
Links among service climate, employee satisfaction, service quality and customer satisfaction

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ABSTRACT

This study aims to investigate the relationships among organizational service climate, Employee satisfaction, and Service quality and customer satisfaction. Based on a theoretical background literature review, we are paying attention to investigate how to increase customer satisfaction and how to provide him with the best service by focusing on service climate, employee satisfaction and service quality. The proposed model was then tested by employing data collected from 341 persons who employing in Egypt Telecom Company in a permanent jobs and 350 customers the findings of this exploratory study explored that employees' perceptions of service climate were significant and positively impact on their feeling of satisfaction. The findings also indicates that the employees' perceptions of service climate were significant and positive impact on customers' perceptions of service quality. The results also referred that employees' perceptions of service climate were significant and positive impact on their customers' satisfaction. The findings also indicates that employee satisfaction was significant and positively impact on the perceptions of their customers for the level of service quality. The findings also asserted that employee satisfaction was significant and positively impact on customer satisfaction. Finally, the results also indicated that the customers' perceptions of service quality on customer satisfaction.

Keywords: Service climate, Employee satisfaction, service quality, and Customer Satisfaction.

1. Introduction

This age was characterized by increased of competition among all Organizations, Service is now often perceived as a basic driver for competitive advantage (Kandampully and Duddy, 2001: Karmarkar, 2004). Along with overall growth in the service economy, as 70 % of today's economy is service built, so the success of any organization will intensified relay on the quality of service that provides to its customers (Berry, 1995: Gutek, 1995: Zeithaml and Bitner, 1996). therefore , a widespread consensus of quality services to the growth and survival of the organization has imposed it's managers to must create and maintain a climate of service that help employees to achieve an effectively deliver excellent service (Schneider , 1990 : Schneider and Bowen , 1995) . In other meaning, Workers are more likely to provide an excellent service to their customers when the organization supported and rewards such behavior and anchors Practices that facilitate service delivery (Schneider et al., 1992). A climate of service has attracted much attention from academic Literature and also from the business world (e.g. Yagil and Gal, 2002). Service climate can be defined as "employees' perceptions of the practices, procedures and behaviors that get rewarded, supported and expected with regard to customer service and customer service quality (Schneider et al., 1998). Organizational climate of service is described as an organizational atmosphere of

"Passion for service" which concentrates the efforts of service employees on providing quality service (Schneider and Bowen, 1985). Implicit with this service researchers and practitioners also specifically perceived that acclimate for service will lead to increased employee Job satisfaction (e.g. Schneider , 1980 : Johnston , 2004) and subsequent behaviors that facilitate the creation of customer satisfaction and quality of service (Schneider and Bowen, 1995;Schneider et al., 1998 : Borucki and Burke , 1998 : Dietz et al., 2004 : Heskett et al., 1994 : Paulin et al., 2006) . Recognizing the significance of service climate as a means to create employee satisfaction, service quality and customer satisfaction. Hence, the main objective of the current field study focuses on the concept of a service climate, including its relationship with employee's satisfaction, service quality and customer satisfaction.

2. Review of literature/theoretical background of the study

In this section the researcher will review both theoretical and empirical literature relating to service climate, employee satisfaction, service quality capability and customer satisfaction.

2.1. Concept of service climate

Schneider et al. (2006) declared that a climate can be defined as the information processing that stimuli the employee to exert his efforts in the work. In addition, they also added that a climate represents a summary impression that employee have about " how we doing things around here "or" what we focus on around here ". Moreover, a climate can be defined as a shared common psychological identify, which appears aligned with the way of achieving service quality. Thus, employees in the service – oriented organization should tried to understand the main characteristics and activities that set up the relay and good service oriented climate. Based on this, Organizational service climate builds on assumption that, once employee seeks to interpret his work environment, they integrate his daily perceptions of workplace events with macro – perceptions of climate that express the impotent themes in the work environment. According this, when providing an excellent service become an important factor in the work environment / the positive climate creates (Dietz et al., 2004).In 1973, Schneider conducted the first paper on service climate, focusing on the degree that organization strength "a warm and friendly atmosphere" toward its' customers. A climate of service can be defined also as "an employees' shared perceptions of what is truly important in their organization". In addition, service climate can be referred it as "employee's shared perception of the practices, procedures and behaviors concerning quality service" (Schneider, 1990). Thus, it reflects, employees' perceptions of organizational policies, practices, and procedures which promote an atmosphere that expects and rewards customer service. A climate of service depends on the fundamental support provided by organization through managerial practices, resource training and assistance required to perform effectively (Schneider et al., 1998). Little and Dean (2006) highlight that service climate is constitute on the basis of keeping an eye on customers and the other on employees. In other words, it means that the organizational service climate depends on caring of customers and employees in the same time .in short, service climate describes the employees' view about management practices across arrange of fields including marketing, human resources and leadership (Solnet, 2006).

