

INTERNAL SERVICE QUALITY IN THE MALAYSIAN
TELECOMMUNICATIONS INDUSTRY

AINAN BINTI MOHD YUSOFF

A thesis submitted in fulfilment of the
requirement for the award of the degree of
Doctor of Philosophy (Technology Management)

Faculty of Management and Human Resource Development
Universiti Teknologi Malaysia

APRIL 2008

To my beloved family

ACKNOWLEDGEMENT

I would like to thank the staff of the Faculty of Management and Human Resource Development and the Graduate School of the Universiti Teknologi Malaysia for their help in this research. Special thanks to Associate Professor Dr Hj Rohaizat b Baharun for his supervision and guidance throughout the whole research.

I would also like to express my gratitude to the managers and staff of the participating telecommunications companies for their co-operation in making this research possible. My special thanks to the telecommunications companies involved for allowing the study to be carried out in their companies.

My employer, RISDA, deserves this acknowledgement for its support for the support in the past seven years, especially to my current and former colleagues for their patience, support and understanding.

Finally, I would like to express my thanks to my family for the financial and moral support, as well as the motivation, given throughout the time I took to complete this research.

ABSTRACT

Internal service quality reflects the service quality of an organisation. The telecommunications industry, facing rapid technological changes and varied customer demands, nonetheless, would find this approach useful in attaining the service quality improvements. The Service Profit Chain concept was adapted to show the relationship between internal customer service quality and internal customer satisfaction (employee satisfaction). Thirty branches or service centres of telecommunications companies participated in the survey, of which 182 of 399 (45.61%) respondents returned the questionnaires. The survey questionnaire was constructed, based on the SERVPERF. The range of scale from one to eight was selected to give the respondents a greater differentiation in the responses, as well as to avoid potential problems in interpreting purely verbal answers. The resultant dimensions from this study were interpersonal relationship, internal customer orientation, internal support systems, work climate, adequate tools, and rewards and recognitions. The results of the study provided the basics of the internal service quality requirements for the telecommunications industry in Malaysia. Interpersonal relationship was found to be the most important dimension, proving that the Malaysian telecommunications companies need to look into this aspect for internal service quality improvements. The significance of using the mean was to show the degree of importance of the dimensions, as well as the level of internal customer satisfaction. The overall internal customer service quality and employee satisfaction for the industry were average. The study carried out could provide a benchmark for service quality improvements in the telecommunications companies, so that eventually customer satisfaction and the resultant profitability could be attained.

ABSTRAK

Kualiti perkhidmatan dalaman sesebuah organisasi mencerminkan kualiti perkhidmatan organisasi berkenaan. Konsep ini akan memberi banyak kebaikan kepada industri telekomunikasi yang sedang menghadapi perubahan teknologi yang mendadak, di samping pelbagai permintaan pelanggan yang turut berubah akibat perubahan teknologi. Konsep Rangkaian Keuntungan Perkhidmatan diketengahkan dalam kajian ini untuk menunjukkan kaitan kualiti perkhidmatan dan kepuasan pelanggan dalaman (pekerja). Tiga puluh buah cawangan syarikat telekomunikasi telah mengambil bahagian di dalam penyelidikan ini, di mana seramai 182 daripada 399 (45.61 %) responden telah mengembalikan soal-selidik yang telah diedarkan. Soal-selidik dirangka dengan menggunakan SERVPERF sebagai instrumen. Skala satu hingga lapan digunakan untuk memberi responden lebih pilihan untuk menjawab, di samping menghindar daripada masalah interpretasi yang dihasilkan secara lisan. Kajian ini telah mendapati enam dimensi kualiti perkhidmatan dalaman bagi industri ini, iaitu perhubungan di antara manusia, orientasi pelanggan dalaman, sistem sokongan dalaman, suasana kerja, peralatan yang mencukupi dan ganjaran pengiktirafan. Kajian ini telah menghasilkan keperluan asas kualiti perkhidmatan dalaman untuk industri telekomunikasi di Malaysia. Perhubungan di antara manusia didapati dimensi yang paling mustahak dan syarikat telekomunikasi perlu memberi lebih perhatian di dalam aspek ini. Penggunaan min di dalam kajian ini adalah mustahak untuk mendapatkan gambaran tentang dimensi kualiti perkhidmatan dalaman serta tahap kepuasan kerja pelanggan dalaman. Pada keseluruhannya, min kualiti perkhidmatan dalaman dan kepuasan pekerja dalaman bagi industri ini adalah agak sederhana. Kajian ini boleh dijadikan kayu pengukur kepada kualiti perkhidmatan dalaman bagi syarikat telekomunikasi di Malaysia agar kepuasan pelanggan dan keuntungan syarikat dapat ditingkatkan.

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	DECLARATION	ii
	DEDICATION	iii
	ACKNOWLEDGEMENTS	iv
	ABSTRACT	v
	ABSTRAK	vi
	TABLE OF CONTENTS	vii
	LIST OF TABLES	xv
	LIST OF FIGURES	xviii
	LIST OF ABBREVIATIONS	xix
	LIST OF APPENDICES	xx
1	INTRODUCTION	
	1.1 Introduction	1
	1.2 Background of the Problem	3
	1.2.1 The Telecommunications Industry	4
	1.2.2 Service Quality	7
	1.3 Statement of the Problem	8
	1.4 Objectives of the Study	9
	1.5 Purpose of the Study	10
	1.6 Theoretical Framework	11
	1.7 Significance of the Study	13
	1.8 Summary	14
	1.9 Conclusion	15

CHAPTER	TITLE	PAGE
2	THE TELECOMMUNICATIONS INDUSTRY	
2.1	Introduction	16
2.2	The Telecommunications Industry	18
2.2.1	The Evolution of the Telecommunications Industry	22
2.2.2	Mobile Technology	25
2.2.2.1	The cellular systems	25
2.2.2.2	The satellite-based systems	30
2.2.3	Deregulation in the Telecommunications Industry	30
2.2.4	Telecommunications and Economic Growth	33
2.2.5	Telecommunications and the Organisational Changes	36
2.3	Information Technology (IT)	38
2.3.1	The Internet	41
2.3.1.1	Electronic business (e-business)	44
2.3.1.2	Electronic commerce (e-commerce)	45
2.3.1.3	The electronic customer service (e-service)	49
2.3.1.4	Mobile business (M-business)	50
2.4	The Regional Development of the Telecommunications Industry	51
2.5	The Telecommunications Industry in Malaysia	55
2.5.1	Technological Innovations and Changes in the the Malaysian Telecommunications Industry	57
2.5.2	The Mobile Telephone Service Providers	58
2.5.3	Information Communication Technology (ICT)	61
2.6	Summary	62
2.7	Conclusions	64

CHAPTER	TITLE	PAGE
3	REVIEW OF THE LITERATURES	
3.1	Introduction	65
3.2	Service Quality	67
3.3	Service Quality Concept	71
3.3.1	Service Quality Models	71
3.3.2	Service Quality Measurements	77
3.3.2.1	SERVQUAL	78
3.3.2.2	Adapted SERVQUAL	80
3.3.2.3	Other Service Quality Measurements	82
3.3.3	Service Quality Terminologies	82
3.3.3.1	Customer Satisfaction	83
3.3.3.2	Service Encounters	84
3.3.3.3	Service Loyalty	85
3.3.3.4	Customer Retention	85
3.3.3.5	Service Recovery	86
3.4	Internal Service Quality	87
3.4.1	Internal Customer	89
3.4.2	Classification of Internal Services	90
3.4.2.1	Workflow relationship or encounters	92
3.4.2.2	The support and advice services	92
3.4.2.3	The evaluative or audit services	93
3.4.3	Internal Customer Service Quality Concept	94
3.4.4	The Service Profit Chain	95
3.4.5	The Internal Service Quality Dimensions	99
3.4.5.1	Workplace design and environment	99
3.4.5.2	Job design and decision-making latitude	102
3.4.5.3	Employee selection and development	106
3.4.5.4	Rewards and recognitions	113
3.4.5.5	Information and communications	114
3.4.5.6	Adequate “tools” to serve customers	117

CHAPTER	TITLE	PAGE
3.4.6	Internal Customer Service Quality Measurements	118
3.4.7	Internal Customer Segments	124
3.4.7.1	Gender	126
3.4.7.2	Age groups	129
3.4.7.3	Education levels	131
3.4.7.4	Job positions	132
3.4.7.5	Service lengths (tenure)	133
3.4.7.6	Types of organisations	133
3.4.8	Employee Satisfaction	134
3.4.9	Employee Productivity in the Malaysian Telecommunications Industry	139
3.4.10	Internal Service Quality Evaluation	140
3.5	Summary	145
3.6	Conclusions	148
4	THE DESIGN OF THE STUDY	
4.1	Introduction	149
4.2	Research Design	151
4.2.1	Conceptual Framework	153
4.2.2	Operational Definitions	155
4.2.2.1	Workplace design and work environment	155
4.2.2.2	Job design and decision-making latitude	156
4.2.2.3	Employee selection and development	157
4.2.2.4	Rewards and recognition	160
4.2.2.5	Information and communication	160
4.2.2.6	Adequate “tools” to serve customers	162
4.2.2.7	Employee satisfaction	163
4.2.2.8	Demographic variables	164

CHAPTER	TITLE	PAGE
	4.2.3 Subject/Source of Information	165
4.3	Research Procedures	165
	4.3.1 Sampling	166
	4.3.2 Tools	166
	4.3.3 Data Collection	168
	4.3.4 Field Works	169
	4.3.5 Data Analysis	170
	4.3.5.1 Validity	170
	4.3.5.2 Reliability	171
	4.3.5.3 Factor analysis	172
	4.3.5.4 Frequencies, means, and standard deviations	174
	4.3.5.5 Correlations analysis	175
	4.3.5.6 One-Way ANOVA	176
	4.3.5.7 Chi-square tests	176
	4.3.5.8 Regression analysis	176
	4.3.6 Analyses to Carry Out the Research Objectives	177
	4.3.6.1 To develop the underlying dimensions of industry's internal customer service quality	177
	4.3.6.2 To determine the specific dimensions of the industry's internal customer service quality	177
	4.3.6.3 To examine the dominant elements in the industry's internal customer service quality dimensions	178
	4.3.6.4 To investigate the relationship between the internal customer service quality and employee satisfaction	178
	4.3.6.5 To investigate the influence of the employee profile to the internal customer service quality and employee satisfaction	178

CHAPTER	TITLE	PAGE
	4.3.6.6 To determine the overall employee satisfaction	179
4.4	Limitations of the Study	180
4.5	Summary	181
4.6	Conclusions	182
5	RESEARCH FINDINGS	
5.1	Introduction	183
5.2	Data Analysis	184
5.3	Population and Samples	184
	5.3.1 The Employee Profile	185
5.4	Validity and Reliability of Instrument	186
	5.4.1 Validity	186
	5.4.2 Reliability Analysis	187
5.5	Analyses to Carry out Research Objectives	188
	5.5.1 To develop the underlying dimensions of industry's internal service quality	188
	5.5.2 To determine the specific dimensions of the industry's internal service quality	191
	5.5.3 To examine the dominant elements in the industry's internal service quality dimensions	196
	5.5.4 To investigate the relationship between the internal service quality and employee satisfaction	199
	5.5.5 To investigate the influence of the employee profile to the internal service quality and employee satisfaction	202
	5.5.5.1 Comparison of important dimensions among segments	202
	5.5.5.2 Relationship between employee profiles and employee satisfaction	215

CHAPTER	TITLE	PAGE
	5.5.4 To determine the overall internal service quality and employee satisfaction	217
	5.6 Discussion from the Findings	222
	5.7 Limitations	230
	5.8 Summary	232
	5.9 Conclusions	234
6	SUMMARY	
	6.1 Introduction	235
	6.2 Summary of Findings	237
	6.2.1 To develop the underlying dimensions of the industry's internal service quality	238
	6.2.2 To determine the specific dimensions of the industry's internal service quality	238
	6.2.3 To examine the dominant elements in the industry's internal service quality dimensions	240
	6.2.4 To investigate the influence of the employee profile to the internal service quality	240
	6.2.5 To investigate the relationship between the internal service quality and employee satisfaction	246
	6.2.6 To determine the overall internal service quality and employee satisfaction	246
	6.3 Limitations	250
	6.4 Conclusions	251
	6.4.1 Answering the Research Questions	252
	6.4.1.1 "Is there a relationship between internal customer service quality and employee satisfaction?"	252
	6.4.1.2 "Does employee profile influence the Internal customer service quality?"	253

CHAPTER	TITLE	PAGE
6.5	Discussion	254
6.6	Recommendations for Future Research	260
REFERENCES		263
APPENDIX A		306 - 310
APPENDIX B		311 - 312
APPENDIX C		313 - 314
APPENDIX D		315 - 321
APPENDIX E		322 - 323

LIST OF TABLES

TABLE NO.	TITLE	PAGE
2.1	Lines per 100 inhabitants (selected countries)	34
2.2	Asia comparatives (2004)	54
2.3	The growth of the telecommunications industry in Malaysia: Fixed-lines (TM Berhad)	57
2.4	The growth of the telecommunications industry in Malaysia: Cellular telephones (TM Berhad)	58
2.5	Average revenue per user (ARPU) on downtrend (2000-2005): TM Berhad	60
2.6	Growth of ICT in Malaysia: TM Berhad	62
3.1	Other service quality models	74
3.2	Adaptation of SERVQUAL in internal service quality	122
3.3	Employee productivity (1998-2005): TM Berhad	139
5.1	Profile of the respondents	185
5.2	Descriptive statistics of the variables	188
5.3	Factor extraction	192
5.4	Factor analysis of the internal customer service quality	193
5.5	The dominant elements in the internal customer service quality dimensions	197

