



# **An Investigation on the Effect of Organizational Culture on External Customer Satisfaction Orientation by Involving Internal Customer Orientation and Internal Service Quality as Mediating Variables**

**(An Empirical Study of Three and Four-Star Hotels in Tripoli-Libya)**

Dissertation

To Fulfill One of the Requirements for Doctoral Degree of

**MANAGEMENT**



By

**YOUSEF ALI M ZAROUG**

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**POSTGRADUATE PROGRAM FACULTY OF ECONOMICS  
BRAWIJAYA UNIVERSITY  
MALANG**

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# DISERTASI

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INVOLVING INTERNAL CUSTOMER ORIENTATION AND INTERNAL  
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(An Empirical Study of Three and Four-Star Hotels in Tripoli-Libya)**

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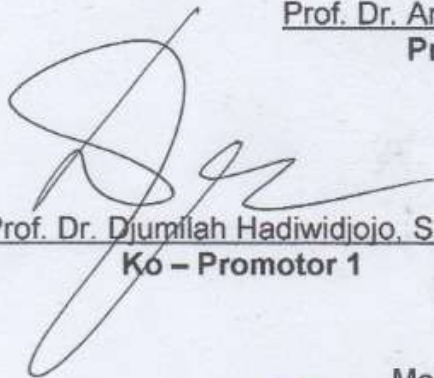
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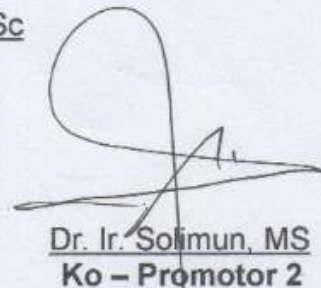
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## PERNYATAAN ORISINALITAS DISERTASI

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## ACKNOWLEDGEMENTS

I would like to express my deepest gratitude to the Almighty God who gives me His blessing and honors me to accomplish this study. I also thank to Allah for giving me a great opportunity to complete my academic dissertation entitled: **An Investigation on the Effect of Organizational Culture on External Customer Satisfaction Orientation by Involving Internal Customer Orientation and Internal Service Quality as Mediating Variables**. Moreover, I would like to thank everyone who has contributions in supporting me to complete this study, especially for my friends and classmates. Furthermore, I would like to express my sincere appreciation and gratitude to all supervisors and examiners:

1. Prof. Dr. Armanu S.E., M.Sc., my supervisor, for his valuable advices and significant suggestions. He is the person who always stands beside me and supports me to do my best and finish this dissertation.
2. Prof. Dr. Djumilah Hadiwidjojo, S.E., my co-supervisor, who always gives me her remarkable guidance, and support, helps me sincerely and directs me to choose the best way to accomplish this dissertation.
3. Dr. Ir. Solimun, M.S for his valuable help and guidance to finish this dissertation especially with regard to his advice on the statistical aspect of the study.
4. Prof. Dr. Dra. Noermijati, M. T. M., CPHR., Ananda Sabil Hussein, SE., M.Com., Ph.D, and Ainur Rofiq, SE., S.Kom., MM,. PhD. as examiners and arbitrators of this dissertation, for their valuable advice and suggestions that increase the strength and sobriety of this study.
5. My parents, may God give his mercy on them, my family, brothers and sisters, and friends for their supports in my life and career.
6. I also thank the administrative staff at the University of Brawijaya, especially those who are working in the administration department.

Finally, I hope that I have succeeded in completing this research to make a new knowledge contribution to the field of administrative sciences.

Best Regards,

Malang 28 February 2020

**The writer**



## Abstract

### An Investigation on the Effect of Organizational Culture on External Customer Satisfaction Orientation by Involving Internal Customer Orientation and Internal Service Quality as Mediating Variables

(An Empirical Study of Three and Four-Star Hotels in Tripoli-Libya)

By:

Yousef Ali Mohamed Zaroug

**Supervisors:** Armanu Thoyib, Djumilah Hadiwidjojo, Ir Solaimun

**Purpose:** This study aimed at investigating the effect of an institution's organizational culture on the internal customer orientation and internal service quality provided by the institution. Moreover, it also tried to investigate whether the two mediating variables affect the relationship between organizational culture and organization's policies in implementing external customer satisfaction orientation.

**Design/methodology/approach:** This study involves data obtained from 115 respondents spread over 23 hotel institutions in Libya using a questionnaire developed for this purpose. The structural equation modeling (SEM) was used as a suitable method to collect and analyze data through Smart PLS.

**Findings:** The results of this study showed that organizational culture has a direct effect on external customer satisfaction orientation. Moreover, the results inform that there is indirect effect of organizational culture on external customer satisfaction orientation through internal customer orientation and internal service quality in the hospitality sector in Libya.

**Keywords:** Organizational Culture, Internal Customer Orientation, Internal Service Quality, and External Customer Satisfaction Orientation.



## Abstrak

### Penelitian tentang Pengaruh Kultur Organisasi terhadap Orientasi Kepuasan Eksternal Konsumen dengan melibatkan Orientasi Internal Konsumen dan Kualitas Layanan Internal sebagai Variabel Mediasi

(Sebuah Study Empiris yang dilakukan di Hotel Bintang Tiga dan Bintang Empat  
di Tripoli-Libya)

Oleh:

Yousef Ali Mohamed Zaroug

**Pembimbing:** Armanu Thoyib, Djumilah Hadiwidjojo, Ir Solaimun

**Tujuan:** Penelitian ini bertujuan untuk meneliti pengaruh kultur organisasi sebuah institusi terhadap orientasi internal konsumen dan kualitas layanan internal yang diberikan oleh institusi. Selain itu, penelitian ini juga bertujuan untuk meneliti apakah kedua variabel mediasi tersebut berpengaruh terhadap hubungan antara kultur organisasi dan kebijakan organisasi dalam melaksanakan orientasi kepuasan eksternal konsumen.

**Desain Penelitian/ Metodologi/ Pendekatan:** Penelitian ini menggunakan data yang diperoleh dari 115 responden yang tersebar di 23 institusi hotel di Libya dengan menggunakan kuesioner yang didesain khusus untuk penelitian ini. Model Equasi Terstruktur digunakan dalam penelitian ini karena dianggap sebagai model yang sesuai untuk mengumpulkan dan menganalisa data menggunakan Smart PLS.

**Temuan:** Hasil penelitian ini menunjukkan bahwa kultur organisasi memiliki hubungan langsung terhadap orientasi kepuasan eksternal konsumen. Selain itu, hasil penelitian ini juga menunjukkan adanya pengaruh tidak langsung dari kultur organisasi terhadap kualitas layanan internal pada sector hotel di Libya.

**Kata Kunci:** Kultur Organisasi, Orientasi Internal Konsumen, Kualitas Layanan Internal dan Orientasi Kepuasan Eksternal Konsumen.





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# CHAPTER I

## INTRODUCTION

### 1.1 Background of the Study

In general, the hospitality industry plays an important role in raising the rates of the global economy, and the local economy in particular, due to the variety of its activities and the intensity of its employment. Hospitality industry is characterized by development and sustainability, which require great managerial and professional system to meet the needs and desires of customers as characterized not only by continuous development and changes, but also more employment.

Currently, the hotel establishments seek to prove their existence, by intensively providing high qualified services to fulfill the expectations and the demands of their costumers and tourists staying at the hotels. Providing the best services has become the primary key through which these hotel establishments will be able to achieve progress and excellence over their competitors. This is needed because currently business environment has changed rapidly, and the conventional method is considered to be inappropriate for this environment. For this reason, hotel organizations were prompted to develop and devise effective methods that lead to the achievement of the highest levels of performance and excellence in order to reach the fulfillment of customers' expectation and to achieve high levels of customer satisfaction.

By deeply reviewing and analyzing the results of the previous studies related to the topic of the study, the researcher needs to highlight the importance of this study. The researcher was required to completely analyze some local and international official indicators and statistics that show that there is an urgent need to conduct such studies in the hotel sector, specifically in Libya.

Throughout the past six decades, tourism has gained steady expansion and diversification. It has become one of the fastest-growing economic sectors in the world, and it is important because of its benefits to societies all over the world. On the other hand, UNWTO statistics inform that the number of international



tourists worldwide has grown from 25 million in 1950 to nearly 1.3 billion currently in 2019. In addition, UNWTO pointed out that the destinations of the world received 671 million international tourists between January and June, 2019, which is nearly more than 30 million in the same period of 2018 and a continuation of the growth that was recorded last year UNWTO report, (2019).

Tourism receipts around the world have likewise increased from 2 billion in 1950 to 1,260 trillion in 2015. The tourism sector accounts for 10% of overall output Global, as well as it provides one out of every 10 jobs. Furthermore, the World Tourism Organization (UNWTO) announced that the number of tourist arrivals increased by 4% from January to June 2019, compared to the same period last year according to the latest scale of global tourism. Also, the UNWTO stressed that the growth in the Middle East was "+8%" and Asia Pacific "+6%" while international arrivals to Europe grew by 4%, while Africa "+3%" and the Americas "+2%" enjoyed more moderate growth (Dragičević et al., 2019).

According to Fouziyah Alamouri et al. (2017), the sector of hospitality and tourism in Libya witnessed huge developments within the first decade of the 21<sup>st</sup> century. This is supported by the increasing desire for enjoyment among people and the increasing natural resources in terms of different people's civilizations that settled and prevailed, location, climate, water, etc.

Unfortunately, after the political changes happened in 2011, Libyan tourism and hospitality sector had faced by many economic problems during recent years including low marketing capabilities, low tourism awareness, low administrative and media capabilities, low level of services and administrative complexities related to visas and entry procedures. Furthermore, Libya was one of the countries whose tourisms had not been globally marketed to the media, and the tourism destination was only promoted in a simple and timid method. This condition was influenced by the fluctuations of political and security condition that occurs in 2011, which witnessed the changes on the government system in Libya (Lafferty & Youssef, 2015).

Libya actually has many promising tourism destinations that can upgrade the economic sectors of the country. It has one among longest beaches



worldwide with a length about 1935 km on the Mediterranean. In addition, Libya also has one of among largest deserts in the world's by approximately 1.100.000 square kilometers, which attracts tourists who are intended to get adventurous experience in *Qabr Aoun* lake which really popular for its high salt natural lake in the south-west of Libya (Fanak, 2020). Furthermore, tourists are offered with very attractive natural areas in the eastern part of Libya, such as *Jabal Al-Akhdar* area. Libya also possesses several historical cities such as Korina, Talmaitha, Apollonia, Eusprides, Tokra and Libya Palace. Moreover, on the west coast, people can enjoy the Phoenician and Romanian cities of Lebda, Subratah, and Oya (Tripoli), and prehistoric monuments, such as the inscriptions and rock paintings as in the mountains of Acacus. This beautiful tourism destination is supported with the good climate of Libya area, especially in the north of the country which is considered as a moderate "Mediterranean climate" (Alghazawani, 2016).

At the beginning of the year 2000, the hospitality sector in Libya witnessed a slight development at a modest rate and without achieving any noticeable developments due to the deliberate disregard of the potential tourist sector by those responsible for public policy in the state. Actually, Libya has several important tourism components, but they are not well prepared or equipped for international or domestic tourism uses (Alhayari, 2019).

