecommunications Regulatory Commissions (TRC)* is starting gradually eliminating the

restrictions on the mobile service-providers operating in the Jordanian market in the beginning of June 2009 (Mbaydeen, 2008a).

This elimination is planned to be completed through a presumed schedule that clarifies the type and time of the restriction (e.g. technological, legal ... etc.) to be eliminated (Ibid.).

Such elimination includes the barriers for introducing new operators to the market, providing third generation services ... etc. Hence, various services are expected to be provided with competitive tariffs, with a high opportunity of introducing a fifth operator to the market (Ibid.).

If this happens; introducing a fifth operator to the market, the competition intensity between the operators will reach an unimaginable level. A level in which the current operators will struggle to retain their customers, while the new operator will seek to acquire new customers, either from the market share of the current operators, or prospective customers whom doesn't have already a mobile subscription.

▪ **The introduction of Mobile Virtual Network Operator (MVNO):**

In their decision number 1-19/2007, dated on September 19th, 2007, the board of the *TRC* had approved the provision of mobile virtual network operator (MVNO) services in Jordan. The mobile virtual network operator is an operator that is licensed to resell mobile services under its own name using the network, in full or in part, of exist mobile operators (Khraisat, 2008b).

However, this decision was opposed violently by the four mobile operators through filing a law suit at *The Supreme Court of Justice*, in which they won the suite (Ibid.).

Nevertheless, although the *TRC* didn't file for cassation of the court decision, it is currently working on drafting other new regulations pertaining provisioning of the *MVNO* services, through studying the reasons for such decision in order to avoid any potential inconveniency in setting the new regulations (Ibid.).

Eventually, another mobile operator is expected to be introduced to the Jordanian mobile market regardless the disagreement from the existing operators, particularly the *TRC* is planning to increase the competitive environment of the mobile sub-sector starting the mid of the next year, which would increase the competition to the optimum level between the market players.

▪ **The migration into third GSM generation:**

Although Jordanian *GSM* mobile operators are currently operated between 2.50 and 2.75 *GSM* generations, *TRC* is planning to introduce the third generation (3G) of mobile services to the market shortly through licensing the operators to migrate their networks to such generation (Khraisat, 2008c). Accordingly, mobility will become a fundamental aspect of many services, particularly those that support the transformation into m-commerce (trading through mobile phones) and m-government (accessing and using government services through mobile phones).

Thus, this advancement will spur and fuel the competition between the operators in providing superior services to those available today of voice, text and data services, respectively with the tariffs of those services.

3.1 New Era in Competition:

As a result of the preceding issues, the Jordanian mobile telecommunications market is expected to becoming fiercely competitive:

- Mobile operators will anticipate competitors' actions and will take those actions into account in defining their marketing strategies; consequently, they will monitor each other's new services, offers and promotions to respond immediately to the market.
- They will be under continual pressure to deliver new products and services, particularly, because of the short life cycle of such products, offers and promotions.
- They will demonstrate more efforts to predict and monitor market fads, trends and megatrends, in addition to analyzing the macro environment and microenvironment to respond for potential unmet needs profitably.
- They will focus more on market research activities to learn more about their customers and turning that learning into actions faster than competitors.
- They will improve the function of marketing intelligence, driving the government to set new regulations to monitor those activities and roles legally and ethically.
- They will show more interest and respect to customers' feedbacks, which will be demonstrated in developing and adopting new customers' feedbacks processes and systems.

As a result, mobile users are enjoying further decreases in tariffs and prices, additional offers, extra promotions, more loyalty programs and more excellent customer services, in which revenues will fall closing to the level at which operators cover the fixed costs, variable costs and their cost of capital, making only a normal level of profit margin.

Consequently, the mobile penetration rate is expected to be increased substantially; the mobile operators' market share to be almost stabilized and the average revenue per mobile user (ARPU) to be decreased accordingly. Thus, a strategic war is expected to be started in response to the continuous decrease in the ARPU, with more focus on profitable customers rather than increasing the market share.

However, new regulations are expected to be set accordingly to monitor the offers, promotions and quality of services provided by the operators, to ensure the conformity to the standards as well as to the publicized service levels.

Therefore, the Jordanian mobile telecommunications market is witnessing a new era in competition; an era in which prices are no more the drivers of the competition; neither the offers nor the promotions; an era wherein a mobile operator will not achieve a competitive advantage unless its customers becoming loyal to its brand, in addition to the touch and feel the difference in their experience during each service encounter with the operator, which will not be achieved if the frontline employees (e.g. call center employees) are not satisfied.

Chapter Four

Orange Mobile Overview

○ **Orange Mobile in Brief:**

Formerly known as *MobileCom*, *Orange Mobile* is the business unit of the *Jordan Telecom Group* that is responsible for providing mobile services to the Jordanian market.

MobileCom was registered in September 1999 as a wholly owned subsidiary of *Jordan Telecom* with an aim to build a new, highly advanced mobile communications network. The rise of *MobileCom* was a result of the privatization of the telecommunications sector, and the liberalization of the mobile telephony in Jordan. *MobileCom* launched officially its services in September 2000 (Capital Investments, 2007).

MobileCom was integrated with other *Jordan Telecom* subsidiaries into *Jordan Telecom Group* in February 2006. Additionally, and as the adoption of the group of the *Orange* trademark, *MobileCom* was rebranded to *Orange Mobile* in August 2007 (Capital Investments, 2007).

Presently, with almost 1.6 million mobile subscribers, as estimated by end of 2007 (Hawamdeh, 2008b), *Orange Mobile* is the second-largest Jordanian mobile operator in terms of its customer base and market share.

○ **Jordan Telecom Group in Brief:**

Jordan Telecom Group was established under the name of *Telecommunications Corporation (TCC)* by the Government of Jordan in 1971, as a state-owned corporation that is responsible for regulating and providing various telecom services, including telephone, telegraph and telex (Jordinvest, 2007).

After twenty-six years of the establishment, it was transformed in 1997 into a government-owned company operating on a commercial basis, as a first step towards its privatization, and was then renamed as *Jordan Telecommunications Company (JTC)*, and was responsible for providing only fixed-line services (Ibid.).

As of this privatization, *France Telecom* became a strategic partner with the *JTC* in January 2000. Then, the French company gradually increased its shares until it became the major shareholder by September 2006, by owning 51% of the shares.

The privatization of the *JTC* and the partnership with *France Telecom* was completed through four phases (Hawamdeh, 2008e):

1) Phase One:

In January 2000, the government sold 40% of its stake to the strategic partner *Joint Investment Telecommunications Company (JITCO)*; a consortium of *France Telecom* and the *Arab Bank*, which owned respectively on an 88:12 basis. This was followed by selling another 8% of the stake to the investment unit of the *Social Security Corporation* in February 2000.

2) Phase Two:

In October 2002, the government sold a 10.5% of its remaining stake through an initial public offering, of which 5% was purchased by the investment unit of the *Social*

Security Corporation, 3.5% by Jordanian individuals, and the remaining 2% was purchased by local and Arab financial institutions.

3) Phase Three:

In September 2006, the government sold another 26.9% of its remaining stake: 11% to *France Telecom*; 10% to a Kuwaiti financial investment company, *Noor*; 5% to the investment unit of the *Social Security Corporation* through special secondary offering and 0.9% to Jordanian individuals and local institutions through initial public offering.

Furthermore, in order to becoming the major shareholder, *France Telecom* had purchased the *Arab Bank* share, which was 12% of the 40% of the shares that were purchased on January 2000 by the consortium of *France Telecom* and the *Arab Bank*.

4) Phase Four:

In January 2008, the investment unit of the *Social Security Corporation* had signed with the government an agreement to purchase almost 11% of the government shares based on the recommendations of the *Executive Privatization Commission*, raising its equity to nearly 29%.

Meanwhile, upon royal directions, the *Council of Ministers* allocated 3% of *Jordan Telecom* shares to the investment funds of the *Jordan Armed Forces* and other security departments.

In summary, the shares are currently owned as follows:

- 51% are owned by *France Telecom*.
- 29.05% are owned by *Social Security Corporation*.
- 10% are owned by *Noor* for financial investments.
- 3% are owned by the investment funds of the *Jordan Armed Forces* & other security departments
- 6.95% are free float shares.

However, during 2006, *Jordan Telecom Group* integrated its subsidiaries in Jordan into a single organization, with a shared management structure, to become the sole integrated operator in Jordan and the region (Capital Investments, 2007). The integration was performed between four subsidiaries:

- *Jordan Telecom* : The fixed retail business unit.
- *MobileCom* : The mobile business unit.
- *Wanadoo* : The internet and data business unit.
- *e -Dimension* : The content business unit.

Subsequently, during 2007, *Jordan Telecom Group* adopted the *Orange* brand for all its services as a part of a strategic plan that aims to provide the local market with world-class services, as well as following the initiative started by its mother company; *France Telecom* (Jordinvest, 2007).

○ **The Rebranding to Orange:**

As a well-known brand in Europe, *Orange* was acquisitioned by *France Telecom* in August 2000 as an initial step of rebranding its services under one brand name, and as a part of *France Telecom Group's* strategy to deliver simple convergent products, as well as to compete globally. The rebranding to *Orange* was announced in June 2006, in which, *Orange* is currently the commercial key brand of *France Telecom Group* (Orange, 2008).

Accordingly, and in line with *France Telecom Group's* approach to introduce the *Orange* brand through its worldwide subsidiaries, *Jordan Telecom Group* adopted *Orange* for all its services to complement its movement towards the integrated operator concept. The group announced the rebranding of its fixed, mobile and Internet services in June 2007, and it was completed in August 2007 (Capital Investments, 2007).

Therefore, the business units of *Jordan Telecom Group* were rebranded to *Orange* as follows (Capital Investments):

- *Jordan Telecom* : It was rebranded to *Orange Fixed*.
- *MobileCom* : It was rebranded to *Orange Mobile*.
- *Wanadoo* : It was rebranded to *Orange Internet*.

○ **Orange Brand in Brief:**

Formerly known as *Microtel*, the brand name *Orange* was launched in April 1994 in the *United Kingdom* market as a telecommunication company that providing mobile services (Wikipedia, 2008f).

Orange brand, the brand slogan and the brand logo were created and designed by different parties. The brand itself was created by an internal team at *Microtel*, which was headed by the Marketing Director, *Chris Moss*, and supported by *Martin Keogh*, *Rob Furness* and *Ian Pond*. The brand slogan was created by *WCRS*, an advertising agency, whereas the brand logo was designed by *Wolff Olins*; the brand consultancy (Ibid.).

The word *Orange* was chosen as it was felt that it could be seen as a fruit, and to establish it as the color orange (Ibid.).

The brand slogan which was ***the future is bright; the future is Orange*** when launching the brand is meant to be a reflection of *Orange's* vision of a world where people can communicate wherever and whenever they wish (Ibid.).



The brand logo was designed squarely because the circle logo was already in existence, in addition to be a strong brand in the business world rather like *American Express*. It is noteworthy to mention that the circle logo was designed by *Neville Brody*, a graphic designer, in 1993 for *Reprographic and Printing Company*, which is also known as *Orange* (Ibid.).

○ **The Call Center of Orange Mobile:**

Orange Mobile call center is a department under the direction of the customer care that is responsible for handling customers' inquiries, requests, complaints or suggestions through telephone lines 24 hours a day, 7 days a week.