TABLE NO.	TITLE	PAGE
5.6	Correlations between internal customer service quality dimensions and employee satisfaction	199
5.7	Multiple regression analyses to examine the extent of the internal service quality and employee satisfaction	200
5.8	Regression analyses of employee satisfaction and internal service quality	201
5.9	The internal service quality according to employee profiles: gender	203
5.10	The internal service quality according to employee profiles: age groups	205
5.11	The internal service quality according to employee profiles: education levels	207
5.12	The internal service quality according to employee profiles: job positions	208
5.13	The internal service quality according to employee profiles: service lengths	210
5.14	The internal service quality according to employee profiles: types of telecommunications companies	211
5.15	Correlations between the internal service quality dimensions and employee profile	212
5.16	Chi-tests on the internal service quality dimensions and the demographic variables	214

TABLE NO.	TITLE	PAGE
5.17	Correlations between employee profiles and employee satisfaction	215
5.18	One-way analysis of variance (ANOVA): employee satisfaction and demographic variables	216
5.19	The internal customer service quality according to dimensions	217
5.20	The internal customer service quality according to employee profile	218
5.21	The employee satisfaction according to dimensions	219
5.22	Results of the multiple regression analysis on overall employee satisfaction	220
5.23	The employee satisfaction according to employee profile	221

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
1.1	The Schematic diagram of the theoretical framework	12
3.1	Conceptual model of service quality	74
3.2	The Service Profit Chain Concept	98
4.1	The internal service quality conceptual model	154
6.1	Service quality improvements through improvements in the internal customer service quality	259

LIST OF ABBREVIATIONS

AMPS	:	Advanced Mobile Phone System
CDMA	:	Code Division Multiple Access
GSM	:	Global Systems for Mobile
ICT	:	Information and Communication Technology
IP	:	Internet Protocol
IT	:	Information Technology
IS	:	Interim Standard
ISDN	:	Integrated Services Digital Networks
ISP	:	Internet Service Provider
MCMC	:	Malaysian Communications and Multimedia Commission
NMT	:	Nordic Mobile Telephone
PCN	:	Personal Communications Network
PDA	:	Personal Digital Assistants
PMR	:	Private Mobile Radio
SAN	:	Storage Area Network
TACS	:	Total Access Communication System
TDMA	:	Time Division Multiple Access
UMTS	:	Universal Mobile Telecommunications System

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
A	Questionnaire: Internal service quality in the Malaysian telecommunications industry	306
B	Internal service quality in each dimension constructed in the questionnaire	311
C	Reliability coefficient of the instrument	313
D	The important dimensions in the internal customer service quality among segments	315
E	Dominant internal customer service quality elements according to ranking	322

CHAPTER I

INTRODUCTION

1.1 Introduction

The telecommunications industry is facing a new market environment driven by new technologies, regulating drive in response to enhance social, commercial, and competitive advantage; and potential growth in revenue for advanced and new services (Telekom Malaysia Berhad, 2000).

The telecommunications industry is becoming one of the most competitive and important sectors. Globalisation and technological innovations are causing rapid changes in the telecommunications industry leading to increasingly similar demands of end-users for global products; changing needs and capabilities of global customers; and underlying economies of scale and scope in research, product development, and manufacturing (Bradley *et al.*, 1993).

The public could benefit from the strong communication infrastructure of the telecommunications services by providing a lifeline: in the rural areas for medicinal and other emergency services; and facilitating more effective internal operation of the country's markets, government, and private social service organisations (Schwartz, 1996).

The internet explosion is changing the telecommunications industry, particularly, with the implementation of e-commerce (Bishop, 1999), resulting in higher customer satisfaction and retention; lesser operational costs (Polatoglu and Ekin, 2001); and changes in the customer preferences, perception and expectation of the services (Zeithaml and Bitner, 1996).

The convergence of the telecommunications and information services, as the result of technological changes, affects the service distribution networks. The networks are interconnected and closer to handle broad service packages (including media, information and communication services). New patterns of competition and co-operation emerge to accommodate for these changes. Thus, it becomes essential to understand and cope with technological changes and their effects on the structures and processes of the emerging service distribution network (Bradley *et al.*, 1993; Andersson and Mölleryd, 1997) in order to be responsive to the customers by improving the service perceived by the customers and its cost effectiveness (Jackson and Humble, 1994). Therefore, there is a higher level of customer retention and over a long run, will result in profitability (Hart, 1995; Heskett *et al.*, 1994).

The role of the employees as the internal customers is important. For the company to be competitive, it must also involve people (employees) and organisational design. Service companies should possess excellent customer service, skilful in managing employees, and at the same time satisfy the shareholders (Polak and Kleiner, 2001). Employee evaluation of the company's service quality is vital in the measurement of the organisational effectiveness by identifying the organisational performance measurement that the employees view as important (Gilbert and Parhizgari, 2000).

This study focuses on the internal service quality in the Malaysian telecommunications industry. The results of the study are expected to give some insights into the telecommunications industry in Malaysia as well as help set the benchmark to achieve the appropriate service quality.

1.2 Background of the Problem

Rapid changes in the telecommunications industry are due to the convergence of Information Technology (IT) and telecommunications technologies, resulting in changes in customer preferences. Thus, the internal customers (employees) need to have the capability to cope with the changes to achieve customer satisfaction and improve the quality of service of the company.

To attain service excellence, external customer support requires internal systems that are aligned to serve the external customer. Effective internal supplier in the customer relations is the internal pre-requisite to the level of quality of service, such as satisfaction, loyalty and retention (Gilbert, 2000). Thus, the satisfaction of the internal customers is seen as the cause-and-effect relationship as problems with internal customer satisfaction will lead to problems in external customer satisfaction (Fečiková, 2004).

Human factors, such as leadership, training and teamwork, are important as they drive service quality (Longnecker and Scazzero, 2000), indicating that the service quality initiatives are linked to effective internal communications, leadership and employee issues (Fletcher, 1999). Therefore, effective organisations, requires sound internal structures and processes. Internal performance indicators of organisational structures and processes could serve as the measures of the organizational effectiveness. Thus, it is important to identify organisational performance measures that employees view to be important and enable them to perform their tasks. These organizational measures are standards to compare the effectiveness among organizations for the purpose of benchmarking the best practices (Gilbert and Parhizgari, 2000).

To increase employee satisfaction and improve the internal customer service quality, a survey should be carried out to measure the importance of the internal customer service quality dimensions and level of employee satisfaction as supported by the Importance and Satisfaction Model by Chen *et al.* (2006). The approach was intended to show the usefulness of service quality data in attaining service improvements by focusing on areas of resource allocation (Shaw and Haynes, 2004).

1.2.1 The Telecommunications Industry

The telecommunications industry was originally viewed as a monopoly and a “typical public service” due to the economies of scale, political and military sensitivities and large externalities resulting in the governmental control over the industry to safeguard its interests (Schwartz, 1996).

During the 1980s, industrialised and developing nations participated in the telecommunications privatisation as the result of increased demand and technological innovation. The decrease in the cost of transmitting and processing information altered the cost structures of telecommunications and other industries. New ways of meeting telecommunications demands are created, leading to the reduction of users’ dependency on established telecommunications operating companies, as well as the increasingly integrated information and telecommunications technologies and services.

Political climate was becoming more conducive to privatisation, even in developing countries, as the state monopolies had reached a limit of their ability to accelerate the supply of the telecommunications services. The governments could not provide the large amount of capital required to cope with the demand and began to adopt the market-oriented economic strategies such as liberalisation of trade and restructuring of private enterprises. The implementation of the broad economic reforms requires the development of the telecommunications infrastructures (Schwartz, 1996).

The demand for IT and telecommunications technologies leads to an urgent concern for potential methods to meet the increasing demand. New fusion of (IT) and telecommunications occurs as the result of the increase in global competitors, radically affecting the companies. The new technological firms are extremely dynamic and will change the fundamental structures to enable more co-operative work (Bradley *et al*, 1993).

Technology results in the creation of many new industries. The competitive strategies of firms are affected by the creation of new industries and the focus on gaining competitive advantage through the fusion of IT and telecommunications technologies (Bradley *et al*, 1993). There is a trend in the manufacturing companies becoming service companies. Rapid technological changes are increasing acceptance of integrating new technology products with service as a usable “package” creating a service and knowledgeable society from what was the industrial society (Edvardsson *et al.*, 1994).

The fundamental of the restructuring of the telecommunications industry requires the changing business of competitive advantage in the industry as the ways in which buyers, suppliers, and rivals compete and interact with one another, are different. Although traditional computer and telecommunication companies seem to reorganise demand for fused services, they are not currently structured to provide them. Thus, the role of software in developing fused services is becoming more important (Bradley *et al*, 1993).

Globalisation of business has emerged as a sophisticated set of management principles in the information economy, unlike the industrial economy business concept. It is possible to send information to any part of the organisation instantaneously, linking directly to their customers, suppliers, and partners around the world (Bradley *et al*, 1993). The increasing internationalisation and international competitiveness are intensifying as deregulation alters the market conditions. Thus, companies must have

better environment to build up competency and ability to change before, or at the same time as the other companies are undergoing changes, to ensure the right quality, (Edvardsson, *et al.*, 1994).

The movement of strategic resources from capital to information, knowledge, and creativity creates the “human capital”. The primary asset of the company is the knowledge held by key employees. However, with knowledge becoming obsolete at an alarming rate, there is greater effort to ensure that the staffs are competent. The company personal development and self-fulfilment through employee development and job creation for the expansion of the number of employees could attract the “best people” (Edvardsson, *et al.*, 1994).

The Malaysian telecommunications industry took the liberalisation path in the early 1990s. The Malaysian Communications and Multimedia Commission (MCMC) took over the role of Jabatan Telekom Malaysia (JTM), as well as assuming additional regulatory functions under the Communications and Multimedia Act, 1998 or CMA (The Malaysian Business, July 16, 2001).

There is an increase in investment in the service sector from an estimated value of RM5.2 billion in 1999 to RM10.4 billion in 2000. Higher capital outlay with the increase in the number of companies in the telecommunication sector, banking, and finance industry, as well as the business services sector in the information and communications technology (ICT) activities. Most of the telecommunications companies embark on capacity expansion and upgrading of their network to cater for larger subscriber base and broader coverage area. The upgrading exercises also include the increase in transport capacity in the Internet service provider (ISP) and broadband services (Bank Negara Malaysia 2000).

The deregulation and rapid technological changes in the telecommunications industry are catching up in Malaysia. Technological changes have contributed to changes in customer preferences over the time, making it necessary for suppliers and

internal customers to adapt to changes occurring in the industry. Thus, the volatility of the industry would be important in the study of its effects to the service industry.

The employees' ability to cope with the diverse customer demands, as well as their perception of the quality of service of the telecommunications company they are working with, could contribute to the company's service quality improvements. As we go on, we shall see the importance of service quality and the role of employees in attaining service quality improvements for their organisations.

1.2.2 Service Quality

Service quality is important to the telecommunications industry as an effective differentiating factor. It is likely to create the necessary competitive advantage, as well as an essential ingredient for establishing and maintaining a loyal and profitable consumer base (Rust *et al.*, 1996; Zeithaml, 2000).

The rapid technological changes result in changes in the telecommunications industry lead to different perspectives in the customers' preferences and changes in ways to conduct business. Thus, the employees need to be competent in order to ensure that the service quality is met. Satisfying the demanding consumers in the telecommunication industry, calls for the need for service quality. Service quality could be judged objectively according to the quantitative standards (the network quality and customer service). In the cellular systems, for example, network quality consists of three important indicators: ineffective attempts, lost calls, and distortion due to the quality of transmission. Thus, the cellular licensee is expected to have customer service centres reasonably available to deal with the consumer complaints and inquiries (Schwartz, 1996).

Retention of customers is the key to the organisational survival as they contribute to the long-term profit. The satisfaction of the internal and external customers is seen as the cause-and-effect relationship as problems with employee satisfactions will lead to problems in customer satisfaction (Fečíková, 2004; Heskett *et al.*, 1994). The Service Profit Chain concept suggests that improvement in internal customer service quality will lead to improvement in the external customer service quality. Thus, the service operator should be backed up by internal processes to help create value at the service point (Heskett *et al.*, 1994).

This study will focus on the internal service quality and its relationships with the internal service quality dimensions and employee satisfaction in the Malaysian telecommunications industry to highlight the importance of the internal service quality in the telecommunications industry and the internal customers' contribution to service quality improvements.

1.3 Statement of the Problem

Parasuraman (2002) sets a conceptual framework to show the relationship between service quality, productivity, and profitability. He hypothesised that higher the levels of the company inputs and lower customer inputs will lead to higher levels of service quality. Service quality, in turn, influences outputs from both the company and customer perspectives.

According to the Service Profit Chain concept, improvements in the internal service quality could lead to improvement in customer service quality and eventually profitability (Heskett *et al.*, 1994). The conceptual model illustrates the relationships between internal customer service quality and employee satisfaction; and the relationship between external customer service quality and customer satisfaction

The application of the Service Profit Chain in this study would help to determine the following research questions:

- (i) “Is there a relationship between the internal service quality and employee satisfaction?”
- (ii) “Do the employee profiles influence the internal service quality and employee satisfaction?”

Improved Human Resource practices can result in an improvement in staff relations and quality; commitment and productivity of the employees; and help reduce labour turnover (Davies *et al.*, 2001). Thus, employees need to be competent to accommodate the rapid technological evolution and the changes in the consumers’ preferences.

The study will illustrate the importance of the employee evaluation of the service quality by strengthening the organisation’s internal structures and processes (Gilbert and Parhizgari, 2000). Apart from this, the study will determine if there are significant relationships between the internal service quality and its dimensions; and the internal service quality and employee satisfaction in the Malaysian telecommunications industry. The influence of the employee profile on the internal service quality and employee satisfaction will also be highlighted.