However, the characteristics of the Libyan tourism and hospitality sector, which are rich of natural and human resources, make it one of the most important tourist destinations around the world. Another most important characteristic of the Libyan tourism and hotel sector is Libya's possession of some ancient Roman sites outside the Italian peninsula.

In general, all these resources are important to attract tourists for giving their investment, but unfortunately there are many other treasures that need to be well exploited and informed on the map of tourism in Libya. Moreover, tourism has become a prominent economic phenomenon globally because of its contributions to increase the national income of countries. In addition, the statistical data appears that the rate of tourists travelling to Libya reached up to



1 million visitors in 2015, with a total increase of 4% compared to 2014. So far, the tourists spent \$ 1.2 billion on accommodation, food, drink and entertainment services by 2015, which has increased to 3.7% from 2014 according to the latest statistics recorded by the World Tourism Organization (UNWTO) in 2016. (Holden, 2016)

National culture is defined as a social system which contains a number of people, who are sharing several features such as customs, traditions, language, behavioral speech, religion, and pattern of public life (Abubaker, 2007). According to Hofstede (2001), national culture is defined as a collective system as a control of minds that is represented by a specific group of people. However, Lim (2002) sees national culture as culture model consisting of four dimensions: the distance of power, avoiding uncertainty, individuality, and masculinity.

There is no doubt, that the above definitions of local culture showed that, national culture is considered as a number of values, believes and behaviors that were overlap each other and it is adopted by a certain team of people to become a routine, or continuous actions. While Horowitz (2009) focused on the study and analysis of the model of cultural consensus, which combines both social culture and culture of organization as well as consumer culture, the analysis of the relationship, and also the extent of influence between the variables whether they are positive or negative.

In general, there are deep roots of organizational culture (OC) through the twentieth century, especially after the second global II. Corporations begin to think of studying and analyzing their culture, because it is common and natural for individuals and their first cultures, local culture, to gain from the social environment that they live in (Nazarian et al., 2013). Thus, companies develop training programs to guide these values and beliefs in line with their principles. In addition, the company also unifies the cultural style of the institution and makes it as the basic principles governing the relations between workers and organization.

Furthermore, the organizational culture has been summed up in a set of values, believes, attitudes, managerial policies, and languages that define the



common identity and societal sense of the organization. However, organizations need to develop their culture in order to provide employees with a distinct identity and common understanding of their goals, principles and the treatment of its works. Furthermore, organizational culture has to be done through a set of solid and soft elements, which influence the culture of the organization (Agbejule, 2011). Whereas, the organizational structure which named a solid side includes a number of elements such as specific systems, rules, and procedures, while soft elements are represented in aspects such as style, skills, values, principles, and finally symbols and the particular stories of the organization. Moreover, there are several scientists of the administration who are seeing the strong relationship between the firm's culture and external consumer satisfaction (Gillespie et al., 2008).

Desson and Clouthier (2010) argued that individuals can earn and learn these values since the beginning of their work, where the founders and managers are playing an important role in the creation of customs, traditions and methods of work, especially in the periods of the initial formation of the organization. They also need to strengthen the vision and philosophy of their institutions, which will make a significant impact on the development of cultural values in the firm. In other words, encouraging and rewarding the employees are idealistic ways to modify some of the wrong behaviors and believes and to facilitate the process of influencing and imprinting, imposing the vision and instilling values between the working teams. Moreover, organizations rely on formal means to control employee behavior by organizing procedures, instructions, and developing models and employees.

On the other hand, these policies and procedures lead to the consolidation of the culture of individuals, as well as to enhance the relationships between them within the organization. Undoubtedly, that is done in order to ensure the team's coherence and adoption of these policies in order to achieve the strategic objectives of the organization (Alshibani & Alatwi, 2010). Furthermore, the relationship between corporates and their customers might be positively or negatively affected by several parts, which moderate the relationship through a



number of important elements such as internal customer orientation and internal services quality. In hotels industry, the external customer satisfaction is considered as a center point which orientates the whole team's efforts. However, a number of researchers such Kao et al. (2016) see that the effectiveness of organizational culture on consumer behavior can represent significant changes in positive or negative side towards customers' satisfaction.

M. C. Davidson (2003) sees that the important step to invest in a new market is by analyzing the cultural environment of the community and determine which ideas, products and services are acceptable and unacceptable before entering and investing or designing new products. Moreover, the process of activating the organizational culture is similar to the social upbringing of the child exactly. For this important factor, based on the interest of the company and employees, partners that have strategic objectives, belief and support their organizational culture should build the working relationships.

According to Chawla (2016), the nature of organizational culture forces hospitality marketers to make sufficient promotional efforts to persuade customers to increase their use of hospitality organizations and services, tourism villages and restaurants. Definitely, the characteristics of organizational culture are considered as one of the greatest challenges faced in empowering hospitality-marketing plans everywhere including in Libya. In spite of the fact that the Libyan society has known as generous society and Libyan families feel proud of providing the best hospitality services in their homes, it seems that there is a weak awareness of the need to improve the quality of services provided in public hospitality organizations.

The truth that cannot be ignored is hospitality organizations are formed with a number of multi-cultures of employees and customers. However, workforce plays a vital role in the organizational culture, particularly in capital cities, which possess several different cultures, religions, customs, and traditions. Hospitality organizations (hotels) are more sensitive than other business firms. In addition to that reason, companies begin to realize the vital importance of organizational





culture and its influence on responding the loyalty of customers during providing hotels services (Chawla, 2016; Johns et al., 2007).

Pantouvakis and Bouranta (2013), agreed that there is a mediating variable, namely job satisfaction, which connects firm's culture and client satisfaction, and the workers' education level plays a vital role in customer satisfaction. However, Bellou (2007) believes that the organizational culture has an indirect effect on the client satisfaction as the employees are affected by some managerial procedures. Nevertheless, the strong OC (Organizational Culture) will affect the level of clients' satisfaction according to the influence of their services and goods that they provide to their customers. Moreover, some variation of the positions of employees also possibly plays a significant role which means that the employees were satisfied and feel that they were connected by the same culture.

Organizational culture certainly has a number of direct and indirect effects on the performance of employees, which reflects on the level of satisfaction for customers. However, in this descriptive analytical study, there is a profound impact on customer perception and level of satisfaction. The main cause of this impact is the culture of the organization, while the strength of the organizational culture lies in the extent to which the organization's culture is consistent with the technical, economic and political values of the country. It also proved that organizational culture varies from one institution to another and local culture varies from one country to another one (Afobunor & Udegbe, 2012).

Alshibani and Alatwi (2010), mentioned that although it is difficult to make changes, the process of cultural changes is a preliminary process for any organizational changes and development. Because of the vital role of internal cultures, organizations that want to survive must recognize an important fact that keeping the organization on the same cultural values and beliefs is an incorrect issue because every age and environment requires an appropriate organizational culture. This is because organizational culture is a driving force for individual and group behavior within the organizations, whenever it is appropriate with the aspirations and strategy of the organization and motivates the behavior of employees to serve the achievement of these goals.

Furthermore, perfect harmony with the surrounding environment and the application of the appropriate marketing strategies definitely will help the firm to reach coherence of an organizational culture and its connection to the customer by providing high-quality services, which follows the values and behavior of individuals and their actions within the organization (Osarenkhoe, 2008).

Recently, organizational culture has obtained great attention as one of the most important determinants of the superiority of institutions. It directly affects the levels of performance, creativity, motivation and loyalty to the organization and it is the internal engine of the workers' energies and efforts to pursue the goals set for them (Kim Jean Lee & Yu, 2004). On the other hand, it is one of the main determinant factors of the organizations' success or failure on the assumption that there is a correlation between the success of the organization and its focus on the values, concepts and beliefs that push its members to commit themselves, work, update and participate in decision making (Desson & Clouthier, 2010). However, it also gives the institution a personal reputation that distinguishes it from other institutions and contributes to the creation of an organizational climate that will be conducive to work.

In addition, we find that the organizational culture is the main factor for the success of organizations and their superiority in serving their customers. It is also useful for obtaining a high degree of customer satisfaction for the services that are provided. Moreover, we also find that there is a full acceptance of organizational culture for all employees in many companies. In general, these companies have often developed intensive training programs to win the loyalty of their employees and adapt them to its values and beliefs (McClure, 2010).

Despite the development that happened in recent years in various service and economic sectors, poor attention is given to the organizational culture and its role in improving the level of internal services. However, this could be done by providing an appropriate internal customer orientation that leads to employee satisfaction, which entails external customer satisfaction orientation (Lariviere et al., 2014 Aksoy, & C. Malthouse, 2014). However, the undeniable fact of the organizational culture is a bundle of beliefs, customs, traditions, policies and



customs, shared by the workgroups, and based on these beliefs and characteristics that are usually an integral part of the personality of users within the company. Furthermore, this requires a great effort to change these beliefs and concepts that may become the conflict with corporate policies (Chawla, 2016).

External customer satisfaction orientation (ECSO) holds a concept that the customer is the ultimate goal of the operations for business organizations. The survival of the organization depends on the customers because they are considered as the key to the success or failure of the organization (Aydin & Ceylan, 2011). Therefore, DeRosia and Elder (2019) reported that there are trends that enable organizations to adopt business processes, which are considered as a guide to enhance their market position; where they are going, and how well they are progressing between competitor organizations. In addition, organizations can work with strategies that direct all its activities and actions towards the customer.

Several management experts see that, customer orientation strategy as a new philosophy in managerial thinking. It may also be considered as an effective component of total quality, but from a marketing perspective, all of the views expressing customers' perspectives, their needs and desires to develop reciprocal relationships with them can be accepted (Briggs et al., 2015). Furthermore, successful organizations establish a strategic orientation towards their customers.

Scott and Davis (2015) divided customer orientation strategy into a number of important elements, each of which was considered as a stand-alone strategy, and as a whole strategy (a comprehensive customer-oriented strategy). In order to empower employees and encourage them to participate and work as a team, and to continue to make improvement and to keep up-to-date developments, the comprehensive strategy has to be formed as vision and commitment of the organization to fulfill its promises to identify customer problems and devise appropriate solutions. Also, it can be used to communicate with customers in order to know their needs (Conduit et al., 2014).



Nowadays, companies are focusing on designing their products and services based on customer feedback, in order to achieve competitive excellence and increase market share (Habel et al., 2019). The majority of managers rely on academic research to determine the appropriate mechanisms that should be adopted by the organization to focus on its customers and to manage the ideal and strong relations with them (J. J. Lee & Hwang, 2016). Menguc et al. (2016), mentioned that most organizations are interested in focusing on the customer orientation based on the point view of managers and trying to improve the quality of their products and services according to their perceptions. Nevertheless, very few companies are interested to measure customers' perceptions, in order to know his expectations and perceptions towards the organization, and their point of view toward the organization.

External customer satisfaction orientation is considered as the level that companies aspire in the extent to which the company's services and products are adapted to the needs and desires of customers (Yoo et al., 2015). As expressed by (Peillon et al., 2018), client satisfaction is the customer's sense of achieving the company or its products based on the level of his expectation. According to McClure (2010), it depends on the degree of importance that companies give to satisfy their customers in the sector of tourism and hotels as characterized by a high degree of sensitivity. Providing services and fulfilling the needs and desires of customers will be different from one organization to another organization. In recent years, there has been a growing awareness in many countries with the different degrees of growth. Both small and medium enterprises play a crucial role in expanding and diversifying economic activity (Sin et al. (2006).