To reach a call center employee, customers shall call 1777 from their mobiles, 07 - 77 700 1777 from other networks or + 962 - 7 - 77 700 1777 from outside Jordan, and then press "0" to be routed to a call center employee. Otherwise, they may navigate the menus of the *IVR* (Interactive Voice Response) at their convenient, as there are different services that can be delivered through the *IVR* menus.

The 1777 *IVR* main menu is diagrammed as the following:

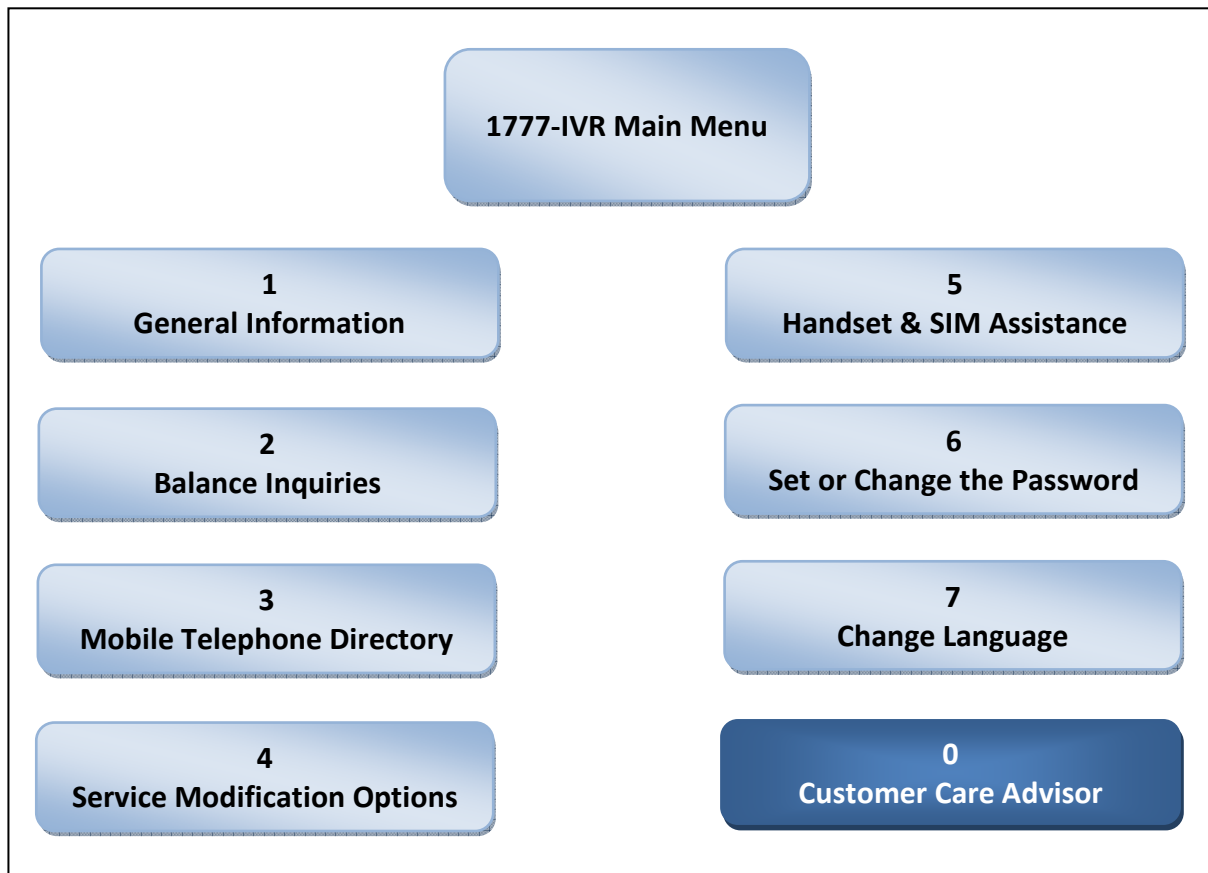


Figure 11: 1777-IVR Main Menu (Developed by the Researcher)

When customers call 1777 IVR, they hear an automated prompt welcoming them for calling *Orange Mobile*, and then they are presented with several keypad options that clarify the main menu of the IVR, after that, the customer is advised to press “0” to speak to a customer care advisor.

Usually, customers request to be routed to a call center employee for four main business needs:

- 1) Inquiring about different services, offers or promotions.
- 2) Requesting adding or deleting services, or modifying their subscriptions.
- 3) Complaining about different issues.
- 4) Communicating their suggestions.

When the customer presses “0” to be routed to a call center employee, he/she may experience five different scenarios:

- 1) To be answered immediately by a call center employee.
- 2) To be answered by a call center employee after being waiting for few seconds or minutes in the queue.
- 3) To abandon the call if he/she is not willing to wait in the queue for different reasons.
- 4) To be dissuaded from the queue, mainly if the average waiting time is expected to be more than, usually, five minutes.
- 5) To be blocked from being routed to a call center employee if he/she exceeds number of calls specified for him/her to call the call center in a specific period.

However, customer’s inquiries, requests or complaints could be answered or resolved within the first time of calling, which is termed as *first call resolution*, or it may be escalated to the

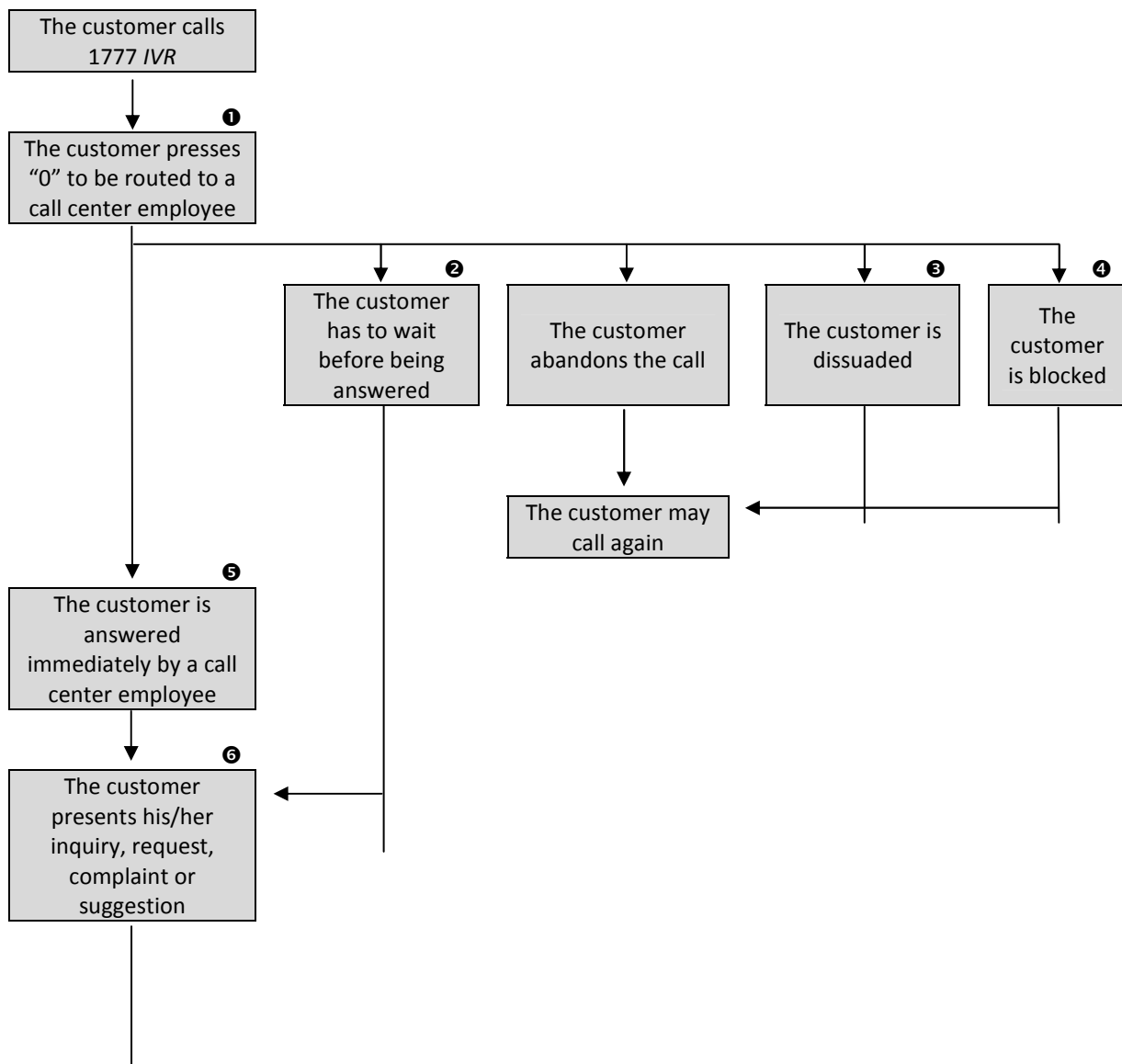
back office team, who shall call the customer back to gather more information, answer the inquiry or provide a resolution to the escalated problem.

Otherwise, the back office team shall escalate the problem to other internal departments (e.g. technical) before calling back the customer, in which during this process, the customer may call again the call center for several times as he/she is not satisfied for the delay in receiving an appropriate answer or resolution to his/her initial inquiry, request or complaint.

○ Customer Experience Blueprint with Orange Mobile Call Center:

1 Contact, 10 Experiences

During a service encounter with a call center employee of *Orange Mobile*, the customer may experience the interaction positively or negatively depending on how the process of the interaction is experienced by the customer. The following flowchart describes on a high level that process of interaction:



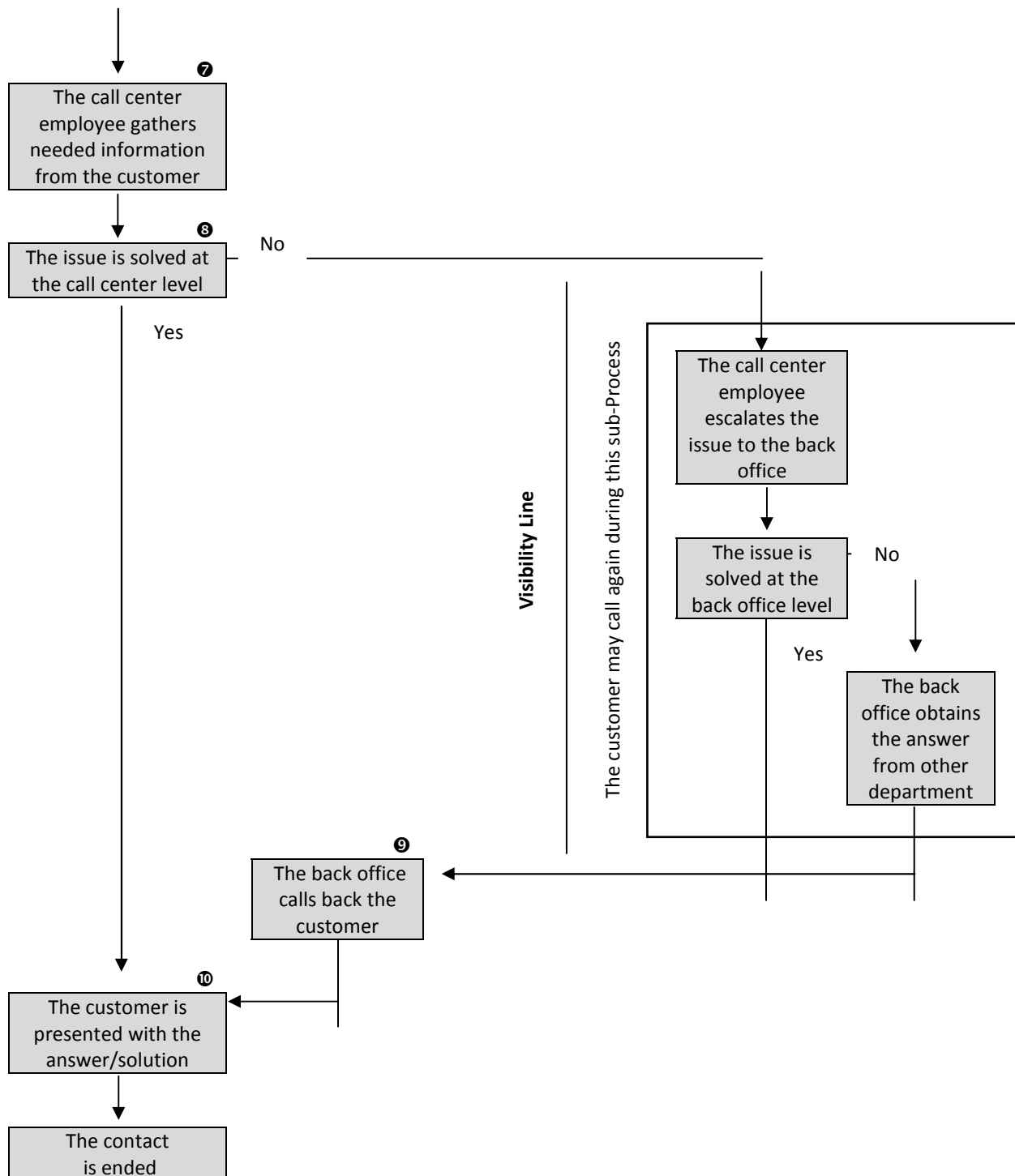


Figure 12: Customer Experience Blueprint with *Orange Mobile* Call Center
(Developed by the Researcher)

As depicted in figure 12, there are ten critical communications during the interaction that may be experienced positively or negatively by the customer.

Chapter Five

Research Methodology

○ **Assessing Existing Knowledge:**

In addition to the service-profit chain theory that was published by *James L. Heskett* and his colleagues, a comprehensive literature searches were performed to assess the level of existing knowledge and studies pertaining to the service-profit chain theory in order to assess areas that could be beneficial for further analysis.

This process included literature searching through *Google* (www.google.com) and *Scholar Google* (<http://scholar.google.com>) both in Arabic and English languages, in which several relevant studies were available, however, few of those studies were accessible without restraints (two PhD dissertations, one Master's thesis and one benchmarking study) until the time of submitting this thesis.

The process also included visiting the libraries of the *University of Jordan*, *Yarmouk University*, *Amman Arab University for Graduate Studies* and *Middle East University for Graduate Studies*, in which no studies were published, to the best of the researcher knowledge and until the beginning of May 2008, relevant to the service-profit chain theory.

○ **Statistical Population:**

There were two populations that were identified to be served for the purpose of this study:

- 1) The first population was all the call center employees of *Orange Mobile*, in which they were 160 employees at the time of distributing the questionnaires.
- 2) The second population was all *Orange Mobile* subscribers, nevertheless their subscription type (Prepaid, Postpaid, Army, Corporate etc.), in which they were estimated by 1,598,158 subscribers by end of December 2007.

○ **Statistical Sampling:**

Accordingly, there were two samples that were identified:

1) The Sample of *Orange Mobile* Call Center Employees:

The sample size was determined by the researcher by 50 employees, which equivalents to almost 31% of the population, since the researcher believes that a sample of such percentage is a representative sample. Those 50 employees were chosen randomly from whom were in duty at the time of distributing the questionnaires.

Since the number of the day-shift employees is similar to the night shift (80 employees per each shift), the questionnaires were distributed equally between the shifts; 25 questionnaires for each shift, in which all of them were retrieved and were valid to the analysis.

2) The Sample of *Orange Mobile* Subscribers:

As Sekaran (2003, p. 294) had provided a table that generalized scientific guideline for sampling size decision, in which the table demonstrates that for a given population size more than 1000,000 the sample size shall be 384, and since mobile subscribers with *Orange Mobile*

were almost 1.6 million subscribers, the sample size was determined tentatively by 385 subscribers by the researcher.

Additionally, as the market share of *Orange Mobile* was 33.5%, as estimated by end of 2007, the researcher had distributed 1400 questionnaires randomly to ensure receiving 385 valid questionnaires. The 1400 was calculated as $385 \div 33.5\% = 1149$ in addition to 251 was added by the researcher to balance the probable lost and in-completed questionnaires.

Accordingly, 1220 valid questionnaires were retrieved as clarified in table 5:

Questionnaires	Total	Percentage
Distributed Questionnaires	1400	100%
Lost	- 116	8.29%
Not Useful	- 64	4.57%
Valid	= 1220	87.14%

Table 5: The Breakdown of the Distributed Questionnaires

The breakdown of those 1220 retrieved per mobile operator is explained in table 6:

Operator	Retrieved Questionnaires	Percentage
Zain	492	40.33%
Orange	400	32.79%
Umniah	316	25.90%
XPress	12	0.98%
Total	1220	100%

Table 6: The Breakdown of the Valid Retrieved Questionnaires

Thus, referring to the above breakdown, the sample size was finally determined by 400.

To ensure the validity of those percentages, they were compared with the percentages of the market share of each mobile operator as shown in table 7:

Operator	Retrieved Questionnaires	% of Retrieved Questionnaires	% of the Market Share	Difference
Zain	492	40.33%	39.00%	1.33%
Orange	400	32.79%	33.50%	-0.71%
Umniah	316	25.90%	26.20%	-0.30%
XPress	12	0.98%	1.30%	-0.32%

Table 7: Comparison of Retrieved Questionnaires with the Market Share

As illustrated in table 7, the average difference between the percentage of retrieved questionnaires per operators and their market shares is less than 1%, which indicates that the retrieved questionnaires are highly representing the operators' market share.

○ **Data Gathering:**

There were two methods that were approached for data gathering by the researcher to gather secondary and primary data:

1) The Theoretical Approach in gathering Secondary Data:

In order to prepare the theoretical part of this study, previous published studies, books, articles, periodicals and annual reports that are relevant to the research subject were reviewed through browsing the Internet (Google: www.google.com, and Scholar Google: <http://scholar.google.com>) in addition to visiting the major Jordanian universities' libraries (*Jordanian University, Yarmouk University, Amman Arab University for Graduate Studies and Middle East University for Graduate Studies*).

Furthermore, the researcher depended on his own experience, as he worked at the call center of *Orange Mobile* for almost six years.

2) The Empirical Approach in gathering Primary Data:

The researcher gathered the needed information through two samples; the first sample represented all *Orange Mobile* call center employees, and the second sample represented all *Orange Mobile* subscribers, in which two questionnaires were developed and distributed for those purposes.

For employees' data, the data were gathered randomly from 50 call center employees on April 28th, 2008, representing almost 31% of *Orange Mobile* call center employees.

For customers' data, the data were gathered randomly from 400 mobile subscribers during March and April 2008, representing 0.025% (400 out of 1,598,158) of all mobile subscribers with *Orange Mobile*.

○ **Research Tool:**

Although there are different tools of data gathering, such as observation, interviewing and surveying, the researcher decided to gather the needed data through a designed questionnaire, as it was the most feasible tool in terms of time and money to gather such data and according to the limitations that were encountered during the development of this study.

▪ **Questionnaire Design:**

Two questionnaires of 5-points Likert scale, which scaled from strongly agree to strongly disagree were designed by the researcher as the following:

1) **The first questionnaire:** It consisted of two parts:

- Part one aimed to understand the demographic characteristics of the first sample, in which six questions were designed including the gender; age; educational level; years of experience as a call center employee; type of employment contract and type of shift.
- Part two aimed to measure the call center employee's satisfaction, in which 30 statements were developed by the researcher accordingly. Those statements were related to nature of work (statements from 1 to 6); work environment (statements 7 and 8); teamwork (statements from 9 to 11); employee empowerment (statements 12 and 13); recognition (statements from 14 to 16); career development (statements from 17 to 19); leadership (statements from 20 to 25); compensation (statements from 26 to 28) and others (statements 29 ad 30).

However, the questionnaire didn't represent this categorization as the purpose from its designing was to compare the "*Mean*" of the call center employees' satisfaction with the other variables of the research.

2) **The second questionnaire:** It consisted of six parts:

- Part one aimed to understand the demographic characteristics of the second sample, in which four questions were designed including the gender; age; educational level, in addition to the current mobile-service provider to differentiate the questionnaires of *Orange Mobile* subscribers from other questionnaires.
- Part two aimed to measure customers' satisfaction through developing nine statements.
- Part three aimed to measure the customers experience while contacting *Orange Mobile* call center employees through developing eight statements.
- Part four aimed to measure the customer advocacy through developing seven statements.
- Part five aimed to measure the brand loyalty through developing eight statements.
- Part six aimed to measure achieving *Orange Mobile* a competitive advantage among competitors through developing eight statements.

Moreover, the researcher put an effort to balance number of statements for each variable in the second questionnaire; all of them were measured through eight statements except part two and part four as they were measured by nine and seven statements respectively.

Appendices (1) and (4) represent the questionnaires that were used in gathering the needed data, whereas appendices (2) and (5) represent the references of each statement of those questionnaires.

- **Validity:**

To verify the content validity of the questionnaires, i.e. the questionnaires reflect the concepts are intended to be measured, both questionnaires were presented to six academic professionals as mentioned in appendices (3) and (6) respectively, in which their notes were taken into consideration, and all of them approved the research tool.

- **Reliability:**

Reliability reflects the consistency of participants' responses to the statements of a questionnaire based on the average correlation among those statements.

Accordingly, and in order to assess the internal consistency of the questionnaires, *Cronbach's alpha* was calculated through *SPSS* for the two questionnaires. Cronbach's alpha was used by the researcher as it is the most common estimate that is used to measure the internal consistency of such items in a scale.

Usually, Cronbach's alpha ranges from 0.60 to 0.70. However, the widely-accepted minimum cut-off point is Cronbach's alpha 0.70 for social sciences.

In comparison with this value, *Cronbach's alpha* was greater than the minimum accepted level for both questionnaires; it was 0.88 for the first questionnaire, whereas it was 0.82 for the second questionnaire. Consequently, both questionnaires were reliable to be distributed for the purpose of this study.

- **Statistical Analysis:**

The following statistical methods were applied to this research:

1) Descriptive Statistics:

With the purpose of describing the samples; frequencies, percentages, accumulative percentages and bar charts were used to describe the characteristics of the two samples, as well as the responses to the statements of the questionnaires, in addition to the dispersion measurements (i.e. standard deviation, standard error and correlation variance) that were used to measure the deviation and dependability of the data.