2.2. Concept of employee satisfaction

It recognized that Employee Satisfaction represents the most important field in management, which not only influences on employee commitment, but also plays a basic role in enhancing employee loyalty (Khalaf et al., 2013). Thus, employee satisfaction has drawn the attention of the researchers and practitioners in several studies, Lock (1969) and Kornhauser (1965) were be considered as a pioneers in the field of job satisfaction. Lock (1976) referred to employee satisfaction as "a pleasurable or a positive emotional state resulting from the appraisal of one's job or job experience". Employee satisfaction refers to the extent which employees feel that their manager's support and look after them (Jyoti and Sharma, 2012). Spector (1997) added that employee satisfaction as (an overall feeling about the job, or as a related set of attitudes about aspects of the job).

Accordingly of this employee satisfaction is an important variable that is able to give an opinion about general emotion and thinking forms of employees about their job and workplace and his attitudes forward job –as a result (Togia et al.,2004). Employee satisfaction rises up when their organization provide them with the power, skills and motivation that make them able to serve their customers in a better and efficient way (Khalaf et al., 2013). Employee satisfaction can be divided in tow subgroups, intrinsic satisfaction includes autonomy, recognition, growth and promotion .extrinsic satisfaction includes pay and related matters, physical conditions, behavior of superior and subordinates (Sharma and Tyoti, 2006). If the employees are satisfied, they will exert their hard efforts to deliver quality services for customers, which leads to customer satisfaction and loyalty, that in turn Maximization the profitability of the organization at the end (Khalaf et al., 2013).

2.3 Concept of service quality

In the age of globalization, highly competitive markets and unpredictable market dynamics, the organization must seek to add value to the service that provide its customers, and improve its service quality. So, we can say that a service quality plays an important role in the organization's competitive advantage (Hsing Chen et al., 2007). Thus, service quality recognized as a critical issue and challenge facing the contemporary service industry (Hung et al., 2003). Perceived service quality is the result of consumer evaluation for the overall service excellence or superiority (Parasuraman et al., .1988). Perceived service quality refers to a concept that measures the difference between customers' expectations and their actual perceptions toward the service (Parasuraman et al., 1985 : Purcarea,2013) .similarly ,Caceres and Papparoidamis (2007) defined service quality as a comparison that customers made between their considers of what service must be and the actual performance of the service providers . It could be recognized as an "attitude", based on what known as" A di confirmation paradigm "where perceived service is built on the comparison of customer's expectation and the actual performance (Gronroos, C.1984).

Expectations reflect the customer's desires and wishes of what the service should be, once he formed it, he can make a comparison between his expectations and what he actually provided (Lovelock and Wright, 2002: Zeithaml et al., 1993: Purcarea, 2013). In the other side, Perceptions reflects the overall customer's evaluation of the actual performance of the service provider, including what and how is it provided (Lim and Tang, 2000: Lovelock and Wright, 2002: Zeithaml et al., 1993: Purcarea, 2013). service marketing researchers and practitioners agree that customers build their perceptions about service quality level basically on two broad aspects , the first of them is technical quality which reflects what a customer actually received , and the second is the functional quality which refers to the way of service provided (Gronroos , C.,2014) . From the above, we can say that service quality is the overall

perceptions of the excellence or superiority of the service, and thus is recognized as the "hallmark of success" (Parasuraman et al., 1985; Parasuraman et al., 1988; Purcarea, 2013).

2.4 Concept of Customer Satisfaction

Throughout the past few decades, most of organizations recognized the important of the topic "customer satisfaction" for them, this drive them to exert much of efforts to improve it, particularly those in service sector (Schmit and Allsheid, 1995). So, the study of customer satisfaction has drawn a broadly interest from the social psychologists, marketing researchers, and the field of customer behavior (Haque et al., 2012). Satisfaction refers to "an individual's feelings of pleasure resulting from comparing his perception and expectation (Kotler, 2000). If his perception exceeds expectation, he will feel satisfaction, the opposite will lead to dissatisfaction. Thus, customer satisfaction explores "a customer's overall judgment on comparing between the expected and perceived service performances (Anderson and Sullivan, 1993; Ramaswamy, 1996).