1.4 Objectives of the Study

Research objectives are set to carry out the study, as well as answer the research questions. The objectives of the study are:

- (i) To develop the underlying dimensions of the industry’s internal service quality.
- (ii) To determine the specific dimensions of the industry’s internal service quality.

- (iii) To examine the dominant elements in the industry's internal service quality dimensions.
- (iv) To investigate the relationship between the internal service quality and employee satisfaction.
- (v) To investigate the influence of the employee profile to internal service quality and employee satisfaction.
- (vi) To determine the overall service quality and employee satisfaction.

The study will be in line with the objectives above. These objectives will give some insights into the industry's internal service quality besides finding the answers to the research questions.

1.5 Purpose of the Study

The purpose of the study is to examine the internal service quality in the Malaysian telecommunications industry. A survey on the level of service quality and employee satisfaction of front-line employees from telecommunications companies will be carried out.

The telecommunications industry is chosen because the industry is undergoing rapid changes due to deregulation of the industry and technological changes. It has become one of the competitive sectors with the potential for future growth to cope with the demanding customer satisfaction, making it more challenging.

Previous studies have linked the improvement in the internal customer service quality to the improvement in the external customer service quality (Schneider and Bowen, 1985; Bowen *et al.*, 1999; and Allred, 2001). Internal organisational support leads to satisfied and loyal employees who provide better quality service to the external customers (Heskett *et al.*, 1994; Loveman, 1998), resulting in customer loyalty and retention, as well as long-term profitability (Loveman, 1998).

This study could help telecommunications companies improve external customer service quality through the improvements in the internal customer service quality and employee satisfaction.

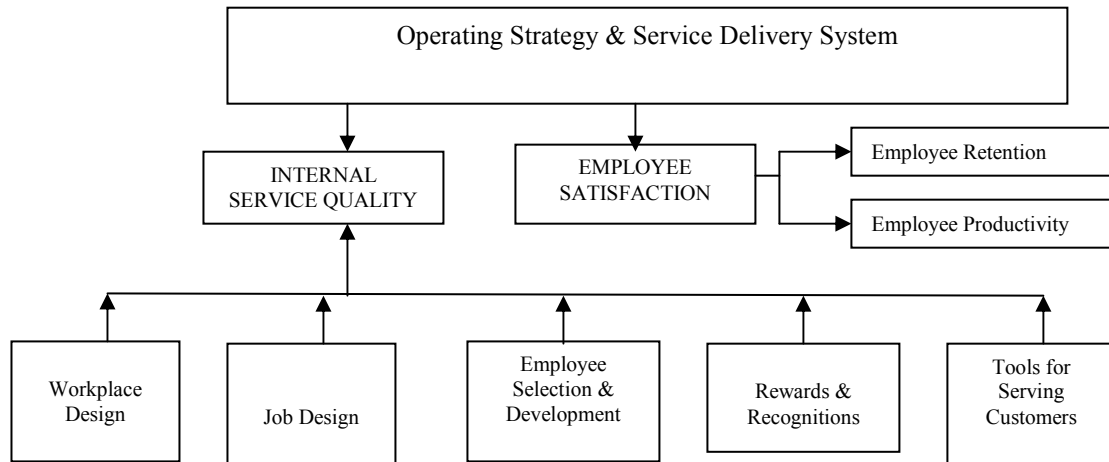
1.6 Theoretical Framework

The study relates the organisational effectiveness to the internal customer satisfaction. The conceptual framework for the study will be based on the concept set by Heskett *et al.* (1994) through the Service Profit Chain model focusing on the relationships between the internal service quality and the internal service quality dimensions; and the internal service quality and employee satisfaction. According to Heskett *et al.* (1997), the conceptualising of the Service Profit Chain in internal customer satisfaction and loyalty is the chain performance between internal service quality, internal customer satisfaction and loyalty.

The relationships between internal customer service quality and employee satisfaction, shows how customer satisfaction is achieved from the relationships between employee satisfaction and employee retention; and between employee satisfaction and employee productivity (Heskett *et al.*, 1994). Figure 1.1 illustrates the concept.

The dependent variables are the internal service quality and the employee satisfaction because they are the main focus of the study. The independent variables are the internal service quality dimensions. The independent variables influence the dependent variables. In the Service Profit Chain concept, the internal service quality dimensions include workplace design; job description; employee selection and development; employee rewards and recognition; and tools for serving customers. However, the dimensions in this study will be reassessed of their importance, along with other important dimensions from the literatures to be included as the dimensions of internal service quality.

Fig. 1.1 The Schematic Diagram of the Theoretical Framework



The questionnaire was constructed based on the SERVPERF. It is the perception-only model, adopting similar SERVQUAL dimensional framework on the comparison of Gap 1 (Consumer Expectations and Management Perception Gap) and Gap 2 (Service Quality Specification Gap) as suggested by Cronin and Taylor (1992) and Murphy (1999).

The questionnaire consists of items internal of service quality dimensions, in addition to the overall rating of satisfaction and perceived service quality (Gumus and Koleoglu, 2002) with closed questions. The Likert-scale is used to anchor for items ranging from 1 to 8, so as to offer the respondents a greater degree of differentiation in their responses, as well as avoids potential problems in interpreting purely verbal answers (Bruhn, 2003). The range for the internal service quality dimensions will be from 1 (Not Important) to 8 (Very Important), as the study is to investigate the level of importance of the internal service quality dimensions. For the employee satisfaction items, the range will be from 1 (Not Satisfied) to 8 (Very Satisfied). The questionnaire construction was adapted from the Importance and Satisfaction Model by Chen *et al.* (2006), who propose similar multi-item scales.

The last part of the questionnaire consists of demographic questions. Previous studies indicated the importance of internal customer segmentation as there are differences in various internal segments in creating effective personnel and internal customer strategies (Tsui and Milkovich (1987). Thus, demographic questions are necessary in organisational surveys (Sekaran, 1992). Marshall *et al.* (1998) examines the internal customer segments, namely, administrative, technical, and clerical positions in various departments of the organisation. In this study, the respondents will be segmented according to gender, age group, education level, job positions, tenure, and the types of telecommunications company the respondents are attached to.

The scope of the study is the front-line employees of the telecommunications companies of telecommunications companies throughout the peninsular of Malaysia.

1.7 Significance of the Study

The growth of the telecommunications industry, lead to the growing importance of service quality to the industry. This study will give some insights into the service quality of the telecommunications industry in Malaysia.

The study contributes to the earlier research on the internal service quality and its relationship to employee satisfaction (Heskett *et al.*, 1994; Hart, 1995; Heskett *et al.*, 1997; Gilbert, 2000; Farner *et al.*, 2001; Bruhn, 2003; and Fečiková, 2004).

The relationships between the internal customer service quality and the internal customer service quality dimensions; and the internal customer service quality and the employee satisfaction; as well as the demographic variables' influence on the internal customer service quality and employee satisfaction in the study could be analysed from the findings of the study.

The results of the study would be of value to the industry in the development of the organisational strategies, as well as service quality improvements through the internal service quality, taking into account the managerial implications in implementing service quality improvements.

1.8 Summary

The study focuses on the internal service quality of the Malaysian telecommunications industry. The industry is going through rapid technological changes in the recent years due to massive global competitions, as well as the liberalization and deregulation of the industry.

Service quality improvements become essential to increase the competitiveness of the industry and attain customer satisfaction. This study focuses on the internal customer service quality based on the Service Profit Chain concept to show the relationships between internal service quality and its dimensions, as well as the internal service quality and the employee satisfaction. The internal service quality concept stresses the importance of internal customer through employee service quality evaluation and the internal process systems; and the relationship between internal service quality and the employee satisfaction in implementing service quality improvements.

The study uses SERVPERF as the instrument to measure the internal service quality base on the important elements selected by the respondents and the level of employee satisfaction.

The employee evaluation of service quality in this study hopes to reveal the various aspects on the internal service quality in the Malaysian telecommunications industry.

1.9 Conclusion

Employee evaluation of service quality is important to a company, as previous studies have shown that employee evaluation could help improve the company's service quality through improvements in the internal service quality.

This research hopes to show the areas (the gap between the actual internal customer service quality and the expected internal customer service quality) that need to be improved so as to yield positive outcomes in future. The relationship between the internal service quality and the employee satisfaction could also be investigated. Comparative study between respondents' profiles and the internal service quality dimensions and employee satisfaction could show the differences and similarities found in previous studies. The study will also provide some insights into the overall internal service quality across the Malaysian telecommunications industry and this study could also be replicated as a comparative study among other service companies in other industries to measure the overall results of the service sector internal service quality.

Before proceeding to the literatures on service quality, it would be necessary to know some important aspects of the telecommunications industry. Chapter two will show the growing importance of service quality improvements to the telecommunications industry.

The method used for data collection was introduced to ensure higher participation from the companies, as well as higher number of questionnaires returned. Although, the number of questionnaires returned was over 40 per cent was quite an achievement, the channelling of the questionnaire had introduced some biasness and non-response. This was particularly so, for the job position segment and missing items in the questionnaires returned. Although, the study used random sampling, it should be dictated the percentage of respondents for each group of the segment, so that every group would be given equal chance of participating.

The relationship between the internal and the external customer service quality could give a better view of the Profit Chain Concept as well as the opportunity to use SERVPERF for both the internal and external customers. Thus, the study could be extended to the next dimension, that is, the comparative study between the internal and external customer service quality of the telecommunications industry.

The study was confined to the telecommunications industry. The future research could go further in conducting comparative study between services companies in the other industry so that the snapshot of the service industry could be attain. Such results would be of economic value, as well as provide some insights into the industry internal customer service quality, as well as the service quality achievements of the industry.

The influence of the employee profile on the internal service quality should take into consideration the influence to the internal customer service quality by one segment and one group of the segment. It would be good to get results based on a group of segments and study the effects with the segments in combination. To illustrate this, we take the case of the effects of gender on an internal customer service quality dimension, taking into consideration the results when combined with other segments and when on its own. Thus, the best effects could be determined through various combinations.

The employee profile should be extended to other demographic variables such as marital status, race and income groups. The demographic variable mentioned could give a better view of the country's socio-economic structure.

This research had set the basics for further studies on the telecommunications industry service quality. The expansion of this research has still a lot to offer and it is expected f the future research would show varied results, giving more insights into the industry, covering various aspects.

REFERENCES

- Adsit, Dennis J., London, Manuel, Crom, Steven and Jones, Dana (1996). Relationships between Employee Attitudes, Customer Satisfactions, and Departmental Performance. *Journal of Management Development*. 15 (1): 62-75.
- Al-Ajmi, R. (2001). The Effect of Personal Characteristics on Job Satisfaction: A Study among Male Managers in the Kuwait Oil Industry. *International Journal of Commerce & management*. 11 (3/4): 91.
- Allred, Anthony T. (2001). Employee Evaluations of Service Quality at Banks and Credit Unions. *International Journal of Bank Marketing*. 19 (4): 179-185.
- Amresearch Sdn. Bhd. (2002); Malaysia: Amresearch Sdn. Bhd.
- Anderson, E.W. and Sullivan, M.W. (1993). The Antecedents and Consequences of Customer Satisfaction for Firms. *Marketing Science*. 12: 125 – 143.
- Andersson, Per and Mölleryd, Bengt G. (1997). Telecommunication Services in Context. *International Journal of Service Industry Management*. .8 (5): 453– 473.
- Andreasson, Tor Wallin and Lindestad, Bodil (1998). Customer Loyalty and Complex Services: the Impact of Corporate Image on Quality, Customer Satisfaction and Loyalty for Customers with Varying Degree of Service Expertise. *International Journal of Service Industry Management*. 9 (1): 7 – 23.
- Ang, K.B.; Goh, C.T.; and Koh, H.C., (1993). The Impact of Age on the Job Satisfaction of Accountants. *Personnel Review*. 22: 31– 39.
- Angur, Madhukar G., Natarajan, Rajan and Jahera Jr., John S. (1999). Service Quality in the Banking Industry: An Assessment in a Developing Economy. *International Journal of Banking Marketing*. 17 (3): 116 – 125.

- Appelbaum, Steven H., Lopes, Rui, Audet, Lynda, Steed, Anthony, Jacob, Marlene, Augustinas, Thomas, and Manolopoulos, Dimitrios (2003). Communication During Downsizing of a Telecommunications Company. *Corporate Communications: An International Journal*. 8 (2): 73– 96.
- Appiah-Adu, K. (1999). Marketing Effectiveness and Customer Retention in the Service Sector. *The Service Industry Journal*. 19 (3): 26 – 41.
- Arvey, R., Carter, G., and Buerkley, D. (1991). Job Satisfaction: Dispositional and Situational Influences. *International Journal of Industrial and Organisational Psychology*. 6: 359 – 383.
- Athanassopoulos, A.D. (2000). Customer Satisfaction Cues to Support Market Segmentation and Explain Switching Behaviour. *Journal of Business Research*. 47 (3): 191 -207.
- Auty, Susan and Long, George (1999). “Tribal Warfare” and Gaps Affecting Internal Service Quality. *International Journal of Service Industry Management*. 10 (1): 7 - 22.
- Bajaj, D. and Nag, Dabjan (2000). *E-commerce: the Cutting Edge of Business*. N. Delhi, India: Tata McGraw-Hill Publishing.
- Bank Negara Malaysia (2000). *Annual Report*. Malaysia: Bank Negara Malaysia
- Bandy, N.M. (2003). Setting Service Standard: a Structured Approach in Delivering Outstanding Customer Service for the Facility Manager. *Journal of Facilities Management*. 1 (4): 322-336.
- Baourakis, G., Kourgiantakis, M., and Migdalas, A. (2002). The Impact of E-commerce on Agro-Food Marketing. *British Food Journal*. 104 (8): 580 – 590.
- Baran, R. (1986). *Understanding Behaviour in Organisations*. Boston, USA: Allyn and Bacon.