Moreover, the *Mean* was used as it is the most common of *Central Tendency Measurements* that is used to measure quantitative data; other *Central Tendency Measurements* (e.g. the *Median* and the *Mode*) are used for non-quantitative data.

2) Inferential Statistics:

In order to analyze the responses to the statements of the demographic characteristics, *T-Test* and one-way *Analysis of Variance (ANOVA)* were used for such analysis.

Besides, to measure the extent of the relationships between the research variables, *Pearson Correlation* was followed to investigate the linear association between those variables. Most commonly, *Pearson Correlation* is followed when the variables are characterized by random, quantitative, continuous and normally distributed (i.e. sample size ≥ 30) variables.

Additionally, regression analysis was followed to predict and modeling the causal relationships between the research variables.

For testing the hypotheses, two-tailed *T-Test* was followed, since the population *Mean* and *Standard Deviation* were unknown, as well as the research hypotheses were non-directional, at level of significance 5% ($\alpha \leq 0.05$) given that it is the most popular level is used for social and behavioral sciences.

Chapter Six

Results and Discussions

○ **Description of the Demographic Characteristics of the Samples:**

The following sub-sections describe the demographic characteristics of the two samples:

▪ **Demographic Characteristics of the First Sample:**

The description of the first sample demographic characteristics is presented as the following:

1) **Gender:**

58% of the participants were Males, while 42% of them were Females as shown table 8:

Demographic Characteristic		Frequency	Percentage	Cumulative Percentage
Gender	Male	29	58%	58%
	Female	21	42%	100%
	Total	50	100%	100%

Table 8: First Sample Characteristics - Gender

Those percentages represent the population as there are 160 call center employees, of which 89 Males representing 56% of call center employees, and 71 females representing 44% of the employees.

2) **Age:**

All of the participants were aged between 20 - 29 years old:

Demographic Characteristic		Frequency	Percentage	Cumulative Percentage
Age	Under 20	0	0	0
	20 – 29	50	100%	100%
	30 – 39	0	0	100%
	40 – 49	0	0	100%
	50 – 59	0	0	100%
	60 or older	0	0	100%
	Total	50	100%	100%

Table 9: First Sample Characteristics - Age

This percentage represents the population since all call center employees are within the age category of 20 - 29 years old.

3) Educational Level:

All of the participants were holding a bachelor degree given that all call center employees are holding such degree:

Demographic Characteristic		Frequency	Percentage	Cumulative Percentage
Educational Level	TAWJIHI	0	0	0
	1-Year Diploma	0	0	0
	2-Years Diploma	0	0	0
	Bachelor	50	100%	100%
	Master's Degree	0	0	100%
	PhD Degree	0	0	100%
	Others	0	0	100%
	Total	50	100%	100%

Table 10: First Sample Characteristics – Educational Level

4) Years of Experience at the Call Center:

As shown table 11, it is remarkably recognized that 76% of the participants were working for the call center for a period less than one year:

Demographic Characteristic		Frequency	Percentage	Cumulative Percentage
Years of Experience at the Call Center	Less than 1 Year	38	76%	76%
	1 – 3 Years	12	24%	100%
	More than 3 Years	0	0	100%
	Total	50	100%	100%

Table 11: First Sample Characteristics – Years of Experience at Call Center

This is explained as the turnover rate is very high in the call center; it is estimated annually by 30%. That means the staff is totally replaced nearly each three years.

5) Type of Employment Contract:

84% of the participants were full-time employees, while 16% of them were part-time employees as shown in table 12:

Demographic Characteristic		Frequency	Percentage	Cumulative Percentage
Type of Employment Contract	Full Time Employee	42	84%	84%
	Part Time Employee	8	16%	100%
	Total	50	100%	100%

Table 12: First Sample Characteristics – Type of Employment Contract

Accordingly, those percentages represent the population as there are 160 employees, of which 30 part-time employees representing 19% of all call center employees, and 130 full-time employees representing 81% of the employees.

6) Type of Shift:

As shown in table 13, the percentages of the participants from each shift were the same because the questionnaires were distributed equally between the shifts:

Demographic Characteristic		Frequency	Percentage	Cumulative Percentage
Type of Shift	Day Shift	25	50%	50%
	Night Shift	25	50%	100%
	Total	50	100%	100%

Table 13: First Sample Characteristics – Type of Shift

▪ **Demographic Characteristics of the Second Sample:**

The description of the second sample demographic characteristics is presented as the following:

1) Gender:

51% of the participants were Males, while 49% of them were Females as shown in table 14:

Demographic Characteristic		Frequency	Percentage	Cumulative Percentage
Gender	Male	204	51%	51%
	Female	196	49%	100%
	Total	400	100%	100%

Table 14: Second Sample Characteristics – Gender

Those percentages represent the population of Jordan in general and Amman in specific, given that the percentage of Males and Females in Jordan are 51.5% and 48.5% respectively, whereas the percentage of Males and Females in Amman are 51.4% and 48.6% respectively.

2) Age:

Table 15 shows the breakdown of the participants' age:

Demographic Characteristic		Frequency	Percentage	Cumulative Percentage
Age	Under 20	37	9.25%	9.25%
	20 – 29	198	49.50%	58.75%
	30 – 39	108	27.00%	85.75%
	40 – 49	42	10.50%	96.25%
	50 – 59	14	3.50%	99.75%
	60 or older	1	0.25%	100%
	Total	400	100%	100%

Table 15: Second Sample Characteristics – Age

Obviously, the percentages don't represent the population adequately. Table 16 compares those percentages with the relevant percentages of Jordan in general and Amman in specific:

Age	This Study	Amman	Jordan
Under 20	9.25%	16.5%	17.7%
20 – 29	49.50%	30.2%	31.0%
30 – 39	27.00%	22.4%	22.5%
40 – 49	10.50%	13.8%	12.9%
50 – 59	3.50%	8.3%	7.5%
60 or older	0.25%	8.8%	8.4%
Total	100%	100%	100%

Table 16: Comparison of the Second Sample with the Population - Age

The explanation of this discrepancy is that most of the questionnaires were distributed in the Jordanian universities and reputable companies in Amman, in which most of the participants are aged between 18 – 22 as students, and 22 – 35 as workers.

3) Educational Level:

Table 17 shows the percentages of the educational levels of the participants:

Demographic Characteristic		Frequency	Percentage	Cumulative Percentage
Educational Level	TAWJIHI	50	12.50%	12.50%
	1-Year Diploma	14	3.50%	16.00%
	2-Years Diploma	75	18.75%	34.75%
	Bachelor	194	48.50%	83.25%
	Master's Degree	46	11.50%	94.75%
	PhD Degree	6	1.50%	96.25%
	Others	15	3.75%	100%
	Total	400	100%	100%

Table 17: Second Sample Characteristics – Educational Level

It is obvious that percentages don't represent the population adequately. Table 18 compares those percentages with the relevant percentages of Jordan in general and Amman in specific:

Educational Level	This Study	Amman	Jordan
TAWJIHI	12.50%	24.7%	23.3%
1-Year Diploma	3.50%	Not Available	Not Available
2-Yeares Diploma	18.75%	10.50%	9.1%
Bachelor	48.50%	11.90%	9.2%
Master's	11.50%	1.1%	0.8%
PhD	1.50%	0.50%	0.3%
Others	3.75%	51.3%	57.3%
Total	100%	100%	100%

Table 18: Comparison of the Second Sample with the Population – Educational Level

The explanation of this discrepancy is that most of the questionnaires were distributed in the Jordanian universities and reputable companies in Amman, in which most of the participants are Bachelor holders or in the progress to obtain the Bachelor degree.

○ Description of the Responses to the Questionnaires Statements:

The following sub-sections describe the responses to the statements of the two questionnaires:

▪ Description of the responses to the statements of the First Questionnaire:

With an overall *Mean* of 3.208, *Orange Mobile* call center employees demonstrated their satisfaction with their job. They were mostly satisfied with the security of their work environment (statement 7) with a *Mean* of 4.14. Contradictory, they were mostly not satisfied with the degree of the authority they have to make decisions they need to resolve service problems promptly (statement 12) with a *Mean* of 2.40.

The following chart depicts the *Mean* of each statement of the questionnaire in a decreasingly manner:

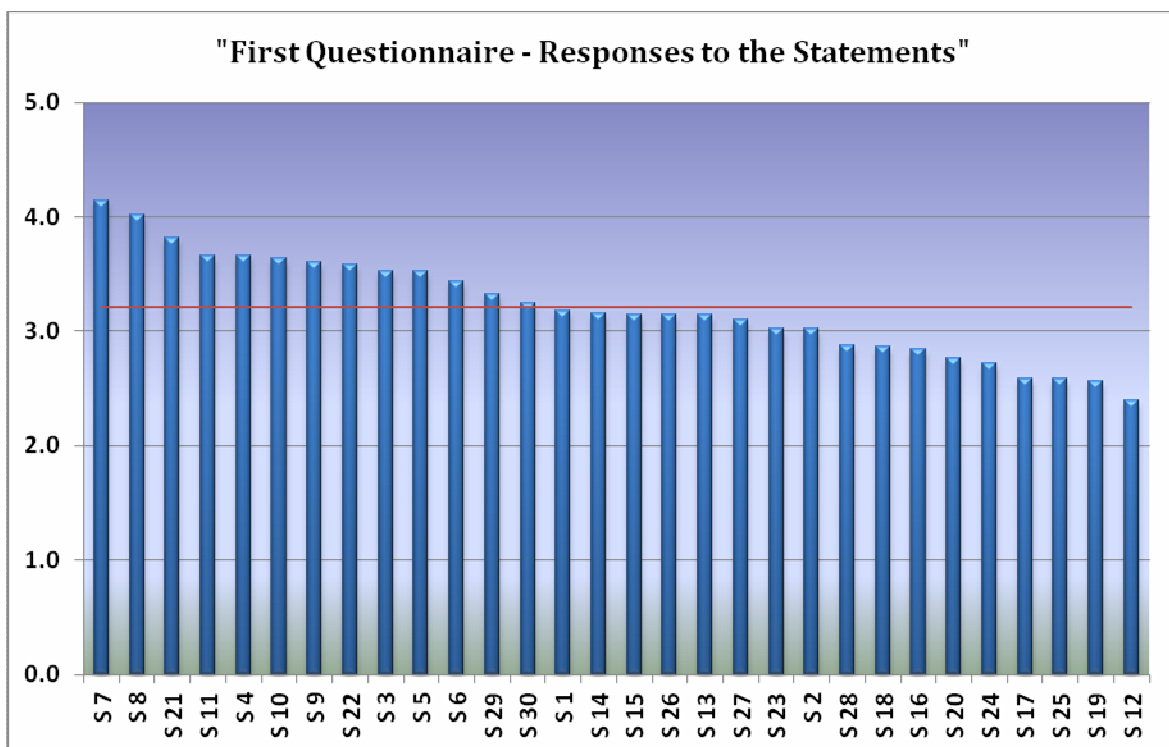
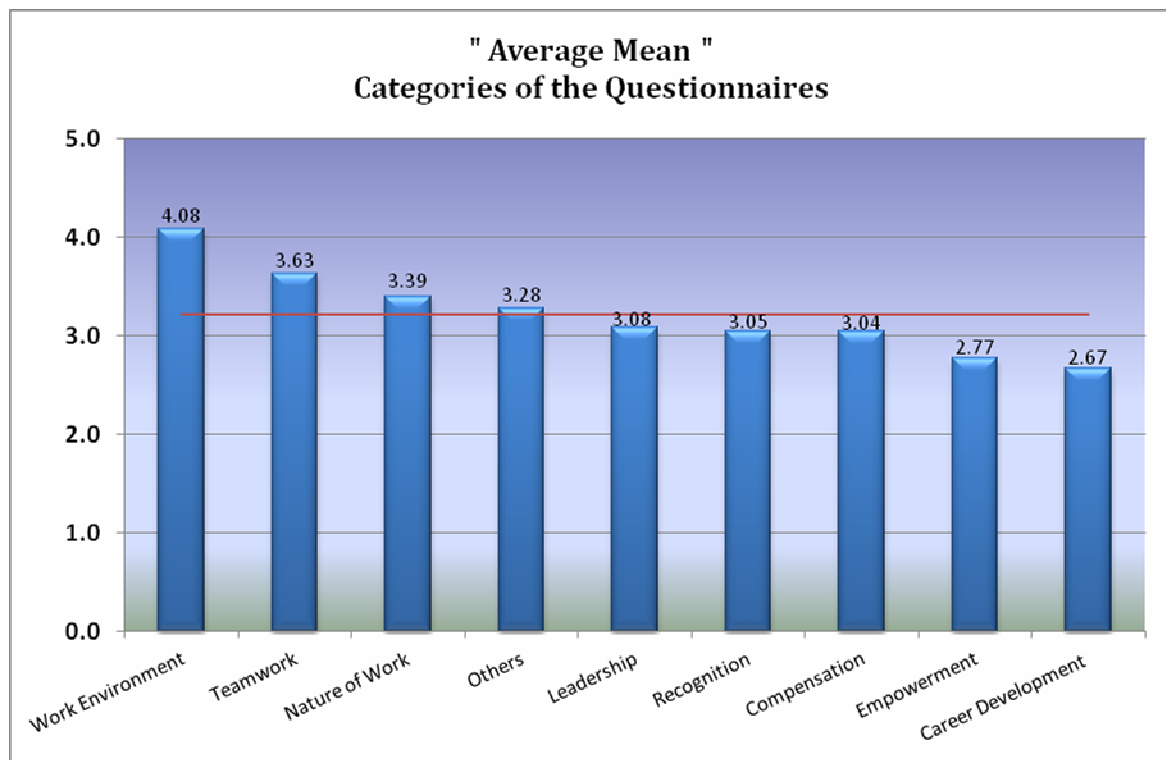