J. J. Lee and Hwang (2016) reported that as known in the 1980s, customer satisfaction orientation is the basis for the survival of an organization. Some researchers argued that the main goal of most firms is customer satisfaction. Moreover, at the beginning of the 1990s, organizations are looking at the design of their products and services based on the needs and desires of the customers and there is a real orientation to focus on customer orientation, meaning that the customer is the core of the marketing process (DeRosia & Elder, 2019). In



addition, corporate focus on the profitability chain of satisfaction, rather than only focusing on customer satisfaction itself (Zare & Hashempour, 2014). According to Baber et al. (2018), hospitality industry was considered as one of several important economic institutions, especially in the first decade of the 21<sup>st</sup> century. Moreover, this enhances the organization's desires to satisfy their customers by providing services and goods with high quality.

However, the marketing process through customers is a very important issue for service-firms, where the importance of customer satisfaction orientation benefits is interesting for both parties (client and company). Moreover, internal customer orientation helps the institutions to maintain a level of continuous communication with their profitable customers and try to strengthen the relationships with these customers through specific tools that help corporates to access customers quickly and appropriately (Blocker et al., 2011). Whereas Brady and Cronin Jr (2001) reported that the managers of the services field should focus on the importance of retaining existing customers more than just trying to attract new customers. Moreover, service-firms need to focus on the quality of services provided to customers, as well as constantly make report and innovation. This notion is really contradictory to traditional marketing, which seeks only to attract new customers and conclude sales transactions without building long-term and strong relationships with customers.

On the other hand, the customer satisfaction orientation needs to give full attention to business organizations especially dealing with their current customers and attracting new customers, which is characterized by intense competition, and technological development in a huge environment that experience the dynamic and rapid change (Donavan et al., 2001). Moreover, client satisfaction requires fulfillment of the promises that companies promise their customers to give the best services to them, takes seriously to fulfill the customers' needs and desires towards the development of the internal services, that lead to the improvement of the degree of customer satisfaction (Sin et al., 2005).





Gountas et al. (2014) observed that reaching customer satisfaction orientation helps business organizations to easily interact and communicate with customers in order to know their needs and desires and the ability to deliver them in ways that customers themselves desire, and better than other competitors. Moreover, the strategic policies of the modern organizations have represented the involving of several elements aimed at improving and strengthening the relationship between the company and its employees as internal customers. Definitely this action will result in customer satisfaction, in order to maximize the customer satisfaction orientation (Conduit et al., 2014).

The officials of this organization need to know the factors that have a great impact on customer satisfaction. Moreover, the firm can activate the positive factors among the public and motivate them to adopt and absorb the organizational culture of the organization in order to minimize the negative effects caused by unsatisfied customers (Wilson, 2002). Moreover, the focus is on a number of variables, the most important of which is the organization's culture and its compatibility with the company's plans and strategies. Definitely, organizational culture considers the most important factors that should be emphasized as a direct variable which has a very significant impact on guiding the level of customer satisfaction and a package of benefits that have been offered to internal customers' "employees" (Ahmed et al., 2003).

Through comprehensive research in the literature related to the study of organizational culture and external customer satisfaction orientation, many studies such as: (Aydin & Ceylan, 2011), (Anosike & Eid, 2011), (Cho et al., 2013), (Conduit et al., 2014) have shown that the organizational culture whenever it is strong, coherent and widespread among workers, the organization is closer to success and excellence, and quite the opposite of that if there is weakness in the culture of the organization, as it is closer to failure and its weak competitive position in the market. In addition, a strong and coherent organizational culture is one of its most important components. It adopts a policy of focusing on the internal customer and the services, benefits and incentives customer needs, with the aim of harnessing efforts and capabilities to achieve competitive excellence



in serving external clients, knowing their needs and desires, and providing services with the quality they expect.

Internal customer orientation concept, which is officially named as internal marketing, emerged at the end of the seventh decade of the last century to be one of the tools that contribute in improving the quality of organizations' services (Conduit & Mavondo, 2001). However, the main basis of this concept is to consider employees as internal market, internal customers and functions as internal products, marketing on this market of internal marketing research, market segmentation, internal marketing mix development, and other well-known marketing activities that raise the employee's loyalty (Fattah & Twigg, 2017).

Traditionally, marketing focused on exchanges between the organization and customers, but the nature of the role played by the organization's staff in determining the level of quality and customer satisfaction with the marketing offer has been seen as another form of exchange, which can be done between the organization and its employees. Because of the unique characteristics of services, conventional methods of external marketing practices are limited in their application to the physical goods (Ruizalba et al., 2014).

Naude et al. (2002) ensured that the performance of service personnel is the product purchased by the external client and one of the main means used by the organization to achieve excellence in the market. Therefore, a new marketing concept has emerged that concerns workers within the organization. This was the case in the early 1950s with the Japanese quality managers, who viewed the activities performed by the workers as internal products. In addition, the organization should focus on the concerns of the workers and try to satisfy them through the activities they perform to ensure a highly efficient workforce as well as the satisfaction of the external client.

Based on the point view of Rafiq and Ahmed (2000), internal marketing is of great importance in satisfying the needs and desires of the working individuals and in achieving the objectives of the organization. Moreover, it will be useful to achieve the job satisfaction of the employees and provide an internal environment



that supports morale and develops the positive behaviors of employees towards the organization.

Accurately, Fang et al. (2014) mentioned that the internal marketing is an administrative approach that aims to reach customers by developing and motivating the organization's personnel to perform their duties in the best way while communicating with customers. In addition, it pushes the company to apply the management philosophy and quality in the performance of services by all members of the organization in a way that achieves quality and customer satisfaction. Moreover, this means that embracing the internal marketing methods and philosophy of the organization is the way that the organization moves to its external markets and the tools through which it promotes the position of competition in these markets, which is reflected positively on the performance and profitability of the organization and its objectives.

Pantouvakis and Bouranta (2013) see that there is a mediating variable, namely job satisfaction, which connects between firm's culture and client's satisfaction, and in this case, the workers' education level plays a vital role in customer satisfaction. In relation to this, Bellou (2007) believes that the organizational culture has an indirect effect on the client satisfaction as the employees are affected by some managerial procedures. Nevertheless, the strong "OC" will affect the level of clients' satisfaction according to the influence of their services and goods that they provide to their customers. Some variation of the positions of some employees will also play a significant role, if the employees feel satisfied and they are feeling that they are connected by the same culture.

Organizational culture certainly has a number of direct and indirect effects on the performance of employees, which is reflected by the level of satisfaction of the customers. However, in this descriptive analytical study, there is a profound impact on customer perception and level of satisfaction. The main cause of this impact is the culture of the organization, while the strength of the organizational culture lies in the extent to which the organization's culture is consistent with the technical, economic and political values of the country. It also proved that





organizational culture varies from one institution to another and local culture varies from country to country (Afobunor & Udegbe, 2012).

An organizational culture is achieved when it is in perfect harmony with the surrounding environment and takes into consideration the application of the appropriate marketing strategies, and its connection to the customer through high-quality services, which follows the values and behavior of individuals and their actions within the organization and also through policies that help adapt the organization to its surrounding environment (Osarenkhoe, 2008). In addition, we find that the organizational culture is the main key for the success of organizations and their superiority in serving their customers. It is also useful to obtain a high degree of customer satisfaction for the services that are provided. Moreover, we also find that there is a full acceptance of organizational culture for all employees in many companies. In general, these companies have often developed intensive training programs to win the loyalty of their employees and adapt them to its values and beliefs (McClure, 2010).

However, it is obvious that the organizations are suffering from the deterioration of their relationship with their employees and their lack of awareness and adoption of their goals, due to one main reason, which is the inability of the organization to change the behavior of individuals and their beliefs that is in line with their culture and policies. As a result, based on all of the above mentioned issues and other considerations, the researchers decided to conduct deep explorations to investigate the nature of organization between dimensions of organizational culture and the elements of relationship marketing.

Based on the internal customer orientation (ICO) in today's era, marketing has become the foundation of the profitability and survival of enterprises, both service and productivity. Successful marketing leads the enterprise to success and opens up a wide range of customers' access to the production facility (Naude et al.). Therefore, it is no doubt that this is achieved by introducing firm's products and services by using the market, defining the scientific and practical method of selling to current customers and attracting new customers (Yu et al., 2010). On the other hand, Várnai and Fojtik (2008) mentioned that attention to

organizational staff, meeting their needs and desires, and looking at them as internal customers of the organization are considered as important pillars of success of organization. These are also the keys for these organizations to provide excellent services to their external clients and give competitive advantage in the market. Moreover, this is part of what is known as the modern management and marketing literature (internal marketing), which is one of the important marketing approaches for all business organizations in modern era.

Paraskevas (2001), and Kaurav et al. (2015) reported that hotel organizations should attach great importance to internal customers because of their real effectiveness to improve internal relations. Therefore, every department within the hotel should be treated as an internal customer. According to that, hotel administration should seriously seek to provide the right services for them and create a comfortable hotel environment. Necessarily, this will result to introduce a high quality of services provided to the external customers, and the administration definitely aims to achieve their satisfaction through the distinguished and high quality of service.

However, the hotel customer needs special care and excellent services, and is not possible unless the employees are highly satisfied because of the reliability of the services and their relationship with the provider. However, internal services in the hotel sector still do not live up to the satisfaction of the employees. As a result, workers are leaking to other hotels looking for suitable and good jobs that meet their needs as internal customers (Mosoma, 2014)

In the beginnings of 1976s the term of the employee was introduced as an internal customer by Sasser and Arbeit (1976). Whereas, Berry et al. (1990) reported work as internal products and strived to offer products that satisfy employees by considering internal customers and addressing or responding to the firms' objectives. In addition, the term internal service quality depends on internal customers' satisfaction (employees) and has implication to give high-quality services for the external customers. Internal service quality is defined as the sense of satisfaction as a real feeling by the internal customer from internal





service providers in the corporate (E. S. Susanti, Ernie Tisnawati & Sutisna, 2015).

According to Kaurav et al. (2015), internal customer orientation is considered as a new concept that most companies attempt to reach, and firms should build long-term relationships with its internal customers by emphasizing quality and service which encourage them to the creation and constant innovation. Nevertheless, the internal customer orientation is newly invented as the basis for beneath relationships and loyalty.

Internal service quality, as explained by Mosley (2007) is the full focus on the quality of internal service and management's attempt that influence positively in achieving a high degree of customer satisfaction through achieving internal customer satisfaction, by convincing employees to adopt the culture of the organization, while it is no longer sufficient to achieve the desired goal. In addition, it is undeniable fact that this orientation is one of the elements of organizational culture, and it is suggested to promote these elements in the minds of employees so that the process will easily give positive impact on customer behavior.

However, the last decades have witnessed a significant development in the field of services and linking the functions of HR management with the quality of services. This effort has become great support to the economic incomes of the countries and has created great competition among their suppliers. In order to develop and grow an organization, quality has become the internal service delivery to all service organizations that will be able to identify internal customer needs and expectations in providing service to achieve satisfaction and loyalty. Moreover, the revolution in technology, information and communications will enable the internal clients to choose between services according to their wishes and choices (G. L. Wang, 2012).