- Barczak, Gloria (1994). Gaining Superior Performance of New Products in the Telecommunications Industry. *The Journal of Business & Industrial Marketing*, 9 (4): 19-32.
- Barczak, Gloria and Sultan, Fareena (2001). How Marketing Research Affects Cycle Time: a Case of the Telecommunications Industry. *The Journal of Business & Industrial Marketing*. 16 (4): 258-273.
- Bates, Ken, Bates, Hillary and Johnston, Robert (2003). Linking Service to Profit: the Business Case for Service Excellence. *International Journal of Service Industry Management*. 14 (2): 173-183.
- Beard, Colin and Hartmann, Rainer (1999). European and Asian Telecoms – Their Role in Global Sustainable Development. *European Business Review*. 99 (1): 42 – 54.
- Bearden, W. and Oliver, R. (1985). The Role of Public and Private Complaining in Satisfaction with Problem Resolution. *Journal of Consumer Affairs*. 19 (2): 222 – 240.
- Bebko, Charlene Pleger (2000). Service Intangibility and its Impact on Consumer Expectations of Service Quality. *Journal of Service Marketing*. 14 (1): 9 – 26.
- Bennett, Rebekah and Rundle-Thiele, Sharyn (2004). Customer Satisfaction Should Not be the Only Goal. *Journal of Service Marketing*. 18 (7): 514 – 523.
- Berkley, Blair J. and Gupta, Amit (1995). Identifying the Information Requirement to Determine Quality of Service. *International Journal of Service Industry Management*. 6 (5): 16 – 35.
- Bigné, Enrique, Moliner, Miguel A. and Sánchez, Javier (2003). Perceived Quality and Satisfaction in Multiservice Organisations: the Case of Spanish Public Services. *Journal of Services Marketing*. 17 (4):420-422.

- Bishop, Norman (1999). Telecommunication Service Providers as Payment Facilitators. *European Business Review*. 99 (4): 228 – 234.
- Bitner, M.J. (1990). Evaluating Service Encounters: the Effects of Physical Surroundings and Employee Responses. *Journal of Marketing*. 54 (-):69-82.
- Bitner, Mary Jo (2001). Service and Technology: Opportunities and Paradoxes. *Managing Service Quality*. 11 (6): 375 - 379.
- Bitner, M.J and Hubbert, A.R. (1994). Encounter Satisfaction Versus Overall Satisfaction Versus quality: the Customers' Voice. In: Rust, R.T., Oliver, R.L. and Tetreault, M.S.: *New Directions in Theory and Practice*, Thousand Oaks, CA: USA Sage Publications.
- Björlin, Sara and Skälén, Per (2003). The Effect of Service Guarantee on Service Recovery. *International Journal of Service Industry Management*. 14 (1): 36 - 58.
- Blanchard, R.F., and Galloway, L. R. (1994). Quality in Retail Banking. *International Journal of Service Industry Management*. 5 (4): 5 - 23.
- Blatherwick, Andrew (1996). The Supply Chain Balancing Act – Stock and Service at a Profit. *Logistic Information Management*. 9 (6): 24-26.
- Bosch, Veronica González and Enriquez, Francisco Tomayo (2005). TQM and QFD: Exploiting a Customer Complaint Management System. *International Journal of Quality & Reliability Management*. 22 (1): 30-37.
- Boshoff, Christo (1997). An Experimental Study of Service Recovery Options. *International Journal of Service Industry Management*. 8 (2): 110 – 130.

- Bove, Liliana L. and Johnson, Lester W. (2000). A Customer-Service Worker Relationship Model. *International Journal of Service Industry Management*. 11 (5): 491-511.
- Bowden, Phil (1998). A Practical Path to Customer Loyalty. *Managing Service Quality*. 8 (4): 248 – 255.
- Bowen, D. and Lawler, E. E. (1992). The Empowerment of Service Workers: What, Why, How, and When. *Sloan Management Review*. 33: 31 - 39.
- Bowen, David E. and Johnston, Robert (1999). Internal Service Recovery: Developing a New Construct. *International Journal of Service Industry Management*. 10 (2): 118 - 131.
- Bowen, David E., Gililand, S.W., and Folger, R. (1999). Human Resource Management and Service Fairness: How Being Fair with Employees Spillover to Customers. *Organisational Dynamics*. 27 (3): 7 - 23.
- Bowen, John T. and Chen, Shiang-Lih (2001). The Relationship between Customer Loyalty and Customer Satisfaction. *International Journal of Contemporary Hospitality Management*. 13 (5): 213 - 217.
- Boyd, Eric D. (1996). Defensive Marketing's Use of Post-Purchase Telecommunications to Create Competitive Advantages: a Strategic Analysis. *Journal of Consumer Marketing*. 3 (1): 26 - 34.
- Bradley, Stephen, Hausman, Jerry A., and Nolan, Richard (1993). Global Competition and Technology. In: Stephen Bradley, Jerry A. Hausman, and Richard Nolan ed. *Globalisation, Technology, and Competition: The Fusion of Computers and Telecommunications in the 1990s*. USA: HBS Press

- Bradley, Stephen (1993). The Role of IT Networking in Sustaining Competitive Advantage. In: Stephen Bradley, Jerry A. Hausman, and Richard Nolan ed. *Globalisation, Technology, and Competition: The Fusion of Computers and Telecommunications in the 1990s*. USA: HBS Press
- Brogowicz, Andrew A., Delene, Linda M., and Lyth, David M. (1990). A Synthesised Service Quality with Managerial Implication. *International Journal of Service Industry Management*. 1 (1): 27 – 45.
- Brown, Linden and Pattinson, Hugh (1995). Information Technology and Telecommunications: Impact on Strategic Alliance Formation and Management. *Management Decision*. 33 (4): 41 – 51.
- Bruhn, Manfred (2003). Internal Service Barometers: Conceptualisation and Empirical Results of a Pilot Study in Switzerland. *International Journal of Marketing*. 37 (9): 1187 – 1204.
- Burton, Jamie, Easingwood, Christopher, and Murphy, John (2001). Using Qualitative Research to Refine Service Quality Models. *Qualitative Market Research: An International Journal*. 4 (4): 217 –223.
- Butcher, Ken, Sparks, Beverly, and O’Callaghan, Frances (2001). Evaluative and Relational Influences on Service Loyalty. *International Journal of Service Industry Management*. 12 (4): 310 – 327.
- Buttle, Francis (1996). SERVQUAL: Review, Critique, Research Agenda. *European Journal of Marketing*. 30 (1): 8-32.
- Byers, R. and Lederer, P. (2001). Retail Bank Service Strategy: a Model of Traditional, Electronic, and Mixed Distribution Choices”, *Facilities*. 22 (7/8): 178-189.

- Campbell, Lisa and Finch, Edward (2004). Customer Satisfaction and Organizational Justice. *Facilities*. 22 (7/8): 178 - 189.
- Cannon, Debra F. (2002). Expanding Paradigm in Providing Internal Service. *Managing Service Quality*. 12 (2): 87 – 99.
- Carù, Antonella and Cugini, Antonella (1999). Profitability and Customer Satisfaction in Services: An Integrated Perspective Between Marketing and Cost Management Analysis. *International Journal of Service Industry Management*. 10 (2): 132-157.
- Caruana, Albert and Pitt, Leyland (1997a). INTQUAL – an Internal Measure of Service Quality and the Link between Service Quality and Business Performance. *European Journal of Marketing*. 31 (8): 604 – 616.
- Caruana, Albert and Pitt, Leyland (1997b). Right the First Time in Service: a Checklist of Best Practice and the Link to Performance. *Journal of Service Marketing*. 11 (6): 366 – 374.
- Caruana, Albert, Money, Arthur and Berthon, Pierre R. (2000). Service Quality and Satisfaction the Moderating Role of Value. *European Journal of Marketing*. 34 (11/12): 1338 – 1353.
- Caruana, Albert (2002). Service Loyalty: the Effects of Service Quality and the Mediating Role of Customer Satisfaction. *European Journal of Marketing*. 36 (7/8): 811 – 828.
- Celcom (Malaysia) Berhad Annual Report (2002); Malaysia: Celcom (Malaysia) Bhd.
- Chambers, Stuart and Johnston, Robert (2000). Experience Curves in Services: Macro and Micro Level Approaches. *International Journal of Operations & Production Management*. 20 (7): 842-859.

- Chan, Stephen L. (2000). Information Technology in Business Process. *Business Process Management Journal of Marketing*. 6 (3): 224 – 237.
- Chen, Steven Y. (1998) The Telecommunications Industry in Taiwan. *IEEE Communications Magazine*. November: 65 – 73.
- Chen, Shun-Hsing, Yang, Ching-Chow, Shiau, Jun-Yen, and Wang, Hui Hwa . (2006) The development of employee satisfaction model for higher learning. *TQM Magazine*. 18(5):484-500.
- Chiu, C. K., Lai, Gina, and Snape, Ed (1996). Difference in Job Perception: What Happens When the Supervisor and Subordinate Perceptions Disagree. *Personnel Review*. 26 (1/2): 132 – 142.
- Chow, Wing S. (2001). Ethical Belief and Behaviour of Managers Using Information Technology for Decision-Making in Hong Kong. *Journal of Managerial Psychology*. 18 (4): 258 – 267.
- Chow-Chan, Clare and Komaran, Raj (2002). Managing Service Quality by Combining Voice of the Service Provider and Voice of their Customers. *Managing Service Quality*. 12 (2): 77 – 86.
- CIMB (2006). *Telecommunications Sector: Upward Mobile*. February. Malaysia: CIMB
- Clark, A.E. and Oswald, A.J. (1996). Satisfaction and Comparison Income. *Journal of Public Economics*. 61 (-): 359 – 381.
- Clow, Kenneth E., Tripp, Carolyn, and Kenny, James T. (1996). The Importance of Service Quality Determinants in Advertising a Professional Service: an Exploratory Study. *Journal of Service Marketing*. 10 (2): 57 – 72.

- Colgate, Mark and Norris, Melissa (2001). Developing a Comprehensive Picture of Service Failure. *International Journal of Service Industry Management*. 12 (3): 215-233.
- Conway, JM and Huffcutt, AI (2003). A Review and Evaluation of Exploratory Factor Analysis Practices in Organizational Research. *Organisational Research Methods*. 21 (4): 477 – 486.
- Coulter, Robin A. and Ligas, Mark (2004). A Typology of Customer-Service Provider Relationships: the Role of Relational Factors in Classifying Customers. *Journal of Service Marketing*. 18 (6): 482 – 493.
- Coupey, Eloise (2001). *Marketing and Internet*. Upper Saddle,NJ, USA: Prentice Hall.
- Cox, T and Blake, S. (1991). Managing Cultural Diversity: Implications for Organizational Competitiveness. *Academy of Management Executive*. 5 (3): 45 – 56.
- Cox, J and Dale B.G. (2001). Service Quality and E-Commerce: an Exploratory Analysis. *Managing Service Quality*. 11 (2): 121 – 131.
- Coye, Ray W. (2004). Managing Customer Expectations in the Service Encounter. *International Journal of Service Industry Management*. 15 (1): 54 –71.
- Cronin, J.J and Taylor, S.A. (1992). Measuring Service Quality: a Re-examination and Extension. *Journal of Marketing*. 56 (3): 55 – 68.
- Cronin, J.J., Brady, M.K. and Hult, G.T.M. (2000). Assessing the Effects of Quality, Value and Customer Satisfaction on Consumer Behavioural Intentions in Service Environments. *Journal of Retailing*. 2: 193-218.

- Curven, Peter (2001). An Analysis of Recent Structural and Strategic Issues in Telecommunications. *A Journal Policy, Regulation and Strategy for Telecommunications and Media*. 3 (5): 381-405.
- Dabholkar, P.A., Sujan, M. and Kardes, F. (1995). Contingency Framework for Predicting Causality between Customer Satisfaction and Service Quality. *Advances in Consumer Research*. 22: 21-31.
- Damanpour, Faramarz (2001). E-business E-Commerce Evolution: Perspective and Strategy. *Managerial Finance*. 27 (7): 16 – 33.
- Darian, Jean C., Tucci, Louis A. and Wiman, Alan R. (2001). Perceived Salesperson Service Attributes and Retail Patronage Intentions. *International Journal of Retail % Distribution Management*. 29 (5): 205-213.
- Davidow, W.H. and Uttal, B. (1989). *Total Customer Service: the Ultimate Weapon*. New York, U.S.A.: Harper and Row
- Davidson, Michael C. G. (2003). Does Organizational Climate Adds to Service Quality in Hotels. *International Journal of Contemporary Hospitality Management*. 4 (4): 206 – 213.
- Davies, Dough, Taylor, Ruth and Savery, Lawson (2001). The Role of Appraisal, Remuneration and Training in Improving Staff Relations in the Western Australian Accommodation Industry: a Comparative Study. *Journal of European Industrial Training*. 25 (7):366 - 373.
- Davis, D.J. (2002). An Analysis of the Perceived Leadership Styles and Levels of Satisfaction of Selected Junior College Athletic Directors and Head Coaches. *Journal of European Industrial Training*. 25 (7):366 - 373.
- Davis, Tim R.V. (1992). Internal Service Operations: Strategies for Increasing Their Effectiveness and Controlling Their Costs. *Organisational Dynamics*. 20 (Autumn): 5 – 22.