Similarly, Ram (2011) defined customer satisfaction as "an affective state that is emotional reaction to an experience or a resulting from experiences with a seller". Oakland (2005) stated that quality starts with considering the customer needs and finishes when those needs are satisfied, in order to fulfill the requirements of customers, they must consider with the customer satisfaction as a valuable basis for success and survival (Jyoti and Sharma , 2012). Since, when the organization maintain a positive relationship with its customers, several Favorable results are likely to happen (Kotler, 2000). Which support at the last the success and survival of the organization.

3. Research objectives /hypotheses

3.1 Research Objectives

This study plans to design a model examining the relationships among service climate, employee satisfaction, and service quality and customer satisfaction. Hence, the aim of the current study can be categorized into the following heads:

1. To examine the impact of service climate on employee satisfaction.
2. To examine the impact of service climate on service quality.
3. To examine the impact of service climate on customer satisfaction.
4. To examine the impact of employee satisfaction on service quality.
5. To examine the impact of employee satisfaction on customer satisfaction.
6. To examine the impact of service quality on customer satisfaction

3.2 Hypotheses

The former researchers provided us with some practical support and theoretical background that service climate, employee satisfaction, service quality and customer satisfaction are correlated to each other:

3.2.1 Service climate and employee satisfaction

In the current study, the researcher is first interested with the relationship between service climate and employee satisfaction. For delivering improved customer service, researchers realized that service climate will lead to increased employee satisfaction (e.g., Schneider, 1980; Johnston, 2004). Paulin et al.(2006) assumed that the organization can manage and

adjustment workplace conditions (service climate) that leads to employee satisfaction , commitment to organization and subsequent behaviors that support the creation of customer satisfaction , perceived service quality and loyalty (Borucki and Burke , 1999: Dietz et al., 2004 : Heskett et al.,1994) . Similarly, for providing excellent customer service, service practitioners and researchers stated that service climate will lead to increase employee satisfaction (e.g., Schneider, 1980: Johnston, 2004). Based on above, the researcher hypothesis that service climate leads to higher employee satisfaction. Hence:
Hypothesis 1: service climate has a positive influence on employee satisfaction.

3.2.2 Service climate and service quality

Service climate plays a critical role in the service organization , this role is related with suggesting a single idea for what good , efficient providing of service quality is (Dietz, Pugh and Wiley , 2004: Kaichou , WV, Huang, 2004) .it is mentioned that the way of perceiving service climate is positively related to customer satisfaction with the quality of service . Thus, employee who perceive positive service climate, comparing with others who worked in organizations with negative service climate, may deliver high quality service (Andrews, 2001). Moreover, the researchers in service quality literature asserted that organizations must establish and maintain a service climate that helps their employees to provide excellent service in an effective way. Based on this case, the researcher puts forward this:

Hypothesis 2: service climate has a positive influence on service quality.

3.2.3 Service climate and customer satisfaction

As mentioned before, many studies concluded that the way of employee's perceiving organizational service climate is positively correlated to customer satisfaction with the quality of service (Schneider and Bowen, 1985: Schneider et al., 1998). Thus, a critical role specifically for increasing customer satisfaction. Ram et al. (2011) concluded from his study that service climate is positively influences on customer satisfaction. Similarly, from an exploratory case study Kraljand and Solnet (2010) asserted that service climate is positively related with customer satisfaction. Moreover, Solnet (2006) explores that when all the overall conditions in the organizations support its employees to deliver excellent service to their customers. So we can say that this organizations have a positive service climate. Hence, the third hypothesis in this study is:

Hypothesis 3: service climate has a positive influence on employee satisfaction.