The internal service quality has gained great importance especially in light with the growth and the continuous development of the activity of the services provided by the institutions. It will result in the most important developments and

the latest trends, especially referring to the technological, social and economic changes (Larentis et al., 2018).

However, based on the point of view of Iglesias et al. (2011), this condition could also be influenced by several variables, which are active in the atmosphere of intense competition and diversity surrounded by risk and uncertainty in the domestic and international services markets, which forced the institution to restructure their environment in order to enhance their chances to develop and survive. Moreover, this also depends on the degree of their ability to adapt and achieve excellence from the rest of the competitors and achieve the institution's competitive advantage through its ability to earn a site that can meet the needs and desires of customers.

In addition, the value of services provided to employees should be higher than the value provided by competitors. The awareness of internal customers has increased because of the revolution of information and communications. Indeed this allows them with an opportunity to search on the institutions that offer for the best ways to achieve their employees' satisfaction (Nazeer et al., 2014). Possibly this can be done by giving importance to marketing relationship by changing the previous strategies, which firstly aimed at attracting customers only, to new strategies that ensure attracting the internal customers and their loyalty. Partners are considered as a bridge between the organization and its clients, and this term is known as marketing relationships (Osarenkhoe, 2008).

The commitment of individuals in their work indicates the acceptance of values and objectives of the organization in which they work with their dedication, their strong desire and their continued efforts to achieve their goals. The organizational commitment will remain as an important key to determine the workers' compatibility with their firms. Moreover, if there is a commitment of the corporate, there will be sufficient readiness to devote all efforts and dedication toward organization, to accomplish the tasks given and to willingly continue working and cooperate with the institution. Nonetheless, the low level of organizational commitment will have negative and costly effects on the organization such as job leakage and poor output. The interest of internal



services is very essential for effective performance and efficiency in productivity and it is an indicator of the success of organizations (Baskerville, 2003).

In general, the concept of internal service quality reflects the success of the organization and its ability to provide the needs of its customers, and the ability to strengthen its competitive position in the market. This is needed in order to increase the percentage of profits and create a positive relationship with customers through job satisfaction, resulted by services quality provided by industry (G. L. Wang, 2012).

On the other hand, customers do not notice or know the way that leads individuals to consider some cultures and adoption of the culture of the organization. Moreover, the culture has partly effect on the quality of internal services provided, which were reported by several studies such as M. C. Davidson (2003), SeyedJavadin et al. (2012), G. L. Wang (2012). Those studies have shown that service is an intangible sensory thing that can be measured by the performance of employees and by customers within the organization. In any case, the quality of internal service cannot evolve and improve the heterogeneous regulatory environment, the work of which an individual form is outside the organized collective framework. In addition, the quality of service affects the level of satisfaction with these services provided to customers.

According to the point of view of Ismail et al. (2013), E. S. Susanti, Ernie Tisnawati and Sutisna (2015), the success of any organization may not be possible when its employees are dissatisfied with the goods or services offered for them. Therefore, the success of this task is certainly the share of those companies' policies that are always striving to develop and improve the quality of their internal services, which is the key to achieve a high degree of satisfaction of the external customers. Therefore, these two elements have vital importance of the marketing process.

The quality of internal services leads to an increase in the employees' loyalty, thus employees will attempt to keen on fulfilling the needs and desires of the external customer as a main object of the firm overall (Tsoukatos & Rand, 2007). Therefore, a number of searchers such as Fadil et al. (2016), Kumar et al.





(2008), see the interest of conducting internal service and evaluate it continuously as it definitely provides several benefits for the company such as reducing the costs, building strong competitive stand, and achieving a high level of customer satisfaction to maximize the profits.

Undoubtedly, internal service quality has a significant effect on employee performance, which has a vital positive impact on the level of customer satisfaction that results to create customer loyalty for the organization. However, the quality of internal service helps the organization to create the values of competition and innovation among its employees, so that it achieves their full loyalty. The employees have the sense of belonging that the company tries to seek by satisfying them, and it is looking to develop their working environment (Janahi & Almubarak, 2017).

Based on common interests between the organizations and their internal customers, organizations are working to develop the quality of internal services in order to fulfill the shared benefit of the internal customers "employees", to maximize the profitability and to achieve the external customer satisfaction.(Pasebani et al., 2012). Furthermore, the service provided is one of several effective elements of the marketing that lead to external customer satisfaction orientation with the services provided by the organization. Definitely, these services need desperately the continuous development and improvement. However, internal customers feel a number of benefits offered by organization, and most important of which are: achieving job satisfaction and their conviction that the organization is intensively done to fulfill its obligations to them (G. L. Wang, 2012).

Despite the tourist attractions scattered in Libya, the hospitality and tourism sector need real practical efforts by conducting in-depth studies to create effective solutions and to address the problems that limit its effectiveness and recovery, because tourism is considered as one of the main sources of national income. In addition, there are a number of studies and statistics that confirm that the hospitality sector in Libya is punctuated by some fundamental problems that need to conduct comprehensive and in-depth studies to address these problems.



A study conducted by the World Bank team of experts confirmed that the revenues of the tourism sector in Libya amounted to 6.110% in December 2013, recording a clear decrease from 2012, which decreased the rate of tourism sector revenues by 8.145% (CEIC, 2013). However, due to the political and security conditions that Libya has been passing through since 2011, there are no updated figures and statistics. Actually, by the end of 2015, the latest statistics of the World Tourism Organization on the tourism and hospitality sector in Libya has been announced and it indicates that official statistics of tourism records in both local and international sectors was missing for almost four years. According to statistical data issued by the World Tourism Organization (UNWTO) by the middle of 2019, there is an increase of nearly 8% in the revenues of the tourism sector of the Middle East countries, one of which is Libya. This increase means that the Libyan tourism sector falls within the circle of improvement and development and increase tourism and hotel revenues UNWTO Report (2019).

On the other hand, according to the latest official statistics issued by the Libyan Ministry of Tourism, the number of hotels in Libya reached 142 different classifications, 9945 numbers of rooms, and 16567 numbers of beds. As data showed, 44% of the numbers of the hotels in Libya or about 62 hotels exactly are located in Tripoli, the capital city of Libya, classified from one star to five-star hotels, according to the international classification of institutions and annual report of Libyan tourism ministry (report, 2014). According to the data mentioned above, Libya has several advantages to attract tourists as it offers a unique tourism destination.

Based on the above introduction, which explains the importance of the hospitality and tourism sector around the world in general and in Libya particularly, this research deals with an analytical review of the organizational culture literature and organizational behavior in general. Thus, this study focuses on identifying the most important principles governing the cultural system and the behavior of communication between employees and management and with external customers in hospitality organizations. Moreover, this study concerns with the investigation and analysis of the cultural reality of the Libyan hotel



administrations in order to develop and promote a strong and effective organizational culture in line with the developments in the hotel market industry, which provides more momentum for this study.

Based on the previous explanation, the researcher sees that it is important to focus on studying one of the most important services institutions in Libya, the hotel sector, as it clearly suffers from many weak points in terms of administrative and organizational policies, as confirmed by a number of previous studies concerning the tourism and hotels sector in Libya, conducted by (Alghazawani, 2016), (Alamouri et al., 2017), (Mansour, 2016), and (Khalifa, 2010). Based on the significances of these researches, the culture adopted by hotel departments has a weak focus on orienting the internal customer and developing internal services that lead to job satisfaction and create a positive environment among workers. In addition, there is a clear weakness as indicated by the decreasing the numbers of customer and the failure of the managers of these institutions to compensate for the decline by developing and unifying cultural elements and spreading them among workers according to the results of the previous researches.

Therefore, the tourism and hotel sector in Libya are two of the most important sectors that is lack of sufficient studies, especially studies focusing on the relationship between the organizational culture and a study of the relationship of these organizations with their internal and external environments (workers and clients), as explained previously. This considers an essential and sufficient reason for conducting this study.

## 1.2 The Research Gap

The measurement type of organizational culture OCAI (Cameron & Quinn, 2005) uses some indicators to measure the organizational culture such as dominant characteristics, organizational leadership, staff management, organizational coherence, strategic focus, and standard of excellence. Those indicators can help to measure the corporate culture and how its effect on the other variables in this research. Although there are many kinds of measurement



used for investigating organizational culture, OCAI is considered more appropriate for this research. In order to reach more reliable and accurate results, researcher has made some improvement and modification of the indicators used.

This research measures the effect of organizational culture on external customer satisfaction orientation once directly, by involving two mediating variables namely internal customer orientation and internal service quality. Because the direct effect is already measured by other researchers, the researchers will focus on investigating the indirect influence of the variables involving the internal customer orientation variable and internal service quality variable in the hotel industry as this investigation has not been done yet. This will give additional value for the study and confirm that this study is urgently needed to be conducted.

Based on the previous researches revision, and according to their findings, the researcher has divided them into two parts. Beginning with this novelty, organizational culture has a positive and significant relationship on customer satisfaction orientation. A study conducted by Afobunor and Udegbe (2012) found that organizational culture affects business practices, and the corporate culture has a significant effect on the way the customer views the organization. In addition, another research conducted by Beidokhti and Ghaderi (2011) suggested that there is a significant influence on the corporate culture and customer satisfaction. Furthermore, Bokharaeian and Joybari (2013) confirmed that organizational culture has an effect on customer satisfaction orientation.

On the other hand, on the other part of the research, it is found that there is no significant effect between organizational culture and external customer satisfaction orientation. This can be seen from the study conducted by (Aydin & Ceylan, 2011) reported that there is no indication to the positive influence between corporate culture and client satisfaction. Moreover, a study conducted by Pantouvakis and Bouranta (2013) reported that there is an indirect impact of organizational culture on external customer satisfaction orientation through internal customer orientation.



According to the results of preceding studies that have been mentioned previously, the researcher found that there was a positive and significant effect between organizational culture and external customer satisfaction orientation. In addition, there were no significant effects between these two variables as measured using instruments of the corporate culture, which has been widely used by some previous researches. However, in this study, the researcher used the organizational culture measurement (OCAI) as a more reliable measurement than other kinds of measurement used by previous studies. OCAI instrument was considered to be more appropriate to measure organizational culture in Libyan business organizations.

The novelty of this research summarized in two aspects: The first is the measurement of organizational culture by using (OCAI). Moreover, the second measures the effect of organizational culture on external customer satisfaction orientation through internal customer orientation and internal service quality as mediating variables.

### 1.3 Research Questions

Based on the background of the study, the research questions can be formulated as follows:

1. Is there any effect of organizational culture on external customer satisfaction orientation in Libyan hotels?
2. Is there any effect of organizational culture on internal customer orientation?
3. Is there any effect of organizational culture on internal services quality provided?
4. Is there any effect of internal customer orientation on external customer satisfaction orientation?
5. Is there any effect of internal services quality on external customer satisfaction orientation?
6. Is there any effect of organizational culture on external customer satisfaction orientation mediated by internal customer orientation?

7. Is there any effect of organizational culture on external customer satisfaction orientation mediated by internal services quality?