Figure 13: First Questionnaire - Responses to the Statements

The questionnaire measured the satisfaction of *Orange Mobile* call center employees with eight categories: nature of work, work environment, teamwork, employee empowerment, recognition, career development, leadership and compensation, in which they were mostly satisfied with their work environment; on the contrary, they were mostly least satisfied with their career development.

Figure 14 shows the degree of satisfaction demonstrated by the call center employees for those categories:

**Figure 14: Average Mean – Categories of the Questionnaires**

- **Description of responses to the Second Questionnaire Statements:**

The responses to the statements of the second questionnaire are presented in the following diagrams for each part of the questionnaire:

6.1.1.1 Customers' Satisfaction:

As results show, *Orange Mobile* subscribers demonstrated their satisfaction with an overall *Mean* of 3.84. They were highly satisfied for being treated respectfully and friendly by the call center employees (statement 3). However, they were least satisfied for not being served satisfactory from the first call of calling the call center (statement 8).



Figure 15: Average Mean – Customers' Satisfaction

6.1.1.2 Customers Experience:

As results show in the following diagram, *Orange Mobile* subscribers demonstrated a positive experience while interacting with the call center employees with an overall *Mean* of 3.58. However, they demonstrated bad experience with the time spending waiting to be answered by a call center employee (statement 1):

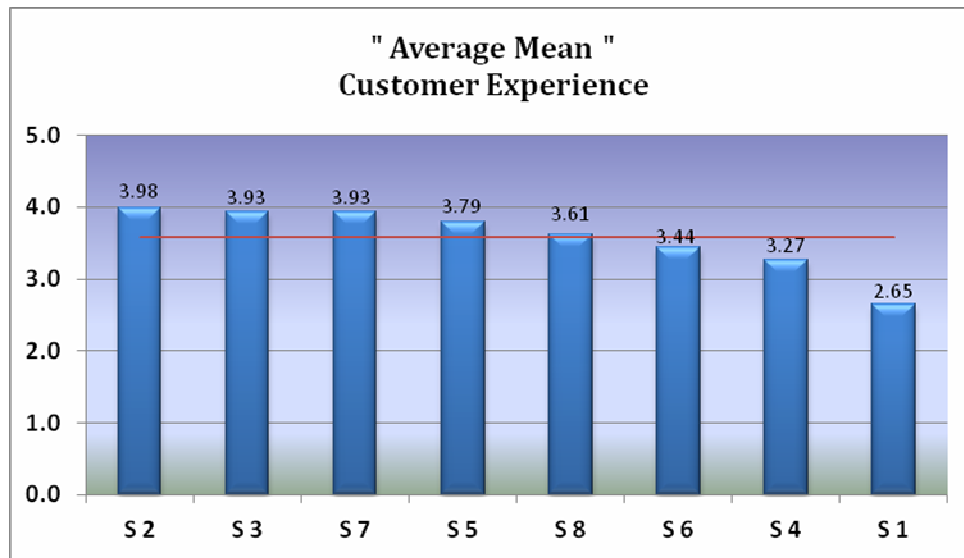


Figure 16: Average Mean – Customers Experience

6.1.1.3 Customer Advocacy:

As results show, *Orange Mobile* subscribers demonstrated their advocacy for their company with an overall *Mean* of 3.61. They are mostly willing to recommend *Orange Mobile* and its services to others (statement 1), but they don't espouse a sense of belonging when they referring their company as the same level of advocacy of other feelings (statement 3).

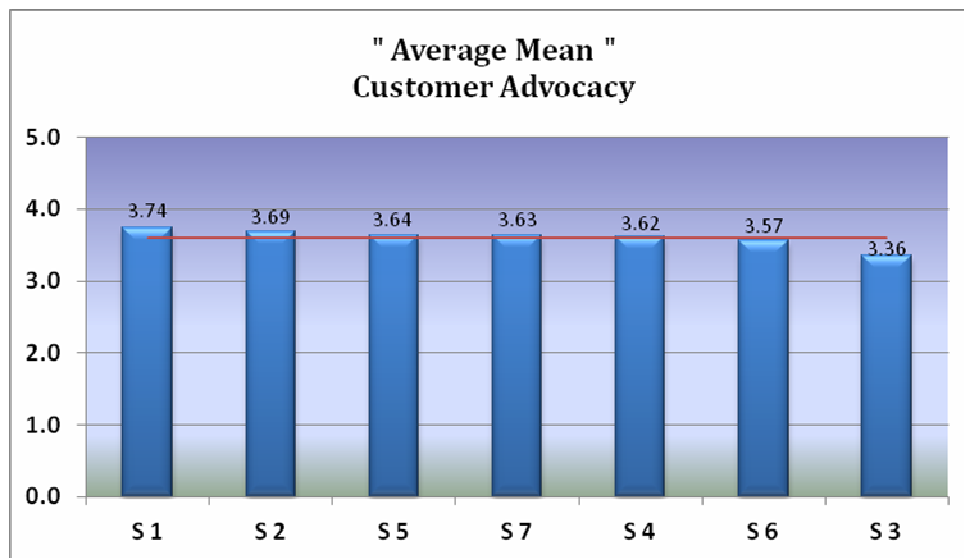


Figure 17: Average Mean – Customers Advocacy

6.1.1.4 Brand Loyalty:

As results show, *Orange Mobile* subscribers demonstrated their loyalty to *Orange* brand with an overall *Mean* of 3.32. They always react more favorably to the marketing activities of your service provider (statement 3), but they do believe that it would be easy for them to switch to another brand of different service provider (statement 6), as they don't strongly believe that there is an emotional bond between them and *Orange Mobile* that is above their rational preferences (statement 1).

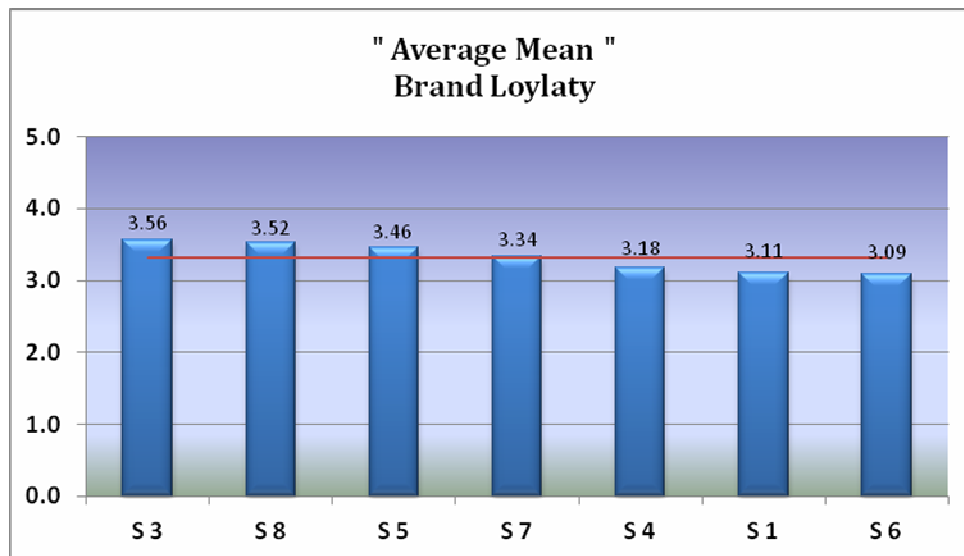


Figure 18: Average Mean – Brand Loyalty

6.1.1.5 Achieving a Competitive Advantage

As results reveal, *Orange Mobile* subscribers believe that *Orange Mobile* can achieve a competitive advantage among competitors with an overall *Mean* of 3.55. They believe that *Orange Mobile* delivers better services than competitors (statement 1) and is able to establish a reputation as a market leader among competitors (Statement 7).

However, they don't strongly believe that *Orange Mobile* offers and services can't be easily imitated by competitors (statement 4).