- Davis, Tim R.V. (1996). Developing an Employee Balanced Scorecard: Linking Frontline Performance to Corporate Objectives. *Management Decision*. 34(4):14 – 18.
- Dean, Alison, M. (2004). Rethinking Customer Expectations of Service Quality: Are Call Centers Different? *Journal of Services Marketing*. 18 (1): 60-78.
- Deital, H.M., Deital, P.J, and Steinbuhler, K. (2000). *E-business and E-commerce for Managers*. New Jersey, USA: Prentice-Hall.
- Delfman, Werner, Albers, Susan, and Gehring, Martin (2002). The Impact of Electronic Commerce on Logistics Service Provider. *International Journal of Physical Distribution & Logistics Management*. 32 (3): 203 – 222.
- de Ruyter, Ko, Wetzel, Martin, and Kleijnen, Mirella (2001). Customer Adoption of E- service: an Experimental Study. *International Journal of Service Industry Management*. 12 (2): 184 – 207.
- de Jong, Jeroen PJ and Hartog, Deanne N. Den (2007). How Leaders Influence Employees' Innovative Behaviour. *European Journal of Innovative Management*. 10 (1): 41 – 64.
- Desai, K.K and Mahajan, V. (1989). Strategic Role of Affect-based Attitudes in the Acquisition, Development and Retention of Customers. *Journal of Business Research*. 42: 309-324.
- DeSai, S. and Waite, L. (1991). Women's Employment During Pregnancy and After the First Birth: Occupational Characteristics and Work Commitment. *American Sociological Review*. 56: 551 – 566.
- Dignum, Frank (2002) "E-commerce in production: some experiences", *Integrated Manufacturing Systems*. 13, No5, pp. 283 – 294.

- Dodourova, Mariana (2003). Industrial Dynamics and Strategic Positioning in the Wireless Telecommunications Industry: the Case of Vodafone Group plc. *Management Decision*. 41 (9): 859-870
- Donohue, Susan M. and Heywood, John S. (2004). Job Satisfaction and Gender: an Expanded Specification from NLSY. *International Journal of Manpower*. 25 (2): 211 – 234.
- Douglas, Lesley and Connor, Robert (2003). Attitudes to Service Quality – the Expectation Gap. *Nutrition & Food Science*. 33 (4): 165 – 172.
- Dortch, S. (1995). Colleges Come Back. *American Demographics*. 17 (5): 4 – 6.
- Dotchin, John A. and Oakland, John S.(1994) “Total quality management services part 2: Service quality”, *Journal of Quality and Reliability Management*, 11 (3): 27 – 42.
- Duffy, G. and Dale, B. G. (2002). E-commerce Processes: a Study of Criticality. *Industrial Management & Data Systems*. 102 (8): 432 – 441.
- Edvardsson, Bo, Thomasson, Bertil, and Overetveit, John (1994). *Quality of Service : Making it Really Work*. U.K: McGraw Hill Book Company.
- Edvardsson, Bo and Gustavsson, Bengt Ove (2003). Quality in the Work Environment: a Prerequisite for Success in New Service Development. *Managing Service Quality*. 13 (2): 148 – 163.
- Edvardsson, Bo (1996). Making Service Quality Improvement Work. *Managing Service Quality*. 6 (1): 49 – 52.
- Edvardsson, Bo (1998). Service Quality Improvement. *Managing Service Quality*. 8 (2): 142 – 149.

- Edwards, Mark R. (1996). Improving Performance with 360-degree Feedback. *Career Development International*. 1 (3): 5-8.
- Ehigie, Benjamin Osayawe and Akpan, Regina Clement (2004). Roles of the Perceived Leadership Styles and Rewards in the Practice of Total Quality Management. *Leadership & Organisation Development Journal*. 5 (1): 24-40.
- Elashmawi, Farid (2000). Creating a Winning Corporate Culture: Experience inside the Asian Telecommunications Industry. *European Business Review*. 12 (3): 148 – 156.
- Elizur, Dov and Koslowsky, Meni (2001). Values and Organizational Commitment. *International Journal of Manpower*. 22 (7): 593 – 599.
- Elloy, D., Everett, J., and Flynn, R. (1991). An Examination of the Correlates of Job Involvement. *Group And Organisation Management*. 16: 160 – 178.
- Elsy, Barry and Leung, Johnny Sai-kwong (2004). Changing the Work Behaviour of Chinese Employees Using Organisational Learning. *Journal of Workplace Learning: Employee Counseling Today*. 16 (3): 167 – 178.
- Ennew, C. and Binks, M. R. (1999). Impact of Participative Service Relationships on Quality, Satisfaction and Retention: Exploratory Study. *Journal of Business Research*. 46: 121-132.
- Farner, Steve, Luthans, Fred, and Sommer, Steven M. (2001). An Empirical Assessment of Internal Customer Service. *Managing Service Quality*. 11 (5): 350 –358.
- Fečiková, Ingrid (2004). An Index Method for Measurement of Customer Satisfaction. *The TQM magazine*. 16 (1): 57– 66.

- Fitzsimmons, James A. and Fitzsimmon, Mona (2001). *Service Management: Operation, Strategy and Information Technology*. New York, USA: McGraw-Hill.
- Fletcher, Mélanie (1999). The Effects of Internal Communication and Team Performance on Successful Service Quality Implementation: a South African Perspective. *Performance Management: an International Journal*. 5 (5): 150 – 163.
- Franceschini, Fiorenzo, Cignetti, Marco and Caldara, Mara (1998). Comparing Tools for Service Quality Evaluation. *International Journal of Quality Science*.3 (4): 356 – 367
- Friman, Margareta, and Edvardsson, Bo (2003). A Content Analysis of Complaints and Compliments. *Managing Service Quality*. 13 (1): 20 – 26
- Foster, Carley (2004). Gendered Retailing: a Study of Customer Perceptions of Front-line Staff in the DIY Sector. *International Journal of Retail & Distribution Management*. 32 (9): 442 – 447
- Frost, Frederick A, and Kumar, Mukesh (2000). INTSERVQUAL – an Internal Adaptation of the Gap Model in a Service Organisation. *Journal of Service Marketing*. 14 (5): 358 – 377.
- Frost, Frederick A, and Kumar, Mukesh (2001). Service Quality between Internal Customers and Internal Suppliers in an International Airline. *International Journal of Quality & Reliability Management*. 18 (4): 371 – 386.
- Furnell, S. M. and Karveni T. (1999). Security Implications of Electronic Commerce: a Survey of Consumers and Businesses. *Internet Research: Electronic Networking Application and Policy*. 9 (5): 372 –382.
- Furnham, A. (1992). *Personality at Work: the Role of Individual Differences in the Workplace*. London: Routledge.

- Furrer, Olivier and Sundharshan D. (2001). Internet Marketing Research: Opportunities and Problems. *Qualitative Research: An International Journal*. 4 (3): 123– 129.
- Ganzach, Y. (1998). Intelligence and Job Satisfaction. *Academy of Management Journal*. 41 (5): 526 -539.
- Garavan, Thomas N. (1997). Interpersonal Skills Training for Quality Service Interactions. *Industrial and Commercial Training*. 29 (3): 70 -77.
- Garcia-Bernal, Javier; Gargallo-Castel, Ana; Marzo-Navarro, Mercedes; Rivera-Torres, Pilar (2005). Job Satisfaction: Empirical Evidence of Gender Differences. *Women in Management Review*. 20 (4): 279 -288.
- Garrard, Gary A. (1998). *Cellular Communications: Worldwide Market Development*. USA: Artech House Inc.
- Getty, Juliet M. and Getty, Robert L. (2003). Lodging Quality Index (LQI): Assessing Customers' Perceptions of Quality Delivery. *International Journal of Contemporary Hospitality Management*. . 15 (2): 94-104.
- Ghobadian, Abby, Speller, Simon and Jones, Mathew (1994). Service Quality: Concepts and Models. *International Journal of Quality & Reliability Management*. 11 (9): 43 – 66.
- Gilbert, G. Ronald and Parhizgari, Ali M. (2000). Organisational Effectiveness Indicators to Support Service Quality. *Managing Service Quality*. 10 (1): 46 – 52.
- Gilbert, G. Ronald (2000). Measuring Internal Customer Satisfaction. *Managing Service Quality*. 10 (3): 178 – 186.

- Golilic, Susan L., Davis, Donna F., McCarthy, Teresa M., and Mentzer, John T. (2002). The Impact of E-commerce on Supply Chains Relationships. *International Journal of Physical Distribution & Logistics Management*. 32 (10): 851 – 871.
- Graham, Ian, Spinardi, Graham, and Williams, William (1996). Diversity in the Emergence of Electronic Commerce. *Journal of Information Technology*. Vol. 11: 161 – 172.
- Green Jr., Kenneth W.; Whitten, Dwayne; and Medlin, Bobby (2005). Impact of Relational Differences on Supervisor/Subordinate Dyad. *Industrial Management & Data*. 105 (3): 369 – 383.
- Green-Reese, S. and Johnson, D. J. (1991). Teacher Job Satisfaction and Teacher Job Stress: School Size, Age and Teaching Experience. *Education*. 112 (2): 247 – 252.
- Gremler, Dwayne D., Bitner, Mary Jo, and Evans, Kenneth R. (1994) The Internal Service Encounter. *International Journal of Service Industry Management*. 5(2):34-56.
- Grönroos, Christian (1984). A Service Quality Model and its Market Implications. *European Journal of Marketing*. 18 (4): 332-341.
- Grönroos, Christian (1988). Service Quality: the Six Criteria of Good Perceived Service Quality. *Review of Business*. 9 (Winter): 10-13.
- Grönroos, Christian (1990). *Service Management and Marketing: Managing the Moment of Truth in Service Competition*. USA: Lexington Books.
- Grönroos, Christian (1994). From Scientific Management to Service Management: a Management Perspective for the Age of Service Competition. *International Journal of Service Industry Management*. 5 (1): 5-20.

- Grönroos, Christian (2001). The Perceived Service Quality Concept – Mistake? *Managing Service Quality*. 11 (3): 150 – 152.
- Groot, W. and Maassen ven den Brick, H., (1999). Job Satisfaction of Older Workers. *International Journal of Manpower*. 20 (-): 343 – 360.
- Groth, John C. and Dye, Richard T. (1999). Service Quality: Perceived Value, Expectations, Shortfalls and Bonuses, *Managing Service Quality*. 9 (4): 274-286.
- Gummesson, Evert (1991). Truth and Myths of Service Quality. *International Journal of Service Industry Management*. 2 (3): 7 – 16.
- Gummesson, Evert (1998). Productivity, Quality and Relationship Marketing in Service Operations. *International Journal of Contemporary Hospitality Management*. 10 (1): 4 – 15.
- Gumus, Murat and Koleoglu, Nilay (2002). Factor Analysis on Service Attributes of Canakkale Municipality. *The TQM Magazine*. 14 (6): 373 -375.
- Gunasekaran, A., Patel, C., and Tirtiroglu, E. (2001). Performance Measures and Metric in a Supply Chain Environment. *International Journal of Operation & Production Management*. 21 (1/2): 71-87.
- Gupta, Atul and Chen, Injazz (1995). Service Quality: Implications for Management Development. *International Journal of Quality & Reliability Management*. 12 (7): 28 – 35.
- Gustafsson, Anders, Nilsson, Lars and Johnson, Michael D. (2003). The Role of Quality Practices in Service Organisations. *International Journal of Service Industry Management*. 14 (2): 232-244.
- Gustafsson, Anders, Roos, Inger and Edvardsson, Bo (2004). Customer Clubs in a Relationship Perspective: a Telecom Case. *Managing Service Quality*. 14 (2/3): 157-168.

- Hadden, Alan David (1995). *Personal Communications Networks*. USA: Artech House Publishing.
- Hair, J.F., Jr., Anderson, Tatham. RL and Black, WC (1998). *Multivariate Data Analysis*. 5th edition. New Jersey, USA: Prentice-Hall, Inc.,
- Hallowell, Roger (1996). The Relationships of Customer Satisfaction, Customer Loyalty, and Profitability: an Empirical Study. *International Journal of Service Industry Management*. 7 (4): 27 – 42.
- Hand, Max (1995). Empowerment: You Can't Give It, People Want It. *Management Development Review*. 8 (3): 36 – 40.
- Hannabuss, Stuart, (1998). Information Ethics: a Contemporary Challenge for Professionals and the Community. *Library Review*. 47 (2): 91 – 98.
- Hansemark, Ove C. and Albinsson, Marie (2004). Customer Satisfaction and Retention: the Experiences of Individual Employees. *Managing Service Quality*. 14 (1): 40 – 57.
- Hart, W. L. (1995). The Power of Internal Guarantees. *Harvard Business Review*. 6 (1): 63 – 73.
- Hartog, Deanne and Verburg Robert M. (2002). Service Excellence from the Employees' Point of View: the Role of First Line Supervisors. *Managing Service Quality*. 12 (3): 159 – 164.
- Hawk, Stephen (2002). The Development of Russian E-commerce: the Case of Ozon. *Management Decision*. 40 (7): 702 – 709.
- Hayashi, Koichiro and Fuke, Hidenori (1998) Changes and Deregulation in the Japanese Telecommunications Market. *IEEE Communications Magazine*. November: 46 – 53.

- Haywood-Farmer, J. (1988). A Conceptual Model of Service Quality. *International Journal of Operations and Production Research*. 8 (6): 702 – 709.
- Hennig-Thurau, Thorsten (2004). Customer Orientation of Service Employees: Its Impact on Customer Satisfaction, Commitment, and Retention. *International Journal of Service Industry Management*. 15 (5): 460 - 478.
- Henry, John W. (1994). The Service Employee's Pivotal Role in Organisational Success. *Journal of Services Marketing*. 8 (4): 25-35.
- Heskett, James L., Thomas O., Loveman, Gary W., Sasser, W, Earl, Jr., and Schlesinger, Leonard A. (1994). Putting the Service-profit Chain to Work. In: Christopher H. Lovelock ed. *Service Marketing*. 3rd edition. USA: Prentice Hall inc.
- Heskett, James L., Sasser, W. Earl, Jr., and Schlesinger, Leonard A. (1997). *The Service-profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction, and Value*. New York, U.S.A: Free Press.
- Hickson, C. and Oshagbemi, T. (1999). The Effect of Age on Satisfaction of Academics with Teaching and Research. *International Journal of Social Research*. 26 (-): 537 – 544.
- Hom, P.W. and Griffeth, R.W.. (1991). Structural Equations Modeling Test of Turnover Theory: Cross-sectional and Longitudinal Analyses. *Journal of Applied Psychology*, (76): 350 – 366.
- Hom, P.W. and Griffeth, R.W. (1995). *Employee Turnover*. Ohio, USA: South-Western, Cincinnati
- Huang, Jen-Hung, Jin, Bih-Huang and Yang, Chyan (2004). Satisfaction with Business-to-Employee Benefit Systems and Organizational Citizenship Behaviour: an Examination of Gender Differences. *International Journal of Manpower*. 25 (2): 195 – 210.