#### 1.4 Objectives of the Study

The research objectives that the researcher seeks to achieve are summarized as follows:

1. Examining and explaining the effect of organizational culture on external customer satisfaction orientation in Libyan hotels.
2. Examining and explaining the effect of organizational culture on internal customer orientation.
3. Examining and explaining the effect of organizational culture on internal services quality provided.
4. Examining and explaining the significant effect of the internal customer orientation on external customer satisfaction orientation.
5. Examining and explaining the effect of internal services quality on external customer satisfaction orientation.
6. Examining and explaining the effect of organizational culture on external customer satisfaction orientation mediated by internal customer orientation.
7. Examining and explaining the effect of organizational culture on external customer satisfaction orientation mediated by internal services quality.

#### 1.5 Research Contribution

There are a number of contributions that reflect the usefulness of this study namely practical contribution and theoretical contribution that are presented as follows:

##### 1.5.1 The Theoretical Contribution

Theoretical benefit expected from this study is to test empirically the grand theory of customer-orientation which in this study is consisted of organizational culture theory supported by the theory of internal customer orientation theory, internal service quality theory, and external customer satisfaction orientation



theory, which is in detail described as follows :

1. Empirically this study will test the organizational culture theory OCAI (K. S. Cameron & Quinn, 2011) about how managers work to enhance the organizational culture and spread it among individuals through Dominant Characteristics, Organizational leadership, Staff management, Organizational coherence, Strategic focus, and Standard of excellence.
2. Empirically this study will test the theory of internal customer orientation that states the internal customer orientation concept is considered as an administrative approach aiming to reach customers by developing and motivating the organization's personnel to perform their duties in the best way. (Berry et al., 1991) Therefore, managers should intensively provide an internal environment that supports the morale and develops positive behaviors toward the institution and its external customers.
3. Empirically this study will test the internal service quality theory which states that internal service quality is a way to increase the level of employee satisfaction. When the satisfactory increases, the productivity will be increased as well, and therefore, it increases the proportion of profits of the company and the rates of external customers satisfaction (E. Susanti et al., 2015).
4. Empirically this study will test the theory of external customer satisfaction orientation in which the meaning of customer orientation is a competitive advantage that helps to strengthen the company's competitive position. Therefore, decision-makers and senior officials of the organization must set organizational goals and align them with customer satisfaction policies (Donavan et al., 2004)

### 1.5.2 Practical Contribution

1. For hotel organizations, this study reached results that may be used by managers of the hotel sector in Libya as a reference to give the importance of strengthening the character of organizational culture. This is needed for emphasizing the organizational effective role concept, which can



contribute for improving the quality of services and thus, raise the level of external customer satisfaction orientation.

2. For the managers, it is expected that the results of the study, obtained from careful investigation and in-depth analysis of the causes of the problem, will contribute to propose realistic and logical solutions that will help the managers to enhance the culture of their hotels.
3. For the government, the researcher expects that the results of this study will be used as an important reference for the government to develop the organizational culture in other state institutions. The government can use it for improving organizational performance and publishing effective policies based on the principles of establishing the culture of the organization and finally the satisfaction of employees and customers can be achieved at the same time.



## CHAPTER II

### LITERATURE REVIEW

#### 2.1 Theoretical Review

In this chapter, the researcher will discuss the theoretical frameworks that have been used to support this study. The discussion will be begun by explaining consumer behavior (CB) as it is considered as the main key for the success of organizations. However, CB is described as the practices and actions that the consumer brings, directly or indirectly during the journey and access to goods and services, regardless of their nature, or what they are (Bravo et al., 2006).

Ismagilova et al. (2019) reported that since the customer is the ultimate beneficiary of the goods and services provided by the organizations, studying the purchasing behavior of the customer should be the main priority in order to know what are the determinants or preferences driving the consumer to buy certain products or services. Furthermore, the study of (CB) and knowledge of needs and desires help the organization in designing its products to ensure the consumers' acceptance, which leads to increased rates of acquisition (Mohammadi & Mohamed, 2011). In addition, it leads to the increase of sales rates and its revenues, which enables the organization to survive and continue. Knowing and understanding what is going on and surrounding its consumers will help the organization to approach the customers and serve them with the best services to satisfy needs and desires to achieve its goals and objectives alike (Carfora et al., 2019).

Hasalkar et al. (2002) argued that consumer behavior is human behavior influenced by a range of factors, including psychological, social, economic, or others. Who makes the prediction of (CB), and how to make a decision to buy different goods and services are a very complex issue because of the overlap which occurs among these factors. Therefore, the interest of studying the customers' behavior has increased in the recent period, because there has been



a large number of behavioral models that have attempted to study and interpret it (Schaefer et al., 2018).

Two decades ago, economic institutions gave great attention to the study the consumers' behavior. Furthermore, Institutions today are focusing their efforts on the consumers by seeking a precise concept of what they must do to achieve a competitive advantage (Luna & Forquer Gupta, 2001). CB is the center of marketing operation, rather than docility by each source that can generate more income for the corporate (Bravo et al., 2006). In addition, these institutions should avoid any activities that do not lead to the raising of their market share, through specifically targeting groups of consumers, that company able to serve them and fulfill their expectation (Nienaber & Barnard, 2018). According to Ting et al. (2019) managers should know how they determine the quality of works that they have done, and the work that must take care of in order to satisfy the customers and gain their loyalty.

Consumers are the center of contemporary marketing activity and managerial operations within the organization. Therefore, the corporate seeks to know the actions and behaviors of the clients. CB can be defined as the actions and deals of individuals in obtaining goods and services in an economic way, including the process of making decisions that precede and decide those actions (Luna & Forquer Gupta, 2001). Moreover, (Carfora et al., 2019) mentioned that CB is characterized by complex and dynamic, and the marketing decisions are based on considerations of this behavior.

CB is the reflection of human behavior that gathers all direct and indirect actions of individuals in obtaining a particular good or service at a specified time in a specified place. Furthermore, CB is also characterized as the behavior that the consumer highlights in the search for the purchase or use of goods, services, ideas or experiences that were expected to satisfy the customers' wishes or needs, according to the available purchasing possibilities (Moslehpour et al., 2014). Nienaber and Barnard (2018) added that it is clear from this that CB has become a large part of the thinking of organizations and their policies to concentrate on consumers' behavior and to know how to make an individual's



purchase decision and distribute its resources (money, effort and time) on the products and services required.

The concept of consumer behavior has evolved with the development of the concept of marketing, and this concept takes its importance based on the importance of marketing. The consumer had no consideration in the classical perceptions of marketing, and the concentration of organizations is directed to look after their customers' needs, desires, and to pay attention to the consumers' view in line with the evolution of the marketing concept and its view of the consumer as the core of the marketing process (Rahman et al., 2018).

Schaefer et al. (2018), considered that the importance of studying CB is started from the truth that it encompasses and benefits all parties of the exchange process, ranging from the individual consumer to the family as the primary unit of consumption in societies, as well as institutions and governments. Furthermore, it helps individuals and families to identify all the information and data that help them in the optimal choice of goods and services offered in the market and according to their purchasing possibilities, preferences and tastes. It also helps the customers to determine their needs and desires according to the priorities determined by their financial resources and surrounding environmental conditions (Hudson & Gilbert, 2000).

On the other hand, analyzing and investigating CB at the household level, especially to focus on analyzing factors affecting the purchasing decision in the household, may be able to make all the necessary analyses of the strengths or weaknesses of the various alternative commodity and service available. Also, it analyzes the choice of alternatives or marks that achieve maximum possible satisfaction for the family (Hasalkar et al., 2002).

(Jung et al., 2018) suggested that knowing customers' behavior for firms will help the organization to determine the ways in which the consumer behaves towards the products of the institution, and thus it has a significant impact on its success in satisfying the needs of the consumer. Further the institution must test the most important factors about what, where, when and how the individuals consume. Furthermore, in order to have a good understanding of the factors



influencing CB, enterprise management has to be in a sound position to predict how the consumer will behave toward future enterprise policies. This is required for helping the company to identify the most appropriate marketing mix elements (Ting et al., 2019). Many researches have conducted studies on marketing fields including Carfora et al. (2019), Luna and Forquer Gupta (2001), Ouyang et al. (2018), and they indicate several objectives standing behind the study of CB, which benefits the consumers, the researchers and the marketers. Moreover, it also enables consumers to understand their purchasing decisions every day.

Moreover, it helps the consumers in identifying the different types of goods and services to purchase that satisfy their needs and desires, to identify the factors that motivate them to buy goods and services, to identify the processes and activities involved in the purchasing process. It also enables the researchers to understand the factors or personal effects and environmental influence of CB, and allows the marketers to determine the current behavior of potential buyers and to find out how to cope with them or influence them, and to get customers to act in a consistent manner with the objectives of the enterprise (Hasalkar et al., 2002).

Ismagilova et al. (2019) said that the main objective in this part of the study revolves around a comprehensive understanding of individuals' behaviors, their purchasing habits and the competitive environment surrounding the organization's marketing activities. As the main reason for the existence of an organization is the customers, therefore, it should be directed to the organizational efforts to study their behavior of buying and studying the factors that help motivate this decision, and the study of the behavior of individual buyers is of strategic importance to both the company and customers (Nienaber & Barnard, 2018). Furthermore, the importance of analyzing CB for the company lies in the design of products and services that meet the needs and desires of its customers, but for customers, the study of consumers' behavior provides them with the data and information they needs about goods and services\_ (Jung et al., 2018).



According to Ekinci and Riley (2000), recent years have witnessed remarkable interests in investigating consumers' psychology and justification and prediction of the customers' behavior as much as possible. Because of the importance of CB, there are several factors that have been combined with the increase of interests in studying CB. One of the examples is the prevalence of the marketing concept based on studying the needs of the consumer and trying to satisfy the customers as the ultimate goal of the organizations and then looking at the administration policies and different marketing strategies from the consumer point of view rather the point of view of producers (Ekinci & Riley, 2000).

In relation to the customers' behavior, the complexity of the decision-making process of purchasing (the effectiveness of CB studies) does not depend only on the answer to the private question what to buy and research on the purchase process and its reasons (Huang & Lu, 2017). Based on this point, the decision-making process is no longer limited to the study of the decision-maker, but we find that there are many parties influencing the decision-making, such as the initiators of the idea of buying, the influencers, and the buyers or users of the commodity (Hasalkar et al., 2002). Moreover, Carfora et al. (2019) observed that the high failure faced by new products is influenced by the rapid technological development and intensified competition to attract new consumers so that it change the perception of consumers toward goods and services and look at what it leads to, rather than technical specifications.

On the one hand, (Jung et al., 2018) and (Ismagilova et al., 2019) confirmed that CB has been enhanced within the recent developments in the surrounding environment of business corporates due to the intensification of competition and the expansion of the size and type of alternatives available. In addition, the change and diversity of needs and desires have become a necessity for the institution to distinguish its products in terms of quality, price or promotion, and the way to distribute them. Based on these reasons, organizations has given full attention to study and to analyze customer behavior (Hudson & Gilbert, 2000).



According to Ouyang et al. (2018) corporates seek to be in line with the consumer and its financial capabilities. It becomes necessary for the institution to adopt the concept of these behavioral studies. In addition, this can only be achieved by focusing on the study of consumer behavior and the overall circumstances or factors influencing the behavior changes, and by determining consumer preferences and patterns through continuous investigation and surveillance all the customers' actions and opinions about what is offered and what they want and wish to get (Goulding, 1999).