3.2.4 Employee satisfaction and service quality

Several studies tried to study the relationship between employee satisfaction and service quality. Zeithaml et al. (1990) stated that employees who are not fit to their jobs are not be able to provide quality service. Boshoff and Trait (1996) agree with this, but they asserted that job satisfaction is the most important factor in determining service quality comparing with employee – job fit ". When employees feeling satisfied with their jobs, they are become more likely to involve in their work, and provide more quality service to their customers. Malhotra and Mukherjee (2004) indicated that job satisfaction have significant impact on service quality. Similarly, Kermanj (2013) concluded that there is a positive relationship between job satisfaction and service quality. In the light of social exchange theory, which suggested that when employees feel satisfied to their work conditions, this inspire them to exert an additional efforts to provide high level of service quality. Based on this, we can suppose that employee satisfaction Leads to higher service quality. Hence,

Hypothesis 4: employee satisfaction has a positive influence on service quality.

3.5 employee satisfaction and customer satisfaction

Over the last decade, the impact of employee satisfaction on customer satisfaction has received a widely attention in service management, marketing literature and practice. Studies in customer psychology has stated that exposing customers to happy employees leads to customers having a positive perceptions about the service and product. Similarly, several studies in an organizational behavior have declared that "unfriendliness of employees has a direct impact on aggressive mood of customers which Leads to customer dissatisfaction ". Accordingly this, customers satisfying happen when satisfied employees are more likely to be friendly, enthusiastic , attentive and empathetic toward their customers (Beatty et al., 1996 : Rafaeli , 1993) .the link between employee satisfaction and customer satisfaction has been largely studied and the results of them concluded that relationship between has been positive (e.g., Yoo and Park , 2007 : Hurley and Estelami , 2007 : Payne and Webber , 2006 : Xu and Yangzi , 2005 : Horn burg and Stock , 2004 : Henning – Thuraw , 2004 : Kamkura et al.,2002 : Johnson , 1996 : Schmitt and Allsheid , 1995) .thus , service employees who felt high levels of job satisfaction are more likely to be balanced and pleased with their environment toward customers , resulting in positive influence on the level of customer satisfaction. In the other side, dissatisfied service employees are likely to display unpleasant emotions to customer satisfaction, decreasing the level of customer satisfaction. From above, we can concluded that employee satisfaction is a key concern for organizations to improve customer satisfaction. Build on this case, we can put forward the fifth hypothesis as following:

Hypothesis 5: employee satisfaction has a positive influence on customer satisfaction.

3.6 service quality and customer satisfaction

Service quality and customer satisfaction are critical concepts to academic studies interested in consumer evaluations, which recognize them as a means of creating competitive advantage and customer loyalty. Service quality has drawn a great attention from the marketing and service management literature (Lien, 2008). This due to it is very difficult to measure the quality of service since it depends on large number of factors, while the quality of products can be easily measured by taking into account the certain physical properties (Aga, 2007). Obvious studies have considered service quality as antecedent of customer satisfaction is often recognized as greater than another antecedents (Churchill and Suprenant, 1982: Oliver and De Sarbo, 1988: Anderson and Sullivan, 1993). Some of findings of these studies stated that service quality is an important antecedent of customer satisfaction. On this basis, we can hypothesis that:

Hypothesis 6: service quality has a positive influence on customer satisfaction.

4. Research methodology

In this section of the study, the researcher will discuss the aim, the design of the study, sample and procedures, profile of sample, Questionnaire design and structure, findings and discussion, conclusion, and limitations and future research scope.

4.2 The design of the study

The current study was cross – sectional and evaluative in its nature, as it tries to design the research model for the relationships among service climate, employee satisfaction, service quality, and customer satisfaction.

4.3 Sample and procedures

Data for this study was obtained from a survey of Egypt Telecom Company. Since, it is the only company for telecom in Egypt, with a permanent staff of over 47000 employees, and provide its service for over 9.9 million person in Egypt. The current study concentrate on the Sharkya branch, as it is the researcher's place of live. In order to ensure the largest possible sample a convenience sample (800) was used, which included (400) and either (400) customers. Hence, the data collection involved either employees who working in the company as permanent and the customers of its service. In the first stage of the collection of data, the researcher adopted preliminary interviews to obtain qualitative data from (30) employees and (47) customers who had been selected randomly. These preliminary interviews were utilized as an additional data to establish and adjust the questionnaire and especially to achieve the aims of the study. In the second stage, the questionnaire was established using constructs obtained from preliminary interviews as well as themes explained in the literature review.