- Hughes, Tim John, (2002). Marketing Principle in the Application of E-commerce. *Qualitative Marketing Research: An International Journal*. 5 (4): 252 – 260.
- Hulin, C.L. and Smith, P. (1976). Sex Differences in Job Satisfaction. *Journal of Applied Psychology*. 48 (-) 88 – 92
- Hulin, C.L.; Roznowski, M.; and Hachiya, D. (1985). Alternative Opportunities and Withdrawal Decisions: Empirical and Theoretical Discrepancies and Integration. *Psychological Bulletin*. (-): 233 – 250.
- Hurley, R.F., Hult, G, Tomas, M. (1998). Innovation, Market Orientation and Organizational Learning: an Integration and Empirical Examination. *Journal of Marketing*. 62 (3): 42-55.
- Hwang, Gyu-hee, (2003). Information and Communication Technologies and Changes in Skills. *International Journal of Manpower..* 24 (1): 60 – 82.
- Imrie, Brian C, Cadogan, John W., and McNaughton, Rod (2002). The Service Quality Construct on a Global Stage. *Managing Service Quality*. 12 (1): 10 – 18.
- Investor Digest (2002) May 2002, Malaysia: KLSE.
- Jackson, David and Humble, John, (1994). Service Excellence – the Role of Information Technology. *Managing Service Quality*. 04 (4): 36 – 40.
- Jackson, Paul R. (2004). Employee Commitment to Quality: Its Conceptualisation and Measurement. *International Journal of Quality & Reliability Management*. 21 (7): 714-730.
- Jain, Gaurav. Singh, Deepali and Shekhar, Verma (2002). Service Level Agreements in IP Networks. *Information Management & Computer Security*. 10 (4): 171-177.

- Johnson, Rose L., Tsiros, Michael, and Lancioni, Richard A. (1995). Measuring Service Quality: a System Approach. *Journal of Service Marketing*. 9 (5): 5-19.
- Johnson, William C. and Sirikit, Anuchit (2002). Service Quality in the Thai Telecommunication Industry: a Tool for Achieving a Sustainable Competitive Advantage. *Management Decision*. 40 (7): 693 - 701.
- Johnson, J.W. (1996). Linking Employee Perceptions of Service Climate to Customer Satisfaction. *Personnel Psychology*. 49 (4): 331-351.
- Johnson, Paul, Fidler, Christine S., and Rogerson, Simon, (1998). Management Communication: a Technological Revolution? *Management Decision*. 36(3):160 – 170.
- Johnson-Hillery, J., Kang, J. and Tuan, W (1997). The Difference Between Elderly Customers' Satisfaction Levels and Retail Sales Personnel's Perceptions. *International Journal of Retail & Distribution Management*. 25 (4): 126- 137.
- Johnston, Robert and Jones, Peter (2004). Service Productivity: Towards Understanding the Relationship Between Operational and Customer Productivity. *International Journal of Productivity and Performance Management*. 53 (3): 201-213.
- Johnston, Robert (1995). The Determinants of Service Quality: Satisfier and Dissatisfiers. *International Journal of Service Industry Management*., 6 (5): 53 - 71.
- Johnston, Robert (1997). Identifying the Critical Determinants of Service Quality in Retail Banking: Importance and Effect. *International Journal of Bank Marketing*. 15 (4): 111 - 116.
- Johnston, Robert (1999). Service Transaction Analysis: Assessing and Improving the Customer's Experience. *Managing Service Quality*. 9 (2): 102 - 109.

- Johnston, Robert (2001). Linking Complaint Management to Profit. *International Journal of Service Industry Marketing*. 12 (1): 60 - 69.
- Jones, M. (1994). No time for trumpets: title VII, equality, and the *fin de siecle*. *Michigan Law Review*. 92 (8): 2311 – 2369.
- Jones, Christopher R. (1996). Customer Satisfaction Assessment for ‘Internal’ Supplier. *Managing Service Quality*. 6 (11): 45 - 48.
- Jong, Joroen P.J., and Hartog, Deanne N. Den, (2007). How Leaders Influence Employees’ Innovative Behaviour. *European Journal of Innovation Management*. 10 (1): 41 - 64.
- Joseph, Mathew and Stone, George (2003). An empirical evaluation of US bank customer perceptions of the impact of technology on service delivery in the banking sector. *International Journal of Retail & Distribution Management*. 31(4): 190 - 202.
- Kaiser, H.F (1970). A Second Generation Little Jiffy. *Psychometrika*. 35 (4): 401 – 415.
- Kallenberg, A.L. and Loscocco, K.A., (1983). Aging, Values, and Rewards: Explaining Age Differences in Job Satisfaction. *American Sociology Review*. 48: 78 – 90.
- Kamel, Sherif and Hussein, Maha (2002). The Emergence of E-commerce in a Developing Nation – Case of Egypt. *Benchmarking: An international Journal*. 9 (2): 146 – 153.
- Kang, Gi-Du, James, Jeffry and Alexandris, Kostas (2002). Measurement of Internal Service Quality: Application of the SERVQUAL Battery to Internal Service Quality. *Managing Service Quality*. 12 (5): 278 - 291.

- Karjaluoto, Heikki. (2006) An Investigation of Third Generation (3G) Mobile Technologies and Services. *Contemporary Management Research*. 2 (2): 91 - 104.
- Karamitsos, Fotis (1998). Research and the Development Technologies of the Information Society Applied to Environment. *Environmental Management and Health*. 9 (1): 6 – 9.
- Kathawala, Yunus and Abdou, Khaled (2003). Supply Chain Evaluation in Service Industry: a Framework Development Compared to Manufacturing. *Managing Auditing Journal*. 18 (2): 140 – 149.
- Keating, Barry (2001). Economic Dimensions of Telecommunications Success. *International Journal of Social Economics*. 28 (10/11/12): 879 – 898.
- Keiningham, Timothy L., Aksoy, Lerzan, Daly, Robert M., Perrier, Kathy, and Solom, Antoine (2006). Research Note: Reexamining the Link Between Employee Satisfaction and Store Performance in a Retail Environment. *International Journal of Service Industry*. 17 (1): 51 – 57.
- Kelly, Marguerite (1994). TDS – Rolling Out ‘Quality’ Product. *Managing Service Quality*. 4 (2): 40 – 43.
- Kielly, Julia A. and Armistead, Colin G. (2004). Exploring the Future Roles and Capabilities of Customer Service Professional. *Managing Service Quality*. 14(1):26 – 39.
- Kolakota, Ravi and Robinson, Marcia (2002). *M-business: the race for mobility*. New York.:
- Korczynski, M (2002). *Human resource Management in Service Work*. Basingstoke: Palgrave,

- Kuei, Chu-Hua (1999). Internal Service Quality – an Empirical Assessment. *International Journal of Quality & Reliability Management*. 16 (8): 783 – 791.
- Kuo, Geng-Sheng. (1998) Telecommunications Industry Markets: Vision and Potential. *IEEE Communications Magazine*. November: 95 – 96.
- Lal, David, Pitt, Douglas C., and Beloucif, Ahmed, (2001). Restructuring in the European Telecommunications: Modeling the Evolving Market. *European Business Review*. 13 (3): 152 – 158.
- Lam, Simon S.K., (1996). Total Quality Management and Its Impact on Middle Managers and Front-line Workers. *Journal of Management Development*. 15 (7): 37 – 46.
- Lam, R.S.M. (2000). Quality of work life and performance: An *ad hoc* investigation of two elements in the service profit chain model. *International Journal of Service Industry Management*. 11(5): 422 -437
- Lambert, S. (1991). The Combined Effects of Job and Family Characteristics on the Job Satisfaction, Job Involvement, and Intrinsic Motivation of Men and Women Workers. *Journal of Organisational Behaviour*. 12 (3): 341- 363.
- LaMonica, M. (1999). Product Design in Web Time. *InfoWorld*. 21 (48): 16
- Lancaster, Geoff and van der Velden, Hans (2004). The Influence of Employee Characteristics on Market Orientation. *International Journal of Bank Marketing*. 22 (5): 343- 365.
- La Rovere, Renata Lebre (1998). Diffusion of Information Technologies and Changes in the Telecommunications Sector: the Case of Brazilian Small-and-Medium-Sized Enterprises. *Information Technology & People*. 11 (3): 194-206.

- Lau, R.S.M (2000). Quality of Work Life and Performance: An Ad Hoc Investigation of Two Key Elements in Service Profit Chain Model. *International Journal of Service Industry Management*. 11 (5): 422- 437.
- Leal, Rogério Puga and Pereira, Zulema Lopes. (2003). Service Quality at a Financial Institution. *International Journal of Quality & Reliability Management*.20 (6):646 – 663.
- Lee, Sanghoon and Jung, Jae-II. (1998) Telecommunications Markets, Industry, and Infrastructure in Korea. *IEEE Communications Magazine*. November: 59 – 64.
- Lehtinen, U. and Lehtinen, J. R. (1991). Two Approaches of Service Quality Dimensions. *The Service Industries Journal*. 11 (3): 287
- Lee, Huei and Howard, Jack L. (1994). Measuring Service Quality of Services – the Use of Internal Climate. *Benchmarking for Quality Management & Technology*. 1 (3): 39 –51.
- Lee, R. and Wilber, E.R. (1985). Age, Education, Job Tenure, Salary, Job Characteristics, and Job Satisfaction: a Multivariate Analysis. *Human Relations*, 38 (-): 781 –791.
- Lee, Sang M., Olson, David L., Trimi, Silvana, and Rosacker, Kris M, (2005). An Integrated Method to Evaluate Business Process Alternatives. *Business Process Management*. 11 (2): 198 –212.
- Lehman, Carol M. and Dufrene, D. D. (2002). *Business Communication*. USA: South-Western Thomson Learning.
- Leisen, Brigit and Vance, Charles (2001). Cross-national Assessment of Service Quality in the Telecommunications Industry: Evidence for the USA and Germany. *Managing Service Quality*. 11 (5): 307 – 317.

- Lemmink, Jos and Mattson, Jan (2002). Employee Behaviour, Feelings of Warmth and Customer Perception of Service Encounters. *International Journal of Retail and Distribution Management*. 30 (1): 18 - 23.
- Lewis, B. R. (1991). Service Quality: an International Comparison of Bank Customers' Expectations and Perceptions. *Journal of Marketing Management*. 7 (-): 47-62.
- Lewis, B. R., Orledge, J. and Mitchell, V. (1994). Service Quality: Students' Assessment of Banks and Societies. *International Journal of Bank Marketing*. 12 (4): 3-12.
- Lewis, Barbara R. and McCann, Pamela (2004). Service Failure and Recovery: Evidence From the Hotel Industry. *International Journal of Contemporary Hospitality Management*. 16 (1): 6-17.
- Li, Y. N., Tan, K. C. and Xie, M. (2003). Factor Analysis of Service Quality Dimension Shifts in the Information Age. *Managerial Auditing Journal*. 18 (4): 297 – 302.
- Liu, Ben Shaw-Ching, Sudharshan, D., and Hamer, Lawrence O. (2000). After-service Response in Service Quality Assessment: a Real-time Updating Model Approach. *Journal of Service Marketing*. 14 (2): 160 – 177.
- Llusar, Juan Carlos Bou and Zarnoz, César Camisón. (2000). Validity and Reliability in Perceived Quality Measurement Models – an Empirical Investigation in Spanish Ceramic Companies. *International Journal of Quality & Reliability Management*. 17 (8): 899 – 918.
- Lok, Peter and Crawford, John. (2000). The Application of a Diagnostic Model and Surveys in Organizational Development. *Journal of Managerial Psychology*. 15 (2): 108 – 124.

- Long, Stephen (2004). Really.....Why Do Executives Attend Executive Education Programme? *Journal of Management Development*. 23 (8): 701 – 714.
- Longenecker, Clinton O., and Scazzero, Joseph A. (2000). Improving Service Quality: a Tale of Two Operations. *Managing Service Quality*. 10 (4): 227 – 232.
- Lovelock, Christopher H. (1996). *Service Marketing*. 3rd edition. USA: Prentice Hall inc..
- Loveman, G. W. (1998). Employee Satisfaction, Customer Loyalty, and Financial Performance: an Empirical Examination of the Service Profit Chain in Retail Banking. *Journal of Service Research*. 1 (-): 18 – 31.
- Low Sui Pheng (1998). Managing Total Service Quality: a Systemic View. *Managing Service Quality*. 8 (1): 34 – 45.
- Li, Y.N., Tan, K.C. and Xie, M (2003). Factor Analysis of Service Quality Dimension Shifts in the Information Age. *Managerial Auditing Journal*. 18 (4): 297 – 302.
- Luthans, F. and Thomas, L.T. (1989). The Relationship between Age and Job Satisfaction: Curvilinear Results from an Empirical Study – a Research Note. *Personnel Review*. 18 (-): 23 – 26.
- Madden, Gary and Savage, Scott J. (2000). Telecommunications and Economic Growth. *International Journal of Social Economics*. 27 (7/8/9): 893– 906
- Malaysian Communications and Multimedia Commission (2002). *Extensive Endpoint Service Availability Testing (EESAT)*. Malaysia: MCMC.
- Malaysian Communications and Multimedia Commission (2004). *Consumer Satisfaction Survey 2004: Summary Report*. Malaysia: Malaysian Communications and Multimedia Commission.