### **2.1.1 The Concept of Organizational Culture**

The concept of organizational culture has emerged clearly and repeatedly in the research literature of the institutions of the administration since 1981 and has not stopped growing since then, as organizational behavioral scientists continuously adopt the culture of the organization as an input to analysis. However, there are many definitions of the culture of the organization according to the definitions adopted by researchers such as (Tsoukatos & Rand, 2007), (Willcoxson & Millett, 2000), and (Pantouvakis & Bouranta, 2013). Indeed, some of the researchers defined it through its constituents. Some of them defined the impact of those elements and components on the behavior of workers, while others defined it through its functions.

An integrative definition of the concept of Organizational Culture can be obtained by examining the various definitions presented by the researchers. Kim Jean Lee and Yu (2004), for example, define organizational culture as a pattern of assumptions developed, invented or discovered by a group. Moreover, Tsoukatos and Rand (2007) defined culture as a social system for programming the minds of a certain group of people, which distinguished the group from others.

Deshpandé and Farley (1999) define organizational culture as a set of values and concepts shared by a number of individuals that help them understand organizational performance. Hofstede (1980) explains corporate culture as a broad concept that contains a set of values and social phenomena prevailing in the organization such as the organization uniforms, behavior, language,



organizational beliefs, symbols, assumptions and even authority, which are of course together defining the basic rules and norms of the organization and its legal personality. Organizational culture is a pattern of shared values and beliefs that help individuals understand the nature of organizational work and provide them with standards that define desirable and unwanted behavior within an organization (Alshibani & Alatwi, 2010).

Gillespie et al. (2008) argue that organizational culture is all that involves employee engagement and cultural consistency to the mechanisms that produce a direction within the organization to do business, the way to solve everyday problems and the means of incitement and commitment. Ehrhart et al. (2013) determine organizational culture as a framework that organizes a number of common basic assumptions learned by the members of the organization, which is the key for solving problems, and which plays a vital role to help them to internal integration and adapt to the external environment surrounding the organization.

Whereas, G.-L. Wang (2012) considered that the organizational culture is represented in a ritual, company values, communication, corporate environment, ceremonies, figures and symbols, while learning how to deal with its problems in external adaptation and internal integration that go well is considered valuable, and therefore, it should be taught to new individuals as the right way of perception and thinking for those problems (Senarathna et al., 2014). However, the most common definition that reflect the understanding of "OC" concept, and further it is agreed by most of the authors that "organizational culture is defined as a group of customs, traditions, languages, concepts and administrative procedures such as rewards, punishment, relationships, friendship, respect, working methods and other standards that may be found different from the aspects found in other organizations".

Historically, national culture considers the background of organizational culture. According to Tsoukatos and Rand (2007), culture is a social system for programming the minds of a certain group of people, which distinguishes them from other groups. Whereas, organizational culture is defined as a group of customs, traditions, language, concepts and administrative procedures such as



rewards, punishment, relationships, friendship, respect, working methods and other standards that may differ from those found in other organizations (Willcoxson & Millett, 2000). On the other hand, Pantouvakis and Bouranta (2013) believe that organizational culture represents the backbone of the organization in the management of human resources because of its profound impact on people's attitudes, tendencies, positions and performance.

Generally, there are many theories that deal with the concept of organizational culture over time for each of its purposes and philosophy in the perception of different views of existing companies, while the researchers have taken more and more of time to create and analyze the concept. However, we will explain organizational culture theories and proposed three common theories as follows:

### **1. Theory of Transaction Cost**

According to this theory, companies are the subjects of effective contractual tools and frameworks, meaning that employees are interested in arranging themselves and contracting within the enterprise rather than contracting in the market (Weeks & Galunic, 2003). On the other hand, this theory has been interpreted by (Ferreira & Li, 2010) as a form of traditional culture dealing with the company in which the transactions are carried out within the company and its administrative limits. However, sometimes the transactions focused on external limbs that exceed the emphasis on the two extremes of "hierarchy and market". It proves that transactions within the boundaries of the company are evidence of market failure and focus on the model supply and demand.

### **2. Theory of Knowledge**

This theory emerged in the late twentieth century. In summary, according to this theory, company prefers to integrate and apply knowledge of the economic activities, which in turn it will be the reason for the existence of the company (Kummerow & Kirby, 2013). This theory holds that the company is getting more exist because it is more successful than the market for the integration and





application of knowledge (Weeks & Galunic, 2003).

(Bitsani, 2013; Hofstede et al., 2010) reported that, for the cognitive school, culture is seen as an intellectual framework of knowledge or as models acquired through the beliefs, customs and perceptions through which a number of the staffs work satisfactorily and are accepted by their fellows or group members or people from other groups. Moreover, the cognitive theory allows individuals to interact logically based on the individual concept as members of these human groups in the domain. In fact, there are no obvious differences between these two theories. There is a convergent view on these two theories, but they give the same results, and further, they share many hypotheses. However, it is worth mentioning that organizations and companies in all sectors and the reason for their presence provide some incentives and benefits to their members. The development of organizational culture throughout history has its origins from the early 19<sup>th</sup> century (Weeks & Galunic, 2003).

In relation to the organizational culture, a number of researchers considered the organizational culture as an integral part of the community culture, which in turn depends heavily on the types of companies and the diversity of their activities. However, the organizational culture today is not *much* different than it was decades ago, despite the attempts of a number of researchers such as (Hofstede, 2018), (Kao et al., 2016), (Hofstede, 1980) and (Desson & Clouthier, 2010). On the other hand, they often agreed that the organizational diversity is an extension of the culture of the prevailing community as the organization and it finds itself necessary to adapt with the values of the community that operates in it. (Hughes, 2015) believes that the culture of organizations has been developed and the companies are originally the nature of the culture which may differ cultural patterns from one company to another one.

### 3. The Human Relations Theory

The organizational culture perspective might have originated in the early beginning of the classical philosophers and the neoclassicists, the human



relations school dominated in the late 1950s and throughout the 1960s. This theory was opposition to the classical perspective, the human relations school can possibly be regarded as being the most extreme among all the schools of organization theory including the theories that preceded it and those that came after it within organization theory (Child, 2015). It opposed the rational and economic prescriptions of classical organization theory and, rather than, emphasized the importance of understanding the social nature of workers "their needs and motives, the impact of group norms on their behavior, and their relationships with one another (Kummerow & Kirby, 2013).

The human relations school is classified into two types of theory as follows:

#### **A. X Theory**

One of the famous fans of this theory is McGregor (1960) as one of the philosophers and writers of management who argued that all managers make fundamental assumptions about the nature of employees and these assumptions impact the approach in which they manage employees. He distinguished between two kinds of managerial suppose. The first he named Theory X assumptions and considered the theories as being synonymous with the assumptions of the classical theory perspective (Dale, 2000). Briefly, leaders who hold Theory X supposition think that they are motivated primarily by economic self-interest, employees have an inherent dislike of their jobs, employees are lazy to do tasks and they hate responsibility (Dessler et al., 2007). From this point of view, employees need to be coerced to perform well and managers can do this by relying on the associated control and their position of authority that they have over the allocation of rewards and punishments, so they think that their laziness in doing their work will have no effect on their organization. In addition, the Theory X regards employees' needs to be separate from and subordinate to the needs of the institution (Dessler et al., 2007).

#### **B. Y Theory**

Theory Y assumptions constituted the second kind of managerial supposition identified by McGregor. The supposition in this category pronounced



McGregor's explanation of the basic philosophy of the human relations perspective as a modern managerial concept (Kummerow & Kirby, 2013). According to McGregor, leaders who hold Theory Y suppositions notarize that, based on the right conditions, the job can be a source of satisfaction because of the advantages in their works (Dale, 2000). In other words, detestation of work is not a consideration as an inherent human characteristic, but rather as the result of experience. (Dessler et al., 2007) mentioned that giving attention to the right conditions (which are partly the responsibility of management), employees will also be in quest of more responsibility and will direct themselves rather than desiring direction and control from those managers. Managers who hold Theory Y suppositions think that employees are motivated by more than just economic self-interest and the satisfaction of higher-level needs, while the need for self-esteem will have vital importance in motivating workers' performance (Child, 2015).

#### **4. The Development of Organizational Cultural Theory**

Weeks and Galunic (2003) create a new theory of organizational culture called the cultural development theory of the company, which is created to develop the economic and cognitive theories, and it is considered as the most common and most widespread among the organizational culture theories.

According to this view, the theory of developing the culture of company emphasizes that the culture of the organization should be based on a number of beliefs and behaviors in which the employees are participating and the administration to guide the company's policies to the benefit of its members and customers at the same time. Moreover, it is more expansive and effective than the economic cost theory and the theory of development to focus on the customer and the company members at the same time and the same degree of interest. Particularly, the theory of developing the culture of the company promotes the common values of individuals and helps the company to adapt with the variables and concepts of time and technology characterized by continuous development.



### 2.1.1.1 Measuring the Organizational Culture

Kim Cameron (Denison) reported that organizational culture can be measured statistically to identify trends, attitudes and psychological trends of individuals at the group level, while consumer culture can be analyzed by consensus in conjunction with explanatory methods to help researchers obtain a result that reflects the reality of these cultures and their interdependence, impact and strength. In general, we can conclude that the features that connect the members of society often homogeneous, and the relationships among its members are characterized by strength and harmony.

Considering the importance of the aspects of organizational culture and its relationship with some organizational variables, therefore, in conducting this study, the researcher is trying to identify and measure various types of studies. Moreover, any attempt to measure organizational culture within the terms of basic dimensions could be an incomplete attempt of assessment (Agbejule, 2011) as culture is rather complex and intangible. Indeed, the question of how to measure organizational culture has been at the essential issues of the scientific debate between scientists and regulatory practitioners for a long time (Bisschop, 2015). Although there is considerable interest on the subject of organizational culture, the issue of measuring and comparing this concept is difficult at most (Cho et al., 2013).

However, in the literature, there are two basic approaches available to measure organizational culture. The first approach is qualitative approach which reflects the internal view of the members of the organization (Choi et al., 2010). In other words, the researchers using qualitative approaches become immersed in culture and engaged in in-depth observation of the participants' factors (Suppiah & Manjit, 2011). In addition, the qualitative approach gives the researcher a view of an internal nature related to the organization (Cho et al., 2013) that is rich in detail. The researcher also develops an in-depth understanding of the unique processes within each organization (Desson & Clouthier, 2010).



Regardless the benefits offered by this approach, there are several weaknesses that should be reviewed. First, the cultural dimensions identified in one medium environment during this portal are special and discriminatory and they are not necessarily linked to the context of another environment. Second, this approach is incapable of providing coherent and relevant information on organizational culture with key outputs such as organizational performance and individual behavior of employees (Gillespie et al., 2008). Moreover, this approach may be limited in disseminating the results obtained within a given organization to a different group of organizations (House & Podsakoff, 2013). Another important weakness of the qualitative approach is that the researcher consumes a lot of time and cost in processing data collection and analysis (Kim Jean Lee & Yu, 2004).