The questionnaires were distributed to both of employees and customers of the Egypt telecom company. Participation in the study was voluntary and anonymous for both employees and customers. Data were obtained at the service places by the researcher himself in September 2014, through period lasted 25 days. Following the initial quantitative data collection process, one – on – one interviews was conducted. The employees has been asked to fill out the questionnaire in return for a small incentive. While the customers were surveyed in the service sites, and in their work, homes after asking them if they have a telephone or not, by using one – on – one interview and 10 – minute telephone interview. a total of 749 questionnaires were obtained , 58 were returned in complete , representing a final result of (691) complete survey, including 341 questionnaires collected from employees , and 350 collected from customers , representing a survey response rate 85% for employees , and 87 % for customers .

4.4 Profile of sample

Of employees participants (186) were male, and (155) were female, and in terms of educational background (93) were middle level education (secondary school), (198) were undergraduate degree, and (50) have a master degree. In terms of age, the participants from age 20 to under 35 years were (80), (157) from age 35 to under 45 years, and (104) from age 45 years to 60 years. While the participants of customers were (198) male , and (152) were female , in terms of educational background , (114) were secondary school , (120) were undergraduate degree , (40) have a master degree , and (26) have a doctoral degree . In terms of age (96) were from 20 to under 35 years old, and (115) were from 35 years old to under 45 years old, and (139) were from 45 years old to under 60 years old. Table 1, 2 depict the characteristics of the participants in the sample as following:

Table 1: Table showing Characteristics of the employee's sample

Empl oyee= (341)	Items		frequency	percent
	Gender	male	186	54.5%
		female	155	45.4%

	Educational background	Secondary school	93	27.2%
		Undergraduate degree	198	58.06%
		Master degree	50	14.66%
	Age	20-35 years	80	23.46%
		35-45 years	157	46.04%
		45- 60 years	104	30.49%

Table 2: Table showing Characteristics of the customer's sample

		Items	frequency	percent
Employee N (341)	Gender	male	198	56.41%
		female	152	43.42%
	Educational background	Secondary school	114	32.57%
		Undergraduate degree	120	34.28%
		Master degree	50	14.28%
	Age	Non education	120	34.28%
		20-35 years	96	27.42%
		35-45 years	115	32.85%
		45- 60 years	139	39.71%

4.5 Questionnaire design and structure

Questionnaire as a means of data obtained, can decrease pressure on respondents, so it can help the researchers to collect more accurate data. For reducing the possibility of common method bias, the researcher used two questionnaires, to test proposed hypotheses: one to measure service climate and employee satisfaction distributed for employees. And the other measured service quality and customer satisfaction distributed for customers. Thus to measure the variables proposed in the research model, the questionnaire used in the current study can be grouped into five categories: the first categories: the first category addressed demographic variables, the second category explored the perceived service climate in the company, and the third category asked the employees in the company about their opinions of the level of satisfaction, the fourth category asked the customers about their attitudes about the level of service quality . The fifth category asked the customers about their opinions of the level of satisfaction. The first three items were demographic in nature, while the remaining (23) items rated on a 5- point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). "How much do you agree or disagree with these statements?"

Service Climate: to evaluate perceptions of service climate, the researcher used the four – items reduced version (Salanova et al., 2005) derived from the global service climate scale (Schneider et al., 1998). employee's perceptions of the service climate , items in the scale including : " employees in our company have knowledge about the job and the skills required to deliver superior quality work and service " , " employees receive recognition and rewards for the delivery of superior work and service " , " the overall quality of service provided by our organization to customers is excellent " and " employee are provided with tools , technology and other resources to support the delivery of quality work and service " . This scale explores the summary of service climate in the company as it perceived by its employees.

Employee satisfaction: was measured by four items developed by (Chi and Gursoy, 2009). these four items , were : " overall , I'm satisfied with my job at the company " , " I intend to keep working at this company long into the future " , " I often think about quitting my job " , " as soon as I can find another job I'm going to leave " . This scale describe the level of employee's satisfaction in the company " .

The service quality: in the current study the researcher adopts (Ranaweera and Neely , 2003) to measure the customer's perceptions of the level of service quality . The reason to choose this scale is that is reliable and valid measure of service quality. service quality scale included 12- items were : ' my phone company a ways keep me informed of things that I need to get the best use of service " , " my phone company staff make an effort to explain things in a simple way " , I'm sure that my phone company will suit my needs best in future " , " I have no doubts about the future existence of my phone company " , my phone company staff are capable " , " my phone company staff courteous ' , " whenever something goes wrong , my phone company takes corrective actions without delay " , " it is easy to contact my phone company whenever necessary " , " my phone company understands my needs best " , " my phone company is concerned about my safety " , " my phone company service is reliable (service is available whenever I want it) " my phone company offers all the services I expect from a phone company " . This scale describe the level of service quality as the customer perceive".'