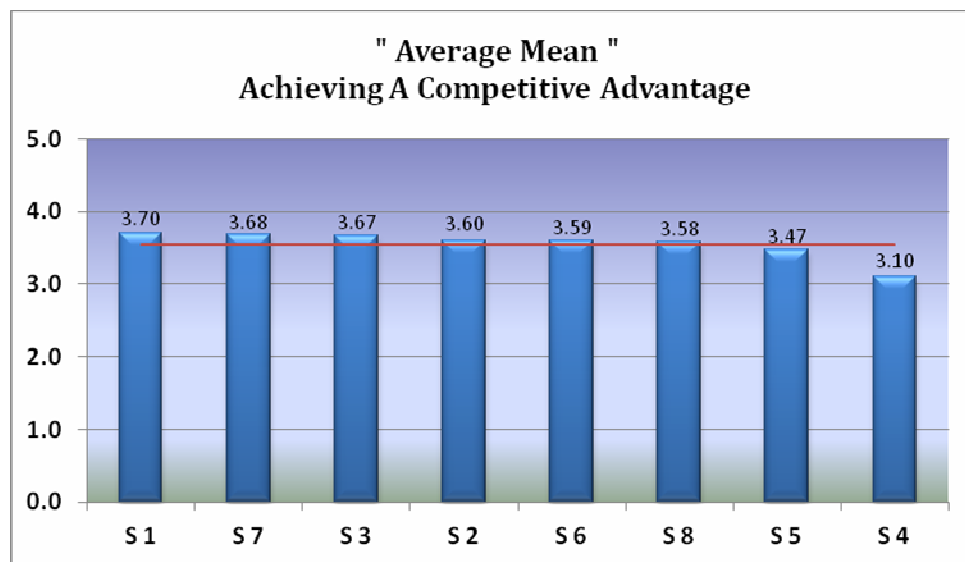


Figure 19: Average Mean – Achieving a Competitive Advantage

○ Analyzing the Relationships between the Research Variables:

In order to analyze the degree and the direction of relationships between the research variables, Pearson correlation was followed to determine those relationships; in addition, regression analysis was followed to determine the degree of effect between those relationships.

6.1.2 Pearson Correlation:

Table 19 presents the Pearson matrix that explains the relationships between the research variables:

	<i>Call Center Employees' Satisfaction</i>	<i>Customers Experience</i>	<i>Customers' Satisfaction</i>	<i>Customers Advocacy</i>	<i>Brand Loyalty</i>	<i>Achieving A Competitive Advantage</i>
<i>Call Center Employees' Satisfaction</i>	1.000	0.227	0.366**	0.107	-0.040	-0.028
<i>Customers Experience</i>		1.000	0.690**	0.500**	0.362**	0.442**
<i>Customers' Satisfaction</i>			1.000	0.535**	0.272**	0.452**
<i>Customers Advocacy</i>				1.000	0.502**	0.649**
<i>Brand Loyalty</i>					1.000	0.593**
<i>Achieving A Competitive Advantage</i>						1.000
<i>Customers Experience & Satisfaction</i>	0.308**	0.918**	0.920**	0.563**	0.344**	0.487**

** The asterisks refer to the significance of the relationship.

Table 19: Pearson Correlation of the Research Variables

According to table number 19 it is revealed that:

- Call center employees' satisfaction has a significant positive relationship only with customers' satisfaction ($r = 0.366$).
- There is no significant relationship between call center employees' satisfaction and customer experience as well as with customer advocacy ($r = 0.227$ and 0.107 respectively).
- Although there are negative relationships between call Center employees' satisfaction and brand loyalty as well as with achieving *Orange Mobile* a competitive advantage, the results don't support the significance of those relationships ($r = - 0.04$ and $- 0.028$ respectively).
- Customers experience, customers' satisfaction, customer advocacy, brand loyalty and achieving *Orange Mobile* a competitive advantage are all correlated in significant positive relationships.

- There is a significant positive relationship between customers experience and satisfaction, from one side, with their advocacy on the other side ($r = 0.563$).

- The most significant relationships were between customers experience and their satisfaction ($r = 0.690$), and between customers advocacy and achieving *Orange Mobile* a competitive advantage ($r = 0.649$).

6.1.3 Regression Analysis:

Tables 20, 21, 22, 23, 24 and 25 summarize the results of the regression analysis for the research hypotheses:

First Hypothesis:

<i>Call Center Employees' Satisfaction</i>	<i>R</i>	<i>r²</i>	<i>Significance</i>	<i>Formula</i>
<i>Customers Experience</i>	0.227	0.515	0.113	$Y = 2.406 + 0.227 X$

Table 20: Regression Analysis for the First Hypothesis

According to table 20, call center employees' satisfaction affects positively customers experience ($r^2 = 0.515$) insignificantly. As a result, the regression formula shows that a 1 degree increase in their satisfaction will increase positively customers experience by 0.227.

Second Hypothesis:

<i>Call Center Employees' Satisfaction</i>	<i>R</i>	<i>r²</i>	<i>Significance</i>	<i>Formula</i>
<i>Customers' Satisfaction</i>	0.366	0.134	0.000	$Y = 2.199 + 0.366 X$

Table 21: Regression Analysis for the Second Hypothesis

According to table 21, call center employees' satisfaction affects positively and significantly customers' satisfaction ($r^2 = 0.134$). Subsequently, the regression formula shows that a 1 degree increase in their satisfaction will increase positively customers experience by 0.366.

Third Hypothesis:

<i>Customers Experience</i>	<i>r</i>	<i>r²</i>	<i>Significance</i>	<i>Formula</i>
<i>Customers' Satisfaction</i>	0.690	0.476	0.000	$Y = 1.346 + 0.690 X$

Table 22: Regression Analysis for the Third Hypothesis

According to table 22, customers experience affects positively and significantly customers' satisfaction ($r^2 = 0.476$). Consequently, the regression formula shows that a 1 degree increase in their experience will increase positively customers' satisfaction by 0.690.

Fourth Hypothesis:

<i>Customers Experience & Customers' Satisfaction</i>	<i>r</i>	<i>r²</i>	<i>Significance</i>	<i>Formula</i>
<i>Customer' Advocacy</i>	0.563	0.317	0.000	$Y = 0.889 + 0.563 X$

Table 23: Regression Analysis for the Fourth Hypothesis

According to table 23, customers experience and customers' satisfaction affects positively and significantly customers advocacy ($r^2 = 0.317$). Hence, the regression formula shows that a 1 degree increase in their experience and satisfaction will increase positively their advocacy by 0.563.

Fifth Hypothesis:

<i>Customers Advocacy</i>	<i>R</i>	<i>r²</i>	<i>Significance</i>	<i>Formula</i>
<i>Brand Loyalty</i>	0.502	0.252	0.000	$Y = 1.869 + 0.502 X$

Table 24: Regression Analysis for the Fifth Hypothesis

According to table 24, customers advocacy affects positively and significantly brand loyalty ($r^2 = 0.252$). Hence, the regression formula shows that a 1 degree increase in their advocacy will increase positively their brand loyalty by 0.502.

Sixth Hypothesis:

<i>Brand Loyalty</i>	<i>R</i>	<i>r²</i>	<i>Significance</i>	<i>Formula</i>
<i>Achieving a Competitive Advantage</i>	0.593	0.352	0.000	$Y = 1.133 + 0.593 X$

Table 25: Regression Analysis for the Sixth Hypothesis

According to table 25, brand loyalty affects positively and significantly achieving *Orange Mobile* a competitive advantage ($r^2 = 0.352$). Thus, the regression formula shows that a 1 degree increase in their brand loyalty will increase positively achieving *Orange Mobile* a competitive advantage by 0.593.

○ Hypotheses Testing:

To test the research hypotheses, the ***t-calculated*** values were compared with the ***t-tabulated*** values at a level of significance of 5% ($\alpha \leq 0.05$) for each hypothesis as explained in table 26:

Hypothesis	Calculated-t value	Tabulated-t value
First	4.93	1.96
Second	8.32	1.96
Third	19.02	1.96
Fourth	6.46	1.96
Fifth	11.58	1.96
Sixth	14.69	1.96

Table 26: Calculated-T Values

Those results are explained regarding to the research hypotheses as the following:

6.1.4 The First Hypothesis (*Ho 1*):

Table 26 shows that the calculated-t value is greater than the tabulated-t value concluding that there is a statistical relationship at $\alpha \leq 0.05$ between call center employees' satisfaction and customers experience while contacting those employees. Thus, the null hypothesis *Ho1* is rejected and accepts the alternative hypothesis *Ha1*.

6.1.5 The Second Hypothesis (*Ho 2*):

Referring to table 26, as the calculated-t value is greater than the tabulated-t value, it is concluded that there is a statistical relationship at $\alpha \leq 0.05$ between call center employees' satisfaction and customers' satisfaction. Consequently, the null hypothesis *Ho2* is rejected and accepts the alternative hypothesis *Ha2*.

6.1.6 The Third Hypothesis (*Ho 3*):

According to table 26, as the calculated-t value is greater than the tabulated-t value, it is concluded that there is a statistical relationship at $\alpha \leq 0.05$ between customers experience while contacting with call center employees with their satisfaction. Consequently, the null hypothesis *Ho3* is rejected and accepts the alternative hypothesis *Ha3*.

6.1.7 The Fourth Hypothesis (*Ho 4*):

Table 26 shows that the calculated-t value is greater than the tabulated-t value concluding that there is a statistical relationship at $\alpha \leq 0.05$ between customers experience while contacting call center employees and their satisfaction, from one side, and their advocacy. Thus, the null hypothesis *Ho4* is rejected and accepts the alternative hypothesis *Ha4*.

6.1.8 The Fifth Hypothesis (*Ho 5*):

According to table 26, results show that the calculated-t value is greater than the tabulated-t value concluding that there is a statistical relationship at $\alpha \leq 0.05$ between the advocacy of the customers and their brand loyalty. Consequently, the null hypothesis *Ho5* is rejected and accepts the alternative hypothesis *Ha5*.

6.1.9 The Sixth Hypothesis (*Ho 6*):

According to table 26, as the calculated-t value is greater than the tabulated-t value, it is concluded that there is a statistical relationship at $\alpha \leq 0.05$ between the brand loyalty of the customers and achieving the organization a competitive advantage. Consequently, the null hypothesis *Ho6* is rejected and accepts the alternative hypothesis *Ha6*.

In summary, all t-calculated values are greater than t-tabulated values for all the hypotheses, in which it is positioned in the rejection area of the normal distribution as figure 20 shows:

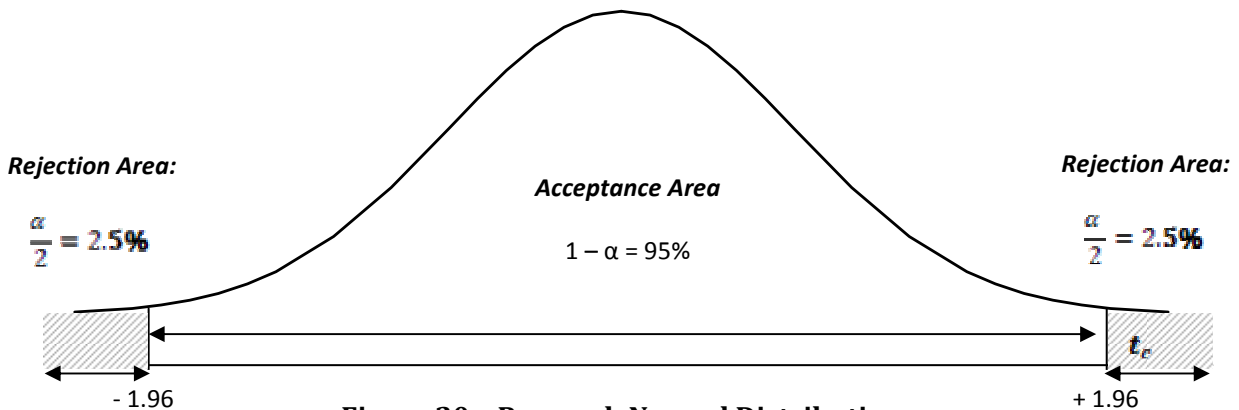


Figure 20: Research Normal Distribution

Consequently, all the null hypotheses are rejected and to accept the alternative hypotheses, which ensure the validity of the research model that was developed by the researcher.