- Malaysian Communications and Multimedia Commission (2004). *Statistical Brief Number 1 Featuring Hand Phone Users Survey 2004*. Malaysia: Malaysian Communications and Multimedia Commission.
- Malaysian Communications and Multimedia Commission (2005). *Selected Facts and Figures*. Malaysia: Malaysian Communications and Multimedia Commission.
- Malaysian Communications and Multimedia Commission (2006). *Statistical Brief Number 1 Featuring Hand Phone Users Survey 2006*. Malaysia: Malaysian Communications and Multimedia Commission.
- Malaysian Communications and Multimedia Commission (2006). *Selected Fact & Figures 04/06*. Malaysia: Malaysian Communications and Multimedia Commission.
- Malaysian Communications and Multimedia Commission (2007). *Market & Financial Review 2007*. Malaysia: Malaysian Communications and Multimedia Commission.
- Marshall, Greg W., Baker, Julie, and Finn, David W. C. (1998). Exploring Internal Customer Service Quality. *Journal of Business & Industrial Marketing*. 13 (4/5): 381 – 382.
- Marx, William, Jr. (1993). Building the Broadband Society. In: Stephen Bradley, Jerry A. Hausman, and Richard Nolan ed. *Globalisation, Technology, and Competition: The Fusion of Computers and Telecommunications in the 1990s*. USA: HBS Press.

- Masood A. Badri, Mohamed Abdulla, and Abdulwahab Al-Madani (2003). Information Technology Centre Service Quality: Assessment and Application of SERVQUAL. *International Journal of Quality & Reliability Management*. 22 (8): 819– 848.
- McAdam, Rodney, Reid, Renee and Saulters, Robbie (2002). Sustaining Quality in UK Public Sector: Quality Measurement Framework. *International Journal of Quality & Contemporary Management*. 19 (5): 581 – 595.
- McCole, Patrick (2004). Dealing With Complaints in Services. *International Journal of Contemporary Hospitality Management*. 16 (6): 345 – 354.
- McCormick, John (1996). Telecommunications Deregulation: an Australian Perspective. *Information Management & Computer Security*. 4 (3): 39 – 41.
- McIvor, Ronan (2003). Outsourcing: Insights from the Telecommunications Industry. *Supply Chain Management: An International Journal*. 8 (4): 380 –394.
- McGoldrick, P (2000). *Retail Marketing*. 2nd Edition. London: McGraw-Hill.
- Mehta, Subhash, Lalwani, Ashok K. and Han, Soon Li. (2000). Service Quality in Retailing: Relative Efficiency of Alternative Measurement Scales for Different Product-Service Environment. *International Journal of Retail & Distribution Management*. 28 (2): 62-72.
- Melewar, T.C. and Navalekar, Abhijit (2002). Leveraging Corporate Identity in the Digital Age. *Marketing Intelligence*.. 20 (2): 96 –103.
- Metle, Mesh'al (2003). The Impact of Education on Attitudes of Female Employees. *Journal of Management Development*. . 22 (7): 603 –626.
- Michel, Stefan (2001). Analysing Service Failures and Recovery: A Process Approach. *International Journal of Service Industry Management*. 12 (1): 20-33.

- Mital, Vikas, Katrichis, Jerome M., and Kumar, Pankaj (2001). Attribute Performance and Customer Satisfaction over Time: Evidence from Two Studies. *Journal of Services Marketing*. 15 (5): 343 – 356.
- Mokhtarian, Patricia L. (1996). The Information Highway: Just Because We're on it Doesn't Mean We Know Where We're Going. *World Transport Policy & Practice*. 2 (1/2): 24 –28.
- More, Elizabeth and McGarth, Michael (1999). Working Co-operatively in the Age of Deregulation: Strategic Alliance in Australia telecommunications sector. *The Journal of Management Development*. 18 (3): 227 – 255.
- Murphy, Peter (1999). Service Performance Measurement Using Simple Techniques Actually Works. *Journal of Marketing Practice: Applied Marketing Science*. 5, (2): 56 –73.
- Mutsaers, Ernest-Jan, van der Zee, Han, and Giertz, Henrik (1998). The Evolution of the Information Technology. *Information Management & Computer*.6 (3): 115 –126.
- Ng, Colin, Low, Christopher and Sophocli, Christopher (2003). Strategies of Regional Telecommunications Organisations in Response to Emerging Internet Opportunities. *Malaysian Management Review*. - (June): 43-53.
- Nikam, Khaiser, Ganesh, A.C., and Tamizhchelvan, M. (2004). The Changing Face of India. Part 1: Bridging the Digital Divide. *Library Review*. 53 (4): 213-219.
- Nunnally, JL (1978). *Psychometric Theory*, 2nd edition. New York: McGraw Hill.
- Normann, Richard, (1991). *Service Management: Strategy and Leadership in Service Businesses*. 2nd edition. UK: John Wiley and Son Ltd.
- O'Brien, G. E. and Dowling, P. (1981). Age and Job Satisfaction. *Australian Psychologist*. 16 (-): 49 – 61.

- Okpara, John O. (2004). Personal Characteristics as Predictors of Job Satisfaction: an Exploratory Study of IT Managers in a Developing Economy. *Information Technology & People*. 17 (3): 327 – 338.
- Oliver, R.L. (1980). A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions. *Journal of Marketing Science*. 18 (-): 51 –65.
- Oliver, R.L., and Winer, R.S. (1987). A Framework for the Formation and Structure of the Consumer Expectations: Review and Propositions. *Journal of Economic Psychology*. 8 (-): 469 –499.
- Oliver, Susan (1997). A Model for the Future of Electronic Commerce. *Information Management & Computer Security*. 5 (5): 166 – 169.
- Orpen, C. and Bonnici, J. (1987). A Factor-analytic Investigation of the Pay Satisfaction Questionnaire. *Journal of Social Psychology Abstract*. 127 (4): 391-392.
- Oshagbemi, T., (1998). The Impact of Age on the Job Satisfaction of University Teachers. *Research in Education*. 59 (-): 95 - 108.
- Oshagbemi, T., (1997). The Influence of Ranks on the Job Satisfaction of Organization Members. *Journal of Management Psychology*. 12 (8): 511-519.
- Oshagbemi, T., (2000a). Is Length of Service Related to the Level of Job Satisfaction? *International Journal of Social Economics*. 27 (-): 213 – 226.
- Oshagbemi, T., (2000b). Gender Differences in the Job Satisfaction of University Teachers. *Women in Management Review*. 15 (7): 331-343.
- Oshagbemi, T., (2000c). Correlates of Pay Satisfaction in Higher Education. *International Journal of Educational Management*. 14 (1): 31 - 39

- Ovenden, A. (1995). Keep Your Customers Happy and Your Competitor Will Slowly Fade Away. *The TQM Magazine*. 7 (1): 46 – 49.
- Owen, Keith, Mundy, Ron, Guild, Will, and Guild, Robert (2001). Creating and Sustaining the High Performance Organisation. *Managing Service Quality*. 11 (1): 10 – 21.
- Palmer, Adrian, Beggs, Rosalind and Keown-McMullan, Caroline (2000). Equity and Repurchase Intention Following Service Failure. *Journal of Services Marketing*. 14 (6): 513 – 528.
- Palmer, Adrian and O'Neill, Martin (2003). The Effect of Perceptual Processes on the Measurement of Service Quality. *Journal of Services Marketing*. 17 (3): 254 – 274.
- Papasolomou-Doukakis, Ioanna (2002). The Role of Employee Development in Customer Relations: the Case of UK Retail Banks. *Corporate Communications: An International Journal*. 7 (1): 62 – 76.
- Paraskevas, Alexandros (2001). Exploring Hotel Internal Service Chains: a Theoretical Approach. *International Journal of Contemporary Hospitality Management*. 13 (5): 251 – 258.
- Parasuraman, A, Zeithaml, V. and Berry, L. (1985). A Conceptual Model of Service Quality and its Implications for Future Research. *Journal of Marketing*. 49 (-): 41 – 50.
- Parasuraman, A, Zeithaml, V. and Berry, L. (1988). SERVQUAL: a Multiple-item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*. 64 (-): 12 – 40.
- Parasuraman, A, Zeithaml, V. and Berry, L. (1991). Refinement and Reassessment of the SERVQUAL Scale. *Journal of Retailing*. 67 (4): 420 – 450.

- Parasuraman, A, Zeithaml, V. and Berry, L. (1994). Reassessment of Expectations as a Comparison Standard in Measuring Service Quality: Implications for Future Research. *Journal of Marketing*. 58 (1): 11 – 124.
- Parasuraman, A. (2002). Service Quality and Productivity: a Synergistic Perspective. *Managing Service Quality*. 12 (1): 6 – 9.
- Paswan, Audhest K., Pelton, Lou E., and True, Sheb L. (2005). Perceived Managerial Sincerity, Feedback-Seeking Orientation and Motivation Among Front-line Employees of a Service Organisation. *Journal of Services Marketing*. 19 (1): 3 – 12.
- Petersen, R A (1994). A Meta-analysis of Cronbach's Coefficient Alpha. *Journal of Consumer Research*. 21(September): 381 – 391.
- Phau, Ian and Phoon, Sui Meng (2000). Factors Influencing the Types of Products and Services Purchased Over the Internet. *Internet Research: Electronic Networking Applications and Policy*. .10, (2): 102 – 113.
- Piercy, Nigel F. (1996). The Effects of Customer Satisfaction Measurement: the Internal Market Versus the External Market. *Marketing Intelligence & Planning*. 14 (4). 9 – 15.
- Pitt, Marelise, Bruwer, Johan, Nel, Deon and Berthon , Paul (1999). A Framework for Research in Internal Marketing and the Study of Service Quality: Some Proposition. *Management Research News*. 22 (7): 1 - 11.
- Polak, Leonard F. and Kleiner, Brian H. (2001). Managing for Excellence in the Telecommunications Industry. *Management Research News*. 24 (3/4): 29 - 32.
- Polatoglu, Vichuda Nui and Ekin, Serap (2001). An Empirical Investigation of the Turkish Consumers' Acceptance of Internet Banking Services. *International Journal of Bank Marketing*. 19 (4): 156 – 165.

- Powell, G., (1986). Women: the More Committed Managers? *Management Review*. (June): 43 –45.
- Power, Damien and Simon, Alan (2004). Adoption and Diffusion in Technology Implementation: a Supply Chain Study. *International Journal of Operations & Production Management*. 24 (6): 566 –587.
- Pratt, Keith T. (2003). Introducing a Service Level Culture. *Facilities*. 21 (11/12): 253-259.
- Putti, J.M., Aryee, S and Liang, T.K. (1989). Work Values and Organisational Commitment: a Study in the Asian context. *Human Relation*. 42 (-): 275 – 288.
- Pyun, C., Scaggs, L. and Nam, K. (2002). Internet Banking in the US, Japan, and Europe. *Multinational Business Review*. pp. 73-81.
- Quester, Pascale and Romaniuk, Simon (1997). Service Quality in the Australian Advertising Industry: a Methodological Study. *Journal of Services Marketing*. 11 (3): 180 – 192.
- Ranaweera, Chatura and Neely, Andy (2003). Some Moderating Effects on the Service Quality-Customer Retention Link. *International Journal of Operations & Production Management*. 23 (2): 230-248
- Rao, Siriginidi Subba (2000). Internet Service Providers in India. *Work Study* 49 (5): 178-186.
- Ravald, Annika and Grönroos, Christian (1996). The Value Concept and Relationship Marketing. *European Journal of Marketing*, 30 (2): 19 – 30.
- Reichheld F. F. (1995). Loyalty and the Renaissance of Marketing. *Marketing Management*. 2 (4): 53-56.

- Reichheld Frederick F. and Sasser Jr., W. Earl (1996). Zero Defections, Quality Comes to Services. In: Reichheld Frederick F. Ed. *The Quest for Loyalty: Creating Value Through Partnership*. USA: Harvard Business Review.
- Reichheld Frederick F. (1996). Learning from Customer Defection. In: Reichheld Frederick F. Ed. *The Quest for Loyalty: Creating Value through Partnership*. USA: Harvard Business Review.
- Reis, Dayr, Pena, Leticia and Lopes, Paulo (2003). Customer Satisfaction: the Historical Perspective. *Management Decision*. 41 (2): 195-198.
- Robotham, David (2004). Developing the Competent Learner. *Industrial and Commercial Training*. 36 (2): 66 – 72.
- Roberts, J. A. and Chonko, L. B. (1994). Sex Differences in the Effect of Satisfaction With Pay on Sales Force Turnover. *Journal of Social Behaviour and Personality*. 9 (3): 507 – 516.
- Robertson, Michael and Jones, Carole (1999). Application of Lean Production and Agile Manufacturing Concepts in a Telecommunications Environment. *International Journal of Agile Management Systems*. 1 (1): 14 – 17.
- Rogers, Jerry D., Clow, Kenneth E. and Kash, Toby J. (1994). Increasing Job Satisfaction of Service Personnel. *Journal of Services Marketing*. 8 (1): 14 – 26.
- Rousseau, D.M. and McLean Parks, J., (1992). The Contracts of Individuals and Organisations. *Research in Organisational Behaviour*. (15): 1 – 43.
- Rowe, Stanford H., II (2002). *Telecommunications for Managers*. 5th edition. New Jersey: U.S.A: Prentice-Hall.
- Rudnick, Michael (1996). Employee Communications: How Technology Impacts on Practice. *Managing Service Quality*. 6 (2): 45 – 48.