The second approach that is commonly used to measure organizational culture is the quantitative approach. This approach relies on the questionnaire form as an essential tool for assessing the dimensions of a specific organizational culture. It enables multiple comparisons across organizations and the study of relationships between organizational culture and other organizational variables, and facilitate the dissemination of results (Delobbe et al., 2002). The primary purpose of the quantitative approach is to determine the basic dimensions of organizational culture. Although the quantitative approach provides useful and meaningful results regarding the study of specific aspects, it also has some limitations. This approach leaves the question of in-depth understanding of the specific organizational culture of an organization and lacks the opportunity to develop a new theory (Marinova, 2005)

Based on the consideration above, there is a basic question to be noticed, that is which of the above entries is best. In fact, both approaches have weaknesses and strengths. The researcher can choose the appropriate approach depending on the objectives and nature of his study. For example, if the aim of the study is to measure specific cultural dimensions in an organization or a group of different organizations, then the quantitative tool is the appropriate tool. Furthermore, the researcher can also use the quantitative approach in the



process of testing hypotheses and the development of theoretical construction because in the other approach, a qualitative approach has a large number of case studies that need to be analyzed and require a lot of time and money (Sackmann, 1991)

Measuring organizational culture means that the process of evaluating and determining the values and cultural norms prevailing in a particular group using qualitative approach “through interview and observation”, or using quantitative approach to measure organizational culture by distributing “questionnaire as a basic tool” (Alshibani & Alatwi, 2010). In order to study the aspects of organizational culture and its relationship with some organizational variables, the researcher is trying to identify and measure various types of the variables. Moreover, any attempt to measure organizational culture within the basic dimensions terms could be an incomplete evaluation attempt (Cho et al., 2013) because culture is rather a complex and intangible building. The question regarding how to measure organizational culture has been a focus of attention among organizational scientists and practitioners for a long time (Alshibani & Alatwi, 2010). Although there is great interest in the subject of organizational culture, the issue of measuring and comparing this concept is difficult, because of the overlapping concepts and theories related to organizational culture (Choi et al., 2010).

The researcher reviewed several previous studies that attempted to devise appropriate tools for measuring organizational culture. In order to choose the appropriate tools for this study, the researcher summarizes the most prominent models of measuring organizational culture research as presented in Table 2.1 as follows:



**Table 2.1 Models of Measuring Organizational Culture**

No	The Researcher	Name of Measurement Model	Indicators
1	(Goffee & Jones, 1996)	Goffee and Jones model	<ol style="list-style-type: none"> <li>1. The retina (low support, and high mixing).</li> <li>2. Torn (low servo, low mixing)</li> <li>3. Mercenaries (high support, low mixing).</li> <li>4. Participatory (high support, high mixing).</li> </ol>
2	(O'Reilly III et al., 1991)	The Organizational Culture Profile (OCP)	<ol style="list-style-type: none"> <li>1. Outcome orientation.</li> <li>2. Innovation.</li> <li>3. Attention to Details.</li> <li>4. Aggressiveness.</li> <li>5. Supportiveness.</li> <li>6. Emphasis on Rewards.</li> <li>7. Team Orientation.</li> <li>8. Decisiveness.</li> </ol>
3	(Cooke & Szumal, 2000; Quinn & Rohrbaugh, 1981)	Organizational Culture Inventory (OCI)	<ol style="list-style-type: none"> <li>1. Constructive Cultures: (achievement norms, self-actualizing, humanistic-encouraging, affiliate).</li> <li>2. Aggressive/Defensive Cultures: (approval, conventional, avoidance, dependent norms).</li> <li>3. Passive/Defensive Cultures: (Oppositional, power, competitive, and perfectionistic norms).</li> </ol>
4	(Denison & Mishra, 1995).	Denison Model of Organizational Culture (DOCS)	<ol style="list-style-type: none"> <li>1. Mission: (Vision goals, objectives strategic direction, and intent).</li> <li>2. Adaptability: (Creating Change, customer focus, and organization learning).</li> <li>3. Involvement: (Capability development, team orientation, and empowerment).</li> <li>4. Consistency: (coordination &amp; integration, core values, and agreement).</li> </ol>
5	(Quinn & Rohrbaugh, 1981), (Quinn & Rohrbaugh, 1983), (K Cameron, 2004), (K. S. Cameron & Quinn, 2011).	The Organizational Culture Assessment Instrument (OCAI)	<ol style="list-style-type: none"> <li>1. Dominant characteristics.</li> <li>2. Organizational leadership.</li> <li>3. Staff management.</li> <li>4. Organizational coherence.</li> <li>5. Strategic focus.</li> <li>6. Standard of excellence.</li> </ol>

Source: Designed by the researcher, based on a number of previous studies

Based on the comprehensive analysis on the previous studies that has been conducted to identify the most appropriate and effective tool for measuring organizational culture, the researcher decided to adopt OCAI as a realistic, effective and appropriate model for the reality of organizational culture in the hotel institutions in Libya.

This tool was developed through a series of studies conducted by (K. S. Cameron & Quinn, 2011; Denison et al., 2006), and (Quinn & Rohrbaugh, 1981). Its intellectual roots depend on the competitive value of framework (CVF) of





predictability, and encourage freedom of thinking, innovation and excellence among its employees.

2. **Organizational Leadership:** this means that the leadership of the organization should be an ideal model to facilitate the tasks of individuals and administrative orientations, care for individuals, and encourage them to excellence, creativity and innovation. Moreover, this indicator shows the ability of management to motivate individuals to take risks and challenges, and directed towards achieving the desired goals and results. Administrative leadership is an example of efficiency, business facilitation, coordination and organization between departments and departments.
3. **Staff Management:** the management style of the organization should be characterized by agreement, participation and encouragement of individuals to organize teamwork as teams work together to accomplish their goals. It is also the key of successful management to give some freedom to individuals and motivate them to take risks, and develop the capabilities of the organization to achieve competitive excellence. In addition, it creates a practical climate of stability and achieves the elements of safety for employees.
4. **Organizational Coherence:** this element indicates that the management of the organization should work to strengthen mutual trust and motivate employees to feel full loyalty towards their organization. The commitment of employees towards the organization is very high, which leads to ensure the completion of the work very carefully to achieve the objectives set. In addition, it indicates the organization official rules in governing the work of individuals and guaranteeing their rights in organization.
5. **Strategic Focus:** the most important strategies adopted by the management of the organization must include honesty and the establishment of signs of trust between the organization and its workers, as well as the development of human resources and training. It also gives the opportunity for all employees to participate according to their abilities and skills in their area of specialization. In addition to the modernization,



renewal of resources the development challenges in products and services, the organization's managers must take advantage of competitive opportunities by providing business and products which commensurate with the needs and desires of the target customers.

- 6. Standard of Excellence:** for this variable, the management of the organization must give a great deal of attention to employees and customers and show high commitment to fulfill their obligations. In addition, the development of existing products and creation of new products or services must be the most important features that distinguish the organization from other organizations. Furthermore, the most important administration tasks should focus on motivating and training workers to raise their professional and social competence.

### **2.1.2 Internal Customer Orientation:**

The concept of internal customer orientation is one of the modern marketing concepts that emerged in the 1980s because of the development witnessed by marketing concepts in general. However, most organizations realized that relations with external customers and achieving their satisfaction might not be possible without going to the internal customers and developing the relationship with them by knowing their needs and wishes, and work to provide them to reach a high degree of satisfaction (Anosike & Eid, 2011).

#### **1. A Relationship-Mediated Theory**

There is a unifying proposition of the internal marketing, in which organizations have internal "clients" and have many different approaches that go to the heart of the organizational business. However, several scientists of marketing literature such as Hales (1994) and Ahmed and Rafiq (2013) agreed that the early formulation of the internal customer concept was "seriously flawed" because it did not emphasize on the critical links between internal customers and internal suppliers in creating value for the external customers.

In general, the point of view based on this theory is that employees might find out how each employee contributes in supporting the function of the others,



and how they could develop their relations with external customers. Therefore, the bold idea emerging from this distinction is that inter-functional staff teams might work on improving the everyday work processes in which they are involved, through building positive relations with the external customer (Dunmore, 2005).

Traditionally, marketing focused on exchanges between the organization and customers, but the nature of the role played by the organization's staff in determining the level of quality and customer satisfaction with the marketing offer has been used in another form of exchange, which can be done between the organization and its employees (Yusuf et al., 2016). According to the point of view of Kaurav et al. (2015), given the unique characteristics of services, conventional methods of external customer orientation practices are of limited effectiveness when applied to services in relation to physical goods, where the performance of employees service is the product purchased by the external client. Moreover, it has been considered as one of the main means used by the organization to achieve in the market, a modern marketing concept has emerged and deals with intra-organization workers, called internal marketing.

However, Yu et al. (2010) reported that, this concept was introduced at the beginning of the 1950s by Japanese quality managers and it is considered as the activities performed by the workers as internal products. In addition, the organization should focus on the concerns of the workers and try to satisfy them through the activities they perform to ensure a highly efficient workforce as well as the satisfaction of the external client.

The concept of internal customer orientation is a product of the stages of development experienced by the concept of marketing, and it is an effective tool to achieve job satisfaction, which in turn is an important factor and essential aspect for the satisfaction of external customers of the company (Yu et al., 2010). Meanwhile, Ruizalba et al. (2014) mentioned that the concept of internal customer orientation includes each organizational unit or group within the organization markets, its resources and capabilities to other units within the same organization. Furthermore, the philosophy of internal customer orientation sees that all the staffs in the firm are considered as internal clients to achieve the



objectives of the organization. On the other hand, if the objectives of the organization have derived from external marketing, then the functions of the individuals contribute to this by responding to the internal public, that will be directly or indirectly associated with the external customer or competitive advantage.

Internal customer orientation has been described as an internal program to attract, retain, motivate, and develop qualified workers through reward system, and give offers that satisfy their wishes and needs. Definitely, this philosophy focuses on treating employees as customers and the strategy of shaping jobs to humanity needs. Meanwhile, ICO is described as a fruitful means of integrating various functions of the business such as teamwork, production, and technological development, so that marketing can really become an integrative factor in the service institution (Yusuf et al., 2016).

#### **2.1.2.1 Definition of Internal Customer Orientation**

There is little agreement about the concept of relationship marketing, and it has resulted in doing more than what is understood, doing more than what is demanded to it and directing the provided efforts to the existing and potential customers after investigating them in scientific ways. Moreover, there are some opinions among the marketing experts about the concept of relationship marketing as it is concerned with the circumstances of each individual customer, an entitlement to a challenge. Accurately, it can be done by giving the customer priorities to obtain information in order to avoid deceiving the customer by saying and selling his real involvement. In general, there are many definitions of marketing relationships described as follows:

Kotler and Keller (2009) define the concept of ICO as the ideal choice for qualified workers to develop their skills and provide them with the services they need and encourage them. ICO was given in order to achieve the employees' satisfaction and loyalty to the organization. Meanwhile, Varey and Lewis (2000) define ICO as a philosophy of conducting marketing practices on personnel, recruiting competencies and retaining them as internal customers. On the other

hand, (Sharp, 2013) sees that the ICO is the process of selecting and motivating qualified employees while retaining them, providing that their skills and abilities are consistent with the nature of the work they have performed. M. Davidson (2008) defines ICO as an implementation of the marketing's philosophy and practices on individuals' workers who serve the customers. Also, Conduit and Mavondo (2001) define the internal customer orientation as several elements related to internal marketing that has been transferred and used such a context of orientation of the internal customer to get the expected result of the internal service quality that ultimately leads to the external customer orientation.