Chapter Seven

Conclusions and Recommendations

Based upon the data analysis and findings, this chapter summarizes the main conclusions of the study as well as providing recommendations for *Orange Mobile* management and for further studies to be conducted.

○ **Conclusions:**

The main conclusions that were drawn from the analysis are:

- A 1 degree increase in call center employees' satisfaction represents approximately a 23% increase in customers experience and about 37% in customers' satisfaction.
- Such increase in customers experience and satisfaction represents nearly 17% increase in their advocacy.
- Such increase in customers advocacy represents approximately a 8% increase in their loyalty to the brand.
- Such increase in brand loyalty represents almost a 5% increase in achieving the company a competitive advantage among its competitors.

Consequently, the model that was proposed by this study was validated, in which it demonstrates that call center employees' satisfaction has fundamental implication to the customers experience and satisfaction during their interaction with *Orange Mobile* call center. The positive experience and satisfaction are related to their advocacy which is associated with their brand loyalty. The end consequence of this chain is the competitive advantage that *Orange Mobile* achieves among its competitors.

○ **Recommendations:**

Regarding the research limitations, findings and conclusions, the following are the recommendations suggested by the researcher:

A. Recommendations Applied to Orange Mobile Top Management:

- To adopt a philosophy of “putting people first” that applies to employees and customers, and this philosophy shall be reflected in the organization mission.
- To develop and maintain a corporate culture that is employee - customer centric.
- To adopt a comprehensive strategy aiming to achieve a competitive advantage among competitors through linking employees, customers and the financial performance of the organization.
- To adopt a customer experience strategy to manage systematically and consistently the customers experience while interacting with the frontline employees (e.g. call center employees) that concentrate on building relationships with those customers rather than concentrating on one-time encounters.
- To implement an internal marketing strategy, that recognizing the importance of “moment of truth” between frontline employees and customers to utilize each opportunity while interacting with customers in building long-term relationships.
- To adopt a comprehensive feedback strategy including employees and customers that focusing on what to improve and increasing the responsiveness to the customers rather than only for benchmarking or assessing purposes.
- To develop new internal policies, processes and procedures reflecting the above adoption and implementation.

- To monitor the satisfaction of the frontline employees as well as the customers through different channels.

B. Recommendations Applied to Call Center Management:

- To ensure the fairness in scheduling the days-off of all center employees.
- To make sure that all call center employees are treated equitably.
- To align their words with actions (walk the talk) in order to gain the employees' trust.
- To empower the call center employees and providing them with adequate authority to make the right decisions while interacting with customers (e.g. to resolve service problems promptly).
- To adopt programs that reinforces desired behaviors and initiatives.
- To make sure that the tailored compensation packages to call center employees are equitable to those offered by other operators.
- To establish a clear career path for the call center employees, ensuring that each employee has a fair opportunity to learning, development and career growth.

C. Recommendations Applied for further Studies:

According to the research limitations and findings, the researcher recommends conducting further studies as the following:

- For better generalization of the research findings on the Jordanian telecommunications market, it is recommended to replicate this study as a comparison study between the mobile service-providers operating in the Jordanian market.
- As there were no studies founded related to the service-profit chain in the Jordanian market, it is recommended replicating this study on other telecommunications sub-sectors (e.g. Internet, fixed), and other services sectors (e.g. banking, insurance, hotel ... etc.).

- To replicate this study with adding customers' profitability and company profitability as other variables to the model to be examined.
- To replicate this research through measuring the key performance indicators (KPI's) of call center employees' satisfaction and customers' satisfaction to measure their actual state of satisfaction.
- As the second sample represents only 0.025% from the population, it is recommended to replicate this research with a more representative sample in terms of its size.

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Appendices

Appendix One: First Questionnaire:

Questionnaire

Service – Profit Chain Analysis in the Telecommunications Sector

A Jordanian Perspective on GSM Mobile Operators

The Case of Orange / Mobile

MBA Thesis

Dear valued participant,

I am working towards a thesis of “*Service – Profit Chain Analysis of the Jordanian GSM Mobile Operators*”. The thesis undertaken seeks to analyze the relationships between call center agents’ satisfaction, customers’ satisfaction, customers experience, customer advocacy, brand Loyalty and achieving the operator a competitive advantage among competitors, in which a model will be developed to explain those relationships.

Accordingly, you are kindly requested to fulfill this questionnaire. To ensure the validity of results, it's important to respond completely to the all statements carefully and truthfully; your view, in combination with those of others, are extremely important. Consequently, kindly select one level of agreement to each statement that best reflects your opinion; answer “neutral” only if you don’t have an opinion (neither agree; nor disagree).

The questionnaire is for analytic purpose only, and will be treated anonymously - it will not be shared with any third party. Therefore, I want you to be comfortable to response honestly.

Should you have any query concerning this questionnaire, kindly feel free to contact me on +962 – 7 – 77 30 33 36, or send me an email at ritzy@orangemail.jo .

Thank you in advance for participating in fulfilling this questionnaire.

Best Regards,

Issa Rezaqallah
MBA

Researcher

Part One: Demographics Characteristics:**❖ Gender:**☐ Male☐ Female**❖ Age:**☐ Under 20☐ 20 – 29☐ 30 – 39☐ 40 – 49☐ 50 – 59☐ 60 or older**❖ Educational Level:**☐ TAWJIHI☐ 1-Year Diploma☐ 2-Years Diploma☐ Bachelor☐ Master's Degree☐ PhD Degree☐ Others**❖ Years of Experience as a Call Center Employee:**☐ Less than 1 year☐ 1 – 3 Years☐ More than 3 Years**❖ Type of Employment Contract:**☐ Full Time Employee☐ Part Time Employee**❖ Type of Shift:**☐ Day Shift☐ Night Shift

Part Two: Call Center Employees' Satisfaction

This part aims to measure your job satisfaction. Job satisfaction is defined as *"a positive feeling about one's job resulting from an evaluation of its characteristics"*.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The working hours are fairly scheduled for all call center employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	The days-off are fairly scheduled for all call center employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	You believe that you are performing a challenging job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Your job helps you achieving something of value.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Your job provides you with more social status.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	You think that your job provides you with the skills that enhancing your marketability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	You feel that your work environment is secure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	You believe that your physical work environment (e.g. design, heating, space, lighting ... etc.) is satisfactory.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	You believe that you share certain values with your colleagues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	You derive pleasure and satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

from socializing with your colleagues.

- | | | | | | | |
|-----------|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 11 | You always find support from your colleagues in doing your job. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12 | You believe that you have been given enough authority to make decisions you need to resolve service problems promptly. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13 | You believe that you have all the materials, tools and applications you need to do your job well. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14 | Your opinion is always valued by your call center management. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15 | Your contribution to the department achievement is always valued by your management. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16 | Your management always reinforces desired behaviors and initiatives. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17 | You believe that your management establishes a clearly career path for you. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18 | You believe that you have fair opportunities to learning and development comparing with your colleagues. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19 | You think that you have fair opportunities to career growth comparing with your colleagues. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 20 | You believe that your manager always treats all subordinates equitably. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 21 | Your manager always treats you with respect. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

- | | | | | | | |
|----|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 22 | Your manager always supports you in doing your job. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 23 | You believe that your manager is capable to do his/her job. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 24 | You believe that your manager "walks the talk" (e.g. aligning words with actions, deliver on promises, practices what being preached ... etc.) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 25 | You believe that your manager does <u>not</u> play favorites with call center employees. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 26 | You believe that you are compensated fairly in relation to your job input (e.g. education, experience, competencies, and performance). | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 27 | You believe that you are compensated equitably comparing with your colleagues and their inputs (education, experience ... etc.). | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 28 | You believe that you are compensated equitably comparing with other call center employees who are working for other operators. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 29 | You are proud to tell others that you are working at <i>Orange Mobile</i> . | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 30 | All things considered, you are satisfied with your job. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Appendix Two: First Questionnaire References:

The following are the references of the statements of the first questionnaire:

Variable	Statement	Reference	Page
Employees' Satisfaction	1	Developed by the Researcher	----
	2	Developed by the Researcher	----
	3	Robbins (2007)	87
	4	Robbins (2007); Hierarchy of Needs	87
	5	DeNisi (2005); Hierarchy of Needs	269
	6	Nelson (2003)	10
	7	Robbins (2007)	190
	8	Robbins (2007)	190
	9	DeNisi (2005)	269
	10	DeNisi (2005); Hierarchy of Needs	269
	11	DeNisi (2005)	269
	12	Lovelock (2004) ; Nelson (2003)	390 ; 10
	13	Developed by the researcher	----
	14	Robbins (2007)	82 & 83
	15	Robbins (2007) ; Nelson (2003)	82 ; 10
	16	Robbins (2007)	82 & 83
	17	Developed by the Researcher	----
	18	Barling (2003)	276 – 283
	19	Developed by the Researcher	----

Employees' Satisfaction	20	DeNisi (2005)	269
	21	DeNisi (2005)	269
	22	Robbins (2007)	82
	23	DeNisi (2005)	269
	24	Lovelock (2004)	336 & 341
	25	Developed by the Researcher	----
	26	Robbins (2007) ; Equity Theory	203
	27	DeNisi (2005) ; Robbins (2007) ; Equity Theory	356 ; 83
	28	DeNisi (2005) ; Robbins (2007) ; Equity Theory	356 ; 83
	29	Lovelock (2004)	336
	30	Robbins (2007)	85

Appendix Three: First Questionnaire Juries:

The following are the professionals who judged the validity of the first questionnaire and in which are ordered alphabetically:

		Name	Academic Status	Area of Expertise	University
1	Dr.	Abdel-Baset I. Hassouneh	Assistant Professor	Services Marketing	Al Isra University
2	Dr.	Kamel M. Moghrabi	Professor Doctor	Business Administration	Middle East University for Graduate Studies
3	Dr.	Mohamed Al-Naimi	Professor Doctor	MIS & Data Analysis	Middle East University for Graduate Studies
4	Dr.	Shafiq K. Shaker	Assistant Professor	Strategic Management	Al Isra University
5	Dr.	Wafa S. Al-Tamimi	Assistant Professor	Marketing	Middle East University for Graduate Studies
6	Mrs.	Dima Attal	Instructor	English Language	Language Center – MEUGS

Appendix Four: Second Questionnaire:

Questionnaire

Service – Profit Chain Analysis in the Telecommunications Sector

A Jordanian Perspective on GSM Mobile Operators

The Case of Orange / Mobile

MBA Thesis

Dear valued participant,

المشارك / المشاركة في تعبئة هذه الاستبانة،

I am working towards a thesis of "Service – Profit Chain Analysis of the Jordanian GSM Mobile Operators". The thesis undertaken seeks to analyze the relationships between call center agents' satisfaction, customers' satisfaction, customers experience, customer advocacy, brand Loyalty and achieving the operator a competitive advantage among competitors, in which a model will be developed to explain those relationships.