- Russ, F. and McNeilly, K., (1995). Links Among Satisfaction, Commitment and Turnover Intentions: the Moderating Effects of Experience, Gender and Performance. *Journal of Business Research*. 34 (57 – 65).
- Russo, Giovanni, Rietvald, Piet and Gorter, Cees (1995). Issues in Recruitment Strategies. *The International Journal of Career Management*. 34 (-): 57 – 65.
- Rust, Roland T. and Zahorik, A.J. (1993). Customer Satisfaction, Customer Retention, and Market Share. *Journal of Retailing*. (69): 193 – 215.
- Rust, Roland T., Stewart, Greg L., Miller, Heather, and Pielack, Debbie (1996). The Satisfaction and Retention of Frontline Employees: A Customer Satisfaction Approach. *International Journal of Service Industry Management*. 7 (5): 62 – 80.
- Rucci, A.J., Kirn, S.P., and Quinn, R.T. (1998). The Employee-customer Profit Chain in Sears. *Harvard Business Review*. 76 (1): 82-98.
- Sanes, Christian (1996). Employee Impact on Service Delivery. *Management Development Review*. 9 (2): 15 – 20.
- Santos, Jessica (2002). From Intangibility to Tangibility on Service Quality Perceptions: a Comparison Study between Consumer and Service Providers in Four Service Industries. *Managing Service Quality*. 12 (5): 292-302.
- Sarker, Shah Jalal; Crossman, Alf, and Chinmeteeputuck, Parkpoom (2003). The Relationships of Age and Length of Service with Job Satisfaction: an Examination of Hotel Employees in Thailand. *Journal of Managerial Psychology*. 18 (7): 745 – 758.
- Savery, L.K. (1996). The Congruence between the Importance of Job Satisfaction and the Perceived Level of Achievement. *Journal of Management Development*. 15 (-): 18 – 27.

- Schaafsma, Hank and Athanasou, James (1994). Concerns about Innovations in the Workplace. *Leadership & Organisation Development Journal*. 15 (8): 16 -23.
- Schlesinger, L.A. and Heskett, J.L. (1991). Breaking the Cycle of Failure in Services. *Sloan Management Review*. No. 70 (-): 423-433.
- Schneider, B. : Parkington,J.J.; and Buxton, V.M.. (1980). Employee and Customer Perceptions of Service in Banks. *Administrative Science Quarterly*. (25): 252-267.
- Schneider, B. and Bowen, D.E. (1985). Employee and Customer Perceptions of Service in Banks: Replication and Extension. *Journal of Applied Psychology*. 9 (2): 52-65
- Schneider, B., Wheeler,J.K., and Cox, J.F. (1992). The Passion for Service: Using Content Analysis to Explicate Service Climate Themes. *Journal of Applied Psychology*. 77 (-): 705-716.
- Schneider, B., White, S. S., and Paul, M.C. (1998). Linking Service Climate and Customer Perceptions of Service Quality: Test of a Causal Model. *Journal of Applied Psychology*. 83 (-): 150-163.
- Schneider, B. (1990). The Service Organization: Climate is Crucial. *Organisational Dynamics*. 9 (2): 52-65.
- Schwartz, Rachel E. (1996). *Wireless Communications in Developing Countries: Cellular and Satellites Systems*. USA: Artech House Publishing.
- Sekaran, Uma (1992) *Research Methods for Business: A Skill Building Approach*. 2nd Edition. USA: John Wiley & Son.
- Sharma, Sushil K. and Gupta, Jatinder N. D., (2002). Application Service Providers: Issues and Challenges. *Logistics Information Management*. 15 (3): 160 – 169.

- Shaw, Derren and Haynes, Barry (2004). An Evaluation of Customer Perception of FM Service Delivery. *Facilities*. 22 (7/8): 170 – 177.
- Shen, X. X., Tan, K.C., and Xie, M. (2000). Benchmarking in QFD for Quality Improvement. *Benchmarking: an International Journal*. 7 (4): 282-291.
- Silvestro, Rhian (2002). Dispelling the Modern Myth: Employee Satisfaction and Loyalty Drive Service Profitability. *International Journal of Operations & Production Management*. 22 (1): 30 – 49.
- Simon Jr., Jacob V. (2004). Reality-based Analysis of Service Recovery. *International Journal of Quality & Reliability Management*. 21 (1): 11 – 31.
- Singh, Parbudyal, Finn, Dale and Goulet, Laurel (2004). Gender and Job Attitudes: a Re-examination and Extension. *Women in Management Review*. 19 (7): 345 – 355.
- Smith, P., Smits, S., and Hoy, F., (1998). Employee Work Attitudes: the Subtle Influence of Gender. *Human Relations*. 51 (-): 649 – 666.
- Solomon, J. (1988). Companies Try Measuring Cost Savings from New Types of Corporate Benefits. *The Wall Street Journal*. (29).
- Solnet, David (2006). Introducing Employee Social Identification to Customer Satisfaction Research. *Managing Service Quality*. 16 (6): 575- 594.
- Snyder, R.A. and Dietrich, F.H. (1992). Age/job Satisfaction: Assessment of the Shape of the Relationship from a Systems Perspective. *Personnel Review*. 21 (-): 39- 45.
- Srikantaiah, T. Kanti and Dong Xiaoying (1998). The Internet and its Impact on Developing Countries: Examples from China and India. *Asian Libraries*. 7(9):199 – 209.

- Stauss, Bernd (1995). Internal Services: Classification and Quality Management. *International Journal of Service Industry Management*. 6 (2): 62 – 78
- Stauss, B., Chojnecki, K., Decker, and A, Hoffman, F. (2001). *Retention Effects of a Customer Club*. *International Journal of Service Industry*. 12 (1):7-19.
- Steel, B. (1991). Job Satisfaction. *Bureaucrat*. 20 (3): 57 – 59.
- Stephens, N. and Gwinner, K.P. (1998). Why Don't Some People Complain? A Cognitive-emotive Process Model of Consumer Complaint Behaviour. *Journal of Academy of Marketing Science*. 26 (3): 172-189.
- Storbacka, Kaj, Strandvik, Tore, and Grönroos, Christian (1994). Managing Customer Relationships for Profit: The Dynamics of Relationship. *International Journal of Service Industry Management*. 5 (5): 21 – 38
- Sureshchandar, G.S., Rajendran, Chandrasekaran, and Anantharaman, R.N (2001). A Holistic Model for Total Quality Service. *International Journal of Service Industry Management*. 12 (4): 378 – 412.
- Swanson, Scott R., and Kelly, Scott W. (2001). Service Recovery Attributions and Word-of-mouth Intentions. *European Journal of Marketing*. 35 (1/2): 194 – 211.
- Telekom Malaysia Berhad Annual Report (1999). Malaysia: Telekom Malaysia
- Telekom Malaysia Berhad Annual Report (2000). Malaysia: Telekom Malaysia
- Telekom Malaysia Berhad Annual Report (2001). Malaysia: Telekom Malaysia
- Telekom Malaysia Berhad Annual Report (2002). Malaysia: Telekom Malaysia
- Telekom Malaysia Berhad Annual Report (2003). Malaysia: Telekom Malaysia
- Telekom Malaysia Berhad Annual Report (2004). Malaysia: Telekom Malaysia

Telekom Malaysia Berhad Annual Report (2005). Malaysia: Telekom Malaysia

Telekom Malaysia Berhad Annual Report (2006). Malaysia: Telekom Malaysia

The Malaysian Business (2001). July 16, 2001. Malaysia:

Tsang, N. and Qu, H. (2000). Service Quality in China's Hotel Industry: a Perspective from Tourist and Hotel Managers. *International Journal of Contemporary Hospitality Management*. 12 (5): 316-326.

Tschohl, John (1998). Empowerment – the Key to Quality Service. *Managing Service Quality*. 8 (6): 421 – 425.

Tsui, A. S. and Milkovich, G. T. (1987). Personnel Department Activities: Constituency Perspectives and Preferences. *Personnel Psychology*. 40 (-): 519 – 537.

Tsui, A. S. (1988). A Multiple Constituency Model of Effectiveness: an Empirical Examination at the Human Resource Level. *Administrative Science Quarterly*. 35 (-): 458 – 484.

Tu, Leafy; Plaisent, Michel; Bernard, Prosper; and Maguiraga, Lassana (2005). Comparative Age Differences of Job Satisfaction and Faculty at Higher Education Level: China and Taiwan. *International Journal of Educational Management*. 19 (3): 259 – 267.

Uri, Noel D. (2002). Measuring the Change in Productive Efficiency in Telecommunications in the USA. *Journal of Economic Studies*. 29 (2): 150 – 167.

Vakola, Maria and Nikolaou, Ioannis (2005). Attitudes towards Organisational Change: What Role of Employees' Stress and Commitment. *Employee Relations*. Vol. 27 (2): 160 – 174.

- van der Wal, R. W. E., Pampallis, A. and Bond, C., (2002). Service Quality in a Cellular Telecommunications Company: a South African Experience. *Managing Service Quality*. 12 (5): 323 – 335.
- van der Wiele, Ton., Beselie, Paul, and Hesselink, Martijn (2002). Empirical Evidence for the Relationship between Customer Satisfaction and Business Performance. *Managing Service Quality*. 12 (3): 184 – 193.
- van Riel, Allard C.R., Lilijander, Veronica, and Jurriens, Petra (2001). Exploring Consumer Evaluations of E-services: a Portal Site. *International Journal of Service Management*. 12 (4): 359 – 377.
- Vecchio, R. (1981). Situational Behavioral Moderators of Subordinate Satisfaction with Supervisors. *Human Relations*. 34 (-): 947-963.
- Verdú-Jover, Antonio, Lloréns-Montes, F. Javier, and García-Morales, Víctor J. (2004). The Concept of Fit in Services Flexibility Research: an Empirical Approach. *International Journal of Service Management*. 15 (5): 499 – 514.
- Vloeberghs, Daniël (2001). Preparing Managers for the “Hi-speed” Company. *The Journal of Management Development*. 20 (7): 624 – 638.
- Vogels, Werner (2004). Technology Challenges for the Global Real-time Enterprise. *Journal of Knowledge Management*. 8 (4): 100 – 104.
- Voss, Douglas M., Calantone, Roger J. and Keller, Scott B (2005). Internal Service Quality: Determinants of Distribution Centre Performance. *International Journal of Physical Distribution & Logistics Management*. 35 (3): 161 – 176.
- Wang, Yonggui and Lo, Hing-Po (2003). Customer-focused Performance and the Dynamic Model for Competence Building and Leveraging: a Resourced Based View. *The Journal of Management Development*. 22 (6): 483 – 526.

- Webster, Calum and Hung, Li-Chu (1994). Measuring Service Quality and Promoting Decentring. *The TQM Magazine*. 06 (5): 50 – 55.
- Wels-Lips, Inge, van der Ven, Marleen, and Pieters, Rik, (1998). Critical Service Dimensions: an Empirical Investigation Across Six Industries. *International Journal of Service Industry Management*. 9 (3): 286 – 309.
- Willems, John R. and Ketler, Karen (1999). Telecommunications Issues: the Information Systems Managers' Viewpoint. *Industrial Journal & Data Systems*. 99 (2): 81 – 88.
- Wright, J.D. and Hamilton, R.F., (1979). Work Satisfaction and Age: some Evidence for the Job Change Hypothesis. *Sociology of Work and Occupations*. 6 (-):59 – 83.
- Wymbs, Cliff (2000). How E-commerce is Transforming and Internationalizing Service Industries. *Journal of Services Marketing*. 14 (6): 463 – 477.
- Yagil, Dana (2002). The Relationship of Customer Satisfaction and Service Workers' Perceived Control. *International Journal of Service Industry Management*. 13 (4): 382 – 398.
- Yavas, Ugur, Benkenstein, Martin and Stuhldreir, Uwe (2004). Relationships between Service Quality and Behavioural Outcomes: a Study of Private Bank Customers in Germany. *International Journal of Bank Marketing*. 22 (2,): 144-157.
- Yen, Rebecca Hsiuju, Gwimmer, Kevin and Su, Wanru (2004). The Input of Customer Participation and Service Expectation on Attributes Following Service Failure. *International Journal of Service Industry Management*. 15 (1): 7 – 26.
- Yoon, Mahn Hee, Beatty, Sharon E., and Suh, Jaebeom (2001). The Effect of Work Climate on Critical Employee and Customer Outcome. *International Journal of Service Industry Management*. 12 (5): 500 – 521.

- Youngdahl, William E. and Loomba, Arvinder P. S. (2000). Service-driven Global Supply Chains. *International Journal of Service Industry Management*. 11 (4): 329 – 347.
- Zeithaml .V., Parasuraman, A. ., Berry, L.L. (1985). Problems and Strategies in Service Marketing. *Journal of Marketing*. 49 (Spring): 33-46.
- Zeithaml, Valarie A., Parasuraman, A., and Berry L. L. (1990). *Delivered Service Quality*. NY, U.S.A: Free Press, New York.
- Zeithaml et al., Berry, L.L, Parasuraman, A. (1993). The Nature and Determinants of Customer Expectations of Service. *Journal of the Academy of Marketing Science*. Vol. 21 (1): 1-12.
- Zeithaml, Valarie A. and Bitner, Mary Jo (1996). *Service Marketing*. U.S.A:McGraw-Hill.
- Zeithaml, Valerie (2000). Service Quality, Profitability, and the Economic Worth of Customers: What We Know and What We Need to Learn. *Journal of the Academy of Marketing Science*. 28 (1): 67 – 85.
- Zemke and Zemke (1994). Partnering: a New Slant on Servicing the Internal Customer. *Training*. 31 (10): 73 – 76.
- Zemke, Ron (2002). Managing the Employee Connection. *Managing Service Quality*.. 12 (2): 73 -76.
- Zsidisin, George A., Jun, Minjoon, and Adams, Loral L. (2000). The Relationship between Information Technology and Service Quality in the Dual-direction Supply Chain: a Case Study Approach. *International Journal of Service Industry Management*. 11 (4): 312 – 328.