Customer Satisfaction: to assess the level of customer satisfaction, the researcher adopts a three items (Chi and Gursoy, 2009) scale for measuring it. These items are: "I'm very satisfied with the service I provided from my phone company " , "I'm delighted with the service that my phone offers " , " and the service provided from my phone company exceeded my expectation " . This scale describe the level of customer's satisfaction about the service he has provided from the company.

4.6 Analysis and Interpretation

The current data has been analyzed with the help of SPSS software, table 3 depicts alpha Cronbach measurement results and means and standard Deviation of the constructs:

Table 3: Table showing Alpha Cronbach measurement results and means and standard Deviation of the constructs

Constructs	No. of items	Reliability	Mean	Standard Deviation
Service climate	4	0.909	2.769	0.64
Employee satisfaction	4	0.955	2.781	0.64
Service quality	12	0.872	2.651	0.504
Customer satisfaction	3	0.991	2.91	0.80

Alpha Cronbach measurement was conducted on the attitudinal constructs utilized in the current study, the value of each construct was as follows: service climate is 0.909, employee

satisfaction is 0.955, service quality is 0.872 and customer satisfaction is 0.991. Hence, the reliability coefficients were good and could meet the threshold (0.70) supposed by Nunnally and Bernstein (1994). The researcher used also Regression analyze for investigating the current study's hypotheses as following:

Table 4: Table showing Hypotheses testing results

Independent construct	Dependent construct	B	t	Standardize d Beta	F	Sig F-change	R	R2	sig	hypothesis
Service climate	(constant)	-0.868	-3.633	0.942	2689.603	0.000	0.942	0.888	0.000	supported
	Employee satisfaction	1.083	51.861						0.000	
	(constant)	9.224	13.266	0.877	11126.309	0.000	0.877	0.769	0.000	supported
	Service quality	2.051	33.561						0.000	
	(constant)	0.568	1.645	1.645	603.101	0.000	0.800	0.640	0.101	supported
	Customer satisfaction	0.746	24.558	24.588					0.000	
e satisfaction	(constant)	13.135	18.501	0.830	752.044	0.000	0.830	0.690	0.000	supported
	Service quality	1.691	27.423						0.000	
	(constant)	1.389	4.835	0.824	718.835	0.000	0.824	0.680	0.000	supported

	Customer satisfaction	0.669	26.811						0.000	
Service quality	(constant)	-2.530	-7.742	0.833	1235.531	0.000	0.883	0.780	0.000	supported
	Customer satisfaction	0.355	35.150						0.000	

As table 4 shows there is a significant and positive relationship between service climate and employee satisfaction. The results from the obvious table depicts that $R = 0.942$: $R^2 = 0.888$ with $P = 0.000$ this explore that 88.8% of the variance in the employee satisfaction is explained by their perceptions of organizational service climate. Based on this, the first hypothesis is accepted, the results supposed that service climate is essential for increasing the levels of employee satisfaction. The value of $F = 2689.603$ at a significance level of 0.000 has been given the model a good fit. Hypothesis 2 examines the correlation between service climate and service quality, the hypothesis supposed that when the employees perceive the organizational service climate, this will improve the customers' perceptions of service quality. $R = 0.877$: $R^2 = 0.769$ with $P = 0.000$ this indicates that 76.9% of the variance in the service quality is explained by the perceptions of employees' service climate. Hence, the second hypothesis is supported, and the results suggested that perceptions of employees' service quality. The value of $F = 11126.309$ at a significance level of $F = 0.000$ has been given the model a good fit. The hypothesis 3 investigates the correlation between the service climate and customer satisfaction. This hypothesis suggested that one the employees perceive the organizational service climate, their customers feel satisfaction. The results show that $R = 0.800$: $R^2 = 0.640$ with $P = 0.000$ this asserted that 64% of the variance in the customer satisfaction is explained by the perceptions of employees' organizational service climate. So the third hypothesis is accepted, and the results indicates that employees' perceptions of service climate will lead to improving customer satisfaction. The value of $F = 603.101$ at a significance level of 0.000 has been given the model a good fit.