يهدف هذا الاستبيان لتحليل العلاقات بين رضا موظفي مركز الاتصال، رضا المشتركين، التجربة التي يعيشها المشتركون أثناء تقديم الخدمة، تأييد ومدافعة المشتركين عن الشركة، الولاء للعلامة التجارية، وتحقيق الشركة لميزة تنافسية بين المنافسين، حيث سيتم تصميم نموذج لتوضيح هذه العلاقات.

Accordingly, you are kindly asked to fulfill this questionnaire. To ensure the validity of results, it's important to respond completely to the all statements carefully and truthfully; your view, in combination with those of others, are extremely important. Consequently, kindly select one level of agreement to each statement that best reflects your opinion; answer "neutral" only if you don't have an opinion (neither agree; nor disagree).

و عليه، يرجى التكرم بتعبئة هذه الاستبانة. ولتأكيد مصداقية النتائج، من المهم جداً الاستجابة لكل العبارات بدقة و صدق. إن وجهة نظرك بالإضافة إلى وجهات نظر الآخرين مهمة جداً بالنسبة لنا. وفقاً لذلك، يرجى اختيار مستوى واحد من الموافقة لكل جملة تعكس وجهة نظرك؛ أجب بـ "محايد" فقط عندما لا يكون لديك وجهة نظر (لست موافقاً أو غير موافق).

Should you have any query concerning this questionnaire, kindly feel free to contact me on +962 – 7 – 77 30 33 36, or send me an email at ritzy@orangemail.jo.

إذا كان لديك أي استفسار بخصوص هذه الاستبانة، يرجى الاتصال على رقم +962 – 7 – 77 30 33 36 ، أو إرسال بريد الكتروني إلى ritzy@orangemail.jo.

Thank you in advance for participating in fulfilling this questionnaire.

شكراً على مشاركتك في تعبئة هذه الاستبانة.

Best Regards,

Issa Rezaallah
MBA Researcher

عيسى رزق الله
باحث ماجستير

Part One:

Demographic Characteristics:

البيانات التعريفية

❖ Gender (الجنس):

☐ Male (ذكر)

☐ Female (أنثى)

❖ Age (العمر):

☐ Under 20

☐ 20 – 29

☐ 30 – 39

☐ 40 – 49

☐ 50 – 59

☐ 60 or older

❖ Educational Level (المستوى التعليمي):

☐ TAWJIHI (توجيهي)

☐ 1-year Diploma (دبلوم – سنة واحدة)

☐ 2-years Diploma (دبلوم - سنتين)

☐ Bachelor (بكالوريوس)

☐ Master's Degree (ماجستير)

☐ PhD Degree (دكتوراه)

☐ Others (أخرى)

❖ Your current GSM-mobile service provider is (حالياً أنت مشترك مع شركة):

If you have more than one subscription, with different operators, kindly choose the operator of your subscription that you much use.

إذا كان لديك أكثر من اشتراك مع أكثر من شركة مزودة لخدمة الهاتف الخليوي، يرجى اختيار الشركة التي تستخدم اشتراكك معها أكثر من الشركات الأخرى:

☐ Zain (زين)
(سابقاً فاست لينك)

☐ Orange /Mobile (أورانج)
(سابقاً موبايلكم)

☐ Umniah (أمنية)

Part Two: Customers' Satisfaction: (رضا المشتركين)

In each service encounter with the call center of your mobile service provider:

عند الاتصال بمركز الاتصال الخاص بمزود الخدمة فإن:

	أوافق بشدة	أوافق	محايد	لا أوافق بشدة	
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The call center agent is always <u>enthusiastic</u> to serve you.					موظف مركز الاتصال يكون دائماً متحمساً لخدمتك.
2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The call center agent is always <u>friendly</u> .					موظف مركز الاتصال يكون دائماً لطيفاً بتعامله معك.
3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The call center agent always treats you with <u>respect</u> .					موظف مركز الاتصال يعاملك دائماً باحترام.
4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The call center agent always <u>demonstrates a compassionate understanding</u> of your need (e.g. understand the problem from your point of view; acknowledge your feelings ... etc.).					موظف مركز الاتصال يُظهر اهتماماً بحاجتك أثناء الاتصال (مثلاً: يفهم المشكلة من وجهة نظرك، يفهم مشاعرك الخ).
5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The call center agent always responds <u>promptly</u> to your inquiry, request or complaint.					موظف مركز الاتصال يستجيب بسرعة على استفسارك، أو طلبك، أو مشكلتك.
6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The call center agent is always <u>knowledgeable</u> about all offers or services provided.					موظف مركز الاتصال دائماً على إطلاع و معرفة بكل العروض و الخدمات المقدمة من قبل الشركة.
7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The call center agent always provides you with <u>reliable answers</u> .					موظف مركز الاتصال دائماً يقدم لك أجوبة و حلولاً يُعتمد عليها.
8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your business needs have always been satisfied from the <u>first call</u> .					دائماً تحصل على جواب أو حل من خلال أول اتصال مع مركز الاتصال.
9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, the call center agent's <u>performance</u> always meets your <u>expectations</u> .					بشكل عام، أداء موظف مركز الاتصال يتوافق دائماً مع توقعاتك.

Part Three: Customer Experience: (التجربة التي يعيشها المشتركون أثناء تقديم الخدمة)

In each service encounter with the call center of your mobile service provider:

عند الاتصال بمركز الاتصال الخاص بمزود الخدمة فإن:

	أوافق بشدة	أوافق	محايد	لا أوافق بشدة	
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1 The time you spend waiting to be answered by a call center agent is always acceptable to you.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 The tone of voice of the call center agent is always satisfactory.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 The call center agent always listens to you attentively (e.g. doesn't interrupt you).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 You believe that the call center agent is authorized to act without management intervention to do whatever is necessary to satisfy your business need.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 The call center agent always clarifies to you the steps needed to solve a problem not solved on spot.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 The call center agent always customizes the service delivery to your business needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7 The call center agent always resolves your problem in a helpful and empathetic manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8 The call with the call center agent is always positively memorized.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part Four: Customer Advocacy: (المشتركون الذين يؤيدون و يدافعون عن الشركة و ينصحون بخدماتها)

	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1 You always are <u>willing</u> to recommend your service provider and its services to others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 You always recommend <u>enthusiastically</u> your service provider and its services to others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 You always espouse a sense of belonging, such as using "my", when you refer to your service provider.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 In discussions, you always engage in a positive word of mouth about your service provider.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 In discussions, you always report of good experiences with your service provider.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 In discussions, you always defend your service provider against criticism.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7 You always try to convince others to subscribe with the same service provider you are subscribing with.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part Five: Brand Loyalty: (الولاء للعلامة التجارية)

	أوافق بشدة	أوافق	محايد	لا أوافق بشدة	
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1 You believe that there is an emotional bond between you and your service provider that is above your rational preferences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 You are loyal to your service provider's brand rather than to the loyalty programs (e.g. free credit) offered by your service provider.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 You always react more favorably to the marketing activities of your service provider.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 You always don't respond positively to the marketing activities of other competitors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 You believe that you will receive benefits from extended relationship with your service provider.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 You believe that it would be easy for you to switch to another brand of different service provider.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7 You believe that you are committed to re-buying the same brand's offers and services rather than trying new offers and services from other brands.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8 You prefer to stick with your service provider regardless of the offers and services provided by competitors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part Six: Achieving a Competitive Advantage: (تحقيق الشركة لميزة تنافسية)

	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة	
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	باعتقادك أن الشركة التي أنت مشترك معها تقدم خدمات ممتازة أفضل من منافسيها.
2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	باعتقادك أن الشركة التي أنت مشترك معها تستطيع إرضاء التغير في متطلبات المشتركين أسرع من المنافسين.
3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	باعتقادك أن الشركة التي أنت مشترك معها تستطيع بناء علاقات طويلة الأمد مع مشتركها مقارنة مع المنافسين.
4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	باعتقادك أن عروض و خدمات الشركة التي أنت مشترك معها لا يمكن تقليدها بسهولة من قبل المنافسين.
5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	باعتقادك أن استجابة الشركة التي أنت مشترك معها لدينامكية السوق أسرع من المنافسين.
6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	باعتقادك أن الشركة التي أنت مشترك معها تستطيع تقديم عروض و خدمات مفصلة تلبي حاجات مشتركها مقارنة مع الشركات المنافسة.
7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	باعتقادك أن الشركة التي أنت مشترك معها تستطيع بناء سمعة كقائد للسوق بين الشركات المنافسة.
8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	باعتقادك أن الشركة التي أنت مشترك معها دائماً تضيف فوائد قيمة للعروض و الخدمات التي تقدمها مقارنة بالمنافسين.

Appendix Five: Second Questionnaire References:

The following are the references of the statements of the second questionnaire:

Variable	Statement	Reference	Page
Customers' Satisfaction	1	Lucas (2005) ; Lovelock (2004)	; 34452
	2	Lucas (2005)	182
	3	Lucas (2005)	52
	4	Lucas (2005); Lovelock (2004)	; 39153
	5	Lucas (2005)	52
	6	Lucas (2005)	52 & 182
	7	Developed by the Researcher	----
	8	Developed by the Researcher	----
	9	Kotler (2006)	144

Customer Experience	1	Developed by the Researcher	----
	2	Lucas (2005) ; Lovelock (2004)	326 ; 344
	3	Lucas (2005)	326
	4	Lucas (2005)	52
	5	Lovelock (2004)	391
	6	Lovelock (2004)	310
	7	Lovelock (2004)	309
	8	Kotler (2006)	245

Customer Advocacy	1	Kotler (2006)	146
	2	Kotler (2006)	156
	3	Kasper (2006)	153
	4	Kasper (2006)	153
	5	Kasper (2006)	153
	6	Kasper (2006)	153
	7	Developed by the Researcher	----

Brand Loyalty	1	Kotler (2006) ; Lovelock (2004)	146 ; 213
	2	Lovelock (2004)	373
	3	Kotler (2006)	145
	4	Kotler (2006)	145
	5	Lovelock (2004)	368
	6	Schiffman, 2004	243
	7	Lovelock (2004)	352
	8	Developed by the Researcher	----

Competitive Advantage	1	Kasper (2006)	78
	2	Kasper (2006)	78
	3	Kasper (2006)	78
	4	Kasper (2006)	506
	5	Lovelock (2004)	397
	6	Davis (1999)	110
	7	Developed by the Researcher	----
	8	Developed by the Researcher	----

Appendix Six: Second Questionnaire Juries:

The following are the professionals who judged the validity of the second questionnaire and in which are ordered alphabetically:

	Name		Academic Status	Area of Expertise	University
1	Dr.	Abdel-Baset I. Hassouneh	Assistant Professor	Services Marketing	Al Isra University
2	Dr.	Mohamed Al-Naimi	Professor Doctor	MIS & Data Analysis	Middle East University for Graduate Studies
3	Dr.	Saleh Al Amry	Associate Professor	Business Administration	Middle East University for Graduate Studies
4	Dr.	Wafa S. Al-Tamimi	Assistant Professor	Marketing	Middle East University for Graduate Studies
5	Dr.	Zahed A. Al-Sammerie	Assistant Professor	Marketing Information Systems	Al Isra University
6	Mrs.	Dima Attal	Instructor	English Language	Language Center - MEUGS

