Employee-Customer-Relationships: An Investigation
Into the impact of Customer-Contact Employees'
Capabilities on Customer Satisfaction
In Jordan Banking Sector

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ABSTRACT

This thesis will examine the relationship between employees, employers and customers and will specifically investigate the importance of empowerment and its impact on employee’s ability to deliver a high quality service. It will investigate the impact of empowerment on the satisfaction of both the customers and the employees. The literature review reveals that there is an extensive body of work that addresses empowerment in general but there is less emphasis on the service sector. Moreover, evidence of the impact of empowerment on service quality and customer satisfaction in the service industry is limited. A literature review concludes that researchers have invested so much effort in looking at the empowerment perspective internally, that they have overlooked the impact of such effort on the external customer. Specifically, a great deal depends not only upon the quality of the relationship between the employee and the supervisor, but also upon the impact that this has on customers. Employee-employer relationships could work as a precondition for improving the customer-contact personnel capabilities, therefore, improving both service quality and customer satisfaction levels. In order to explore this issue, method triangulation was used to collect primary data from customers first to establish how they evaluate the service encounter quality and the service provider capabilities. Data was also collected from customer-contact employees to explore the antecedents and consequences of giving them more authority to provide better service quality for their customers. It is however very significant for researchers and practitioners alike to explore the impact of empowering the customer contact employee on some consequences that affect the survival of the organisation, such as customer and employee satisfaction.

The findings in this research appear to be consistent with a great deal of findings in the cited literature. As such, the analysis part of this thesis demonstrated the significant association between the antecedents of empowerment and the consequences.