The hypothesis 4 examines the relationship between the employee satisfaction and service quality. This suggested that when the employees feel satisfaction, this motive them to improve the quality of service provided to customers, hence increasing the level of perceiving service quality for customers. The results show that $R = 0.830$: $R^2 = 0.689$ with $P = 0.000$ this declares that 68.90 % of the variance in the perceptions of customers for service quality is explained by employee satisfaction. Hence, the fourth hypothesis is supported, and the results shows that employee satisfaction will improve the perceptions of the level of customers ' service quality. The value of $F = 752.044$ at a significance level of 0.000 has been given the model good fit. The hypothesis 5 investigates the correlation between employee satisfaction and customer satisfaction. The hypothesis supposed that when employee feel satisfaction this motive them to exert additional efforts to achieve the customer satisfaction. The results show that $R = 0.824$: $R^2 = 0.680$ with $P = 0.000$ this explore that 68% of the variance in customer satisfaction is explained by employee satisfaction. The results shows that once employees feel satisfaction this will motive them to exert extra efforts to make customers feel satisfaction. So, the fifth hypothesis is accepted and the results asserts that employee

satisfaction is essential for customer satisfaction and it can improve it, the value of $F = 718.835$ at a significance level of 0.000 has been given the model good fit. Hypothesis 6 investigates the correlation between service quality and customer satisfaction. The results show that $R = 0.883$; $R^2 = 0.780$ with $P = 0.000$. This declares that 78% of the variance in the customer satisfaction is explained by service quality. Hence, the hypothesis is accepted. The results show that the perceptions of service quality is essential for increasing the level of customer satisfaction. The value of $F = 1235.531$ at a significance level of 0.000 has been given the model a good fit. In short, service climate has a significance and positive impact on employee satisfaction, service quality and customer satisfaction. Similarly, employee satisfaction has a significant and positive impact on both of service quality and customer satisfaction. Moreover, service quality has a significant and positive impact on customer satisfaction.

5. Conclusions

The findings of this exploratory study explored that employees' perceptions of service climate were significant and positively impact on their feeling of satisfaction. The findings also indicates that the employees' perceptions of service climate were significant and positive impact on customers' perceptions of service quality. The results also referred that employees' perceptions of service climate were significant and positive impact on their customers' satisfaction. The findings also indicates that employee satisfaction was significant and positively impact on the perceptions of their customers for the level of service quality. The findings also asserted that employee satisfaction was significant and positively impact on customer satisfaction. Finally, the results also indicated that the customers' perceptions of service quality on customer satisfaction. these findings asserted that when the organizations seek to make their customers feel with satisfaction, it must improve the perceptions of their employees toward the organizational service climate, and this will lead to make them feel with satisfaction, and hence motive them to exert more efforts to improve the service quality and this will lead to the end to make customers feel with customer satisfaction. Based on this, we can conclude that customer satisfaction was positively and significantly impacted by service climate, employee satisfaction and service quality. Service quality had the greatest effect, then employee satisfaction, then service climate construct, this means that the organization must give high priority for achieving service quality, besides improving the service climate and employee satisfaction. this in turn impose the organization to focus on service quality , to achieve this , the results explored that service quality was positively and significantly impacted with service climate and employee satisfaction , and the service climate has the greater effect on it .

This suggest that the organization must provide a greater attention for improving service climate besides improving employee satisfaction. From all above, we can conclude that for achieving the customer satisfaction, the organization must focus their attention on improving service climate which will lead to enhance the service quality, besides improving employee satisfaction. This investigated study had a distinguished application of service climate variable in relation to the provision of service in telecom Egypt Company, focusing on transaction between employees and customers. The current study used this company as a research context in order to expand the research beyond banking and universities, hotels and retail studies.

5.1 Limitations and future research scope

The present study is differed from others in that it tries to relate service climate, employee satisfaction, and service quality and customer satisfaction in Egypt Telecom Company. The other Limitation of current study is the cross – sectional nature of the survey decision, and it's depend on the self – report questionnaires. Thus, causal link between the four constructs has been performed. The third limitation of this study is the focusing only on the employees and customers in Egypt Telecom Company. And therefore, the generalizability of the findings to other companies and sectors may be limited. Based on this, the future research should consider other organizations in other sectors, and expand the research scope and increase the sample size. The study is also not longitudinal and future research could consider this proposition, the future research can examine other constructs like Green Marketing and internet marketing on Customer Satisfaction.

6. References

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