On the other hand, Anosike and Eid (2011) see that the attention to the employees as an internal customer so far has not exceeded the levels of the institutional application, but it is a slogan which is hesitantly sounded, without extending to the marketing as a marketing doctrine at the high levels of the firm. Furthermore, they explain the perception of employees as a form of customers within the institution, and they summarize that internal marketing simply means a need of the corporate management to effectively market its products within the organization to meet the expectations of internal customers or beyond their expectations.

Based on the above definitions, it can be said that some activities become apparent to the basis of the internal customer orientation, such as polarization, motivation, and development, although it does not differ from those definitions mentioned and adopted by human resources management literature. However, they emphasize the specificity of human resource management in organizations, services, and the need for organizations to treat their employees in the way they want to be treated. Accurately, this means that the organization treats its employees as an internal market and thus tries to influence them in the same way that affects the external client response.

Therefore, it can be concluded that recognizing the importance of the role of the employees in the marketing of the service requires the administration which consider them as the first market for the organization and think about their



functions as internal products which must be designed and developed in accordance with their needs and desires to increase their satisfaction.

### **2.1.2.2 The Importance of ICO**

Internal customer orientation concept has a vital importance in satisfying the needs and desires of the employees and achieving the objectives of the institution, as it used to provide an internal environment that supports the morale and to develop positive behaviors toward the institution.(Kotler & Keller, 2009) .

Fattah and Twigg (2017) say that internal customer orientation concept is considered as an administrative approach that aims to reach customers by developing and motivating the organization's personnel to perform their duties in the best way. Definitely, this comes, as a result, of communicating with customers and applying the philosophy of management and quality in the performance of services by all members of the organization in a way that achieves quality and customer satisfaction.

In general, this means that the adoption of the approach and philosophy of internal customer orientation in the organization is the way the company moves to its external markets and the tool through which it promotes the position of competition in these markets. In addition, this reflects positively on the performance and profitability of the organization and its objectives, and its importance to internal marketing. However, the benefits of the ICO for the organization are presented in the management of change, building a general image and the strategy of the firm (Ahmed & Rafiq, 2003).

### **2.1.2.3 The Dimensions of "ICO"**

Although the dimensions of internal customer orientation are challenged by several previous studies which disagree with specific dimensions of the internal customer orientation. So far, there are some other researchers who agree on one or more ICO dimensions at the same time, such as (Ahmed & Rafiq, 2003), (Berry et al., 1991), (Fattah & Twigg, 2017) and (SeyedJavadin et al.,



2012). However, based on the mentioned sources, the study has relied on four dimensions as follows:

1. **Vision:** this dimension discusses three questions related to whether the institution offers workers a vision that they can believe in, delivers a clear vision to them, and measures employees' performance.
2. **Development:** this dimension focuses on whether the administration provides training programs for all employees to improve their service skills and collects data from employees in order to develop the firm strategy and the workers' jobs and develop the employees' performance and skills.
3. **Rewards:** this dimension deals with the motivation system and the measurement of performance that encourage staffs to work as one team. In addition, rewards are given to the workers who give their efforts to introduce excellent services.
4. **Dealings:** this dimension includes three questions including whether the administration treats all department in the corporate as an independent customer, whether high administration tries to develop the quality of services provided to employees, and whether there is understanding of the employees by all departments within the firm.

### 2.1.3 Internal Service Quality Concept

The quality of internal service is a relatively recent issue compared to the quality of the external service. Moreover, it is considered as the level of the situation in which the service provided to customers in terms of its different dimensions, but from the perspective of providers in giving service to customers (Jun & Cai, 2010). In order to achieve customer satisfaction, it is necessary to provide high-quality services, and this is not possible only by providing internal services with a high level of quality and this is not possible without achieving job satisfaction, which is the link between the internal and external quality of service (Srivastava & Prakash, 2019).



### 2.1.3.1 The Importance of Internal Services Quality

The importance of internal services quality is considered as a complementary process which leads to increasing the quality of service to the final customer. As a result, customer satisfaction will be achieved by external service quality that is the outcome of the internal service quality and the main objective of the company. However, the quality of the internal service means cooperation between the various departments of the company. Moreover, internal service is a way to increase the level of customers' satisfaction. Definitely, when the employee satisfaction increases, the productivity will be increased as well, and consequently it increases the proportion of profits of the company and the rates of satisfaction of customers (E. S. Susanti, Ernie Tisnawati and Sutisna (2015).

The best service quality is something expected by the costumers from the hotels' service provided with the actual realization of the benefit obtained by customers because of their access to the service. Therefore, good service from the customers' point of view is consistent with their expectations (Pantouvakis & Mpogiatzidis, 2013). Fadil et al. (2016) reports that the importance of internal service quality has increased because it supports the relationships between the firm and its employees. Nowadays, many companies are seeking to develop the internal quality of their services according to the needs of their employees. Moreover, this will lead to keep its customers and attract new customers.

G. L. Wang (2012) says that the pressure on business organizations is too great to improve the quality of the services they provide, whether these organizations are public or private. The quality of services depends mainly on the measurement criteria, which are characterized by a high degree of difficulty due to its intangibility.

However, E. Susanti et al. (2015) see that quality of service has become an important criterion to measure the performance of organizations. It has been subjected to many studies in order to help organizations develop their services and satisfy their customers. This indeed in accordance with the expectations of customers and their perceptions of the achieving their desires in accordance with





the financial values they have paid. Further, organizations seek to investigate customers' opinions to identify and address weaknesses, as well as to emphasize strengths and develop them.

### 2.1.3.2 Definition of Internal Service Quality

Johns et al. (2007) defines internal services quality as package of procedures and rewards that satisfy the needs and desires of internal customers "employees" in the required form and adequacy. As determined by Dabestani et al. (2016), principles of traditional management cannot give a comprehensive definition for the internal service quality. Specifically, identifying internal service dimensions has vital importance, particularly it influences the satisfaction of employees and customers. Moreover, Bellou and Andronikidis (2008) define quality of internal service as the ability of the firm administration to achieve the users' desires in a manner that corresponds to his expectations and achieve full satisfaction with the product or service provided. However, this will be achieved after the submission quality of internal service which means that the level has been perceived by the employee based on a number of elements that confirm whether the level of quality is similar to expectation or less than the expectation.

### 2.1.3.3 The Measurement of ISQ

Several instruments have been introduced to measure internal service quality, but the most prominent of which is SERVQUAL. Furthermore, the metric is designed to fit a variety of service sectors. "It provides a basic skeleton through its expectations and perceptions format, encompassing statements for each of the five service-quality dimensions: reliability, responsiveness, assurance, empathy, tangibles" (Bouranta et al., 2009). Moreover; ISQ according to (Berry et al., 1991), (Ahmed et al., 2003), (Anosike & Eid, 2011), and (Bouranta et al., 2009) has contribution to the identification of the dimensions of ISQ, that can be used to operationalize this concept. However, these authors have answered the question that investigates the criteria used by workers in assessing the quality of the internal service they receive. However, it might not be surprising that this



question obtains different answers and views from the marketing literature scholars, and produces several groups of quality dimensions, which are more accurate in measuring internal service quality and becomes the most prominent SERVQUAL paradigm among various other models.

Self-evidently, the quality of internal service is the subject to the discretion of the internal "employees" customers who have experienced the service, whether this service meets their needs and desires and whether they were satisfied with the organization and services provided. Based on this consideration, employees definitely will be satisfied and have strong relation which results in the loyalty of the employee. Therefore, it is not easy to estimate the quality of their services unless they have analyzed their feedback (Anosike & Eid, 2011).

Prideaux et al. (2006) report that there have been many quality-of-service "ISQ" models, but the researchers disagreed with the standardized model that can measure the quality of service, so that they had created multiple models that organizations can choose. Actually, these models can be used in the services sector, including hotel and tourist services.

According to Parasuraman et al. (1985) and Anosike and Eid (2011), these models measure the quality of service with different standards and tools. for example, SERVQUAL, SERVPERF, INTSERVQUAL AND INSQPLUS, AS WELL AS HOLSERV, DINESERV, CASERV AND LODGSERV. DINESERV is used to examine the services of the restaurants, and CASERV is used in the casino sector, while LODGSERV and HOLSERV are used to measure the accommodation department.

However, this study will use the "SERVQUAL" model to measure internal service quality that has been suggested by number of researchers such as (Parasuraman et al., 1985), Amiri Aghdaie and Faghani (2012), G. L. Wang (2012), Reynoso and Moores (1995), and Bellou and Andronikidis (2008), as the most appropriate model to measure the internal service quality. SERVQUAL" contains five dimensions that can be used to evaluate internal service quality as the following Table:

Table 2.2: Definitions of Dimensions of SEVQUAL model.

Dimension	Definition
<b>Tangible</b>	<b>Facilities of the firm, tools and equipment, the internal design of the institution.</b>
<b>Reliability</b>	<b>The ability to meet the commitments and promises made by the company to its workers accurately and effectively.</b>
<b>Responsiveness</b>	<b>The true desire of the organization to provide facilities for its internal customers and speed in the delivery of services.</b>
<b>Assurance</b>	<b>The managers' experience and their ability to win the trust of the employees through credibility and safety and not to exaggerate the customer's courtesy.</b>
<b>Empathy</b>	<b>Personal attention to the internal customers where could not be possible only if the company capable to contact employees and access to them and understanding their needs and desires.</b>

Source: adopted by Amiri Aghdaie and Faghani (2012)

#### 2.1.4 External Customer Satisfaction Orientation Concept

Theoretically, the marketing science literature has dealt with a set of theoretical concepts of customer orientation derived from experimental reality, and marketing scientists have documented the proposed benefits. However, due to its complexity, this concept has received limited attention (Webster Jr (1988). Meanwhile, there are a number of scientists such as Peillon et al. (2018), Deshpandé and Farley (1999) who agree that the concept of customer orientation is a number of beliefs and concepts which believe that the interest of the customer should be at the top of the company's concerns. In addition, the organization should not ignore or exclude other stakeholders involved in the marketing process, in order to develop the company to survive and be a profitable organization in the long term. However, there are a number of researchers such as Narver and Slater (1990), Day (1994) who agreed that the concept of customer focus has not received sufficient attention.

Many marketing and management experts believe that it is not possible to go to the client unless it is supported by senior management. Bass et al. (2008), House and Podsakoff (2013), Webster Jr (1988) said that the beliefs and values that support customer orientation are the responsibility of the top management in particular. Moreover, the executive director is responsible for determining and knowing the direction of the clients and the market as a driving force to make



decisions related to customer orientation and focus on the customers' needs and desires. Moreover, customer orientation is a competitive advantage that helps to strengthen the company's competitive position. Therefore, decision makers and senior officials of the organization must set organizational goals and align them with customer satisfaction policies (Homburg et al., 2011).

Korunka et al. (2007), mentioned that the ultimate goal of business operations is the customer, as the organization's survival depends on the customer. The customer is the key to the success and failure of an organization, and in order to survive, business organizations must provide products: goods or services that meet the customer's desire. Furthermore, if the managers give full attention to customers' needs, it actually will help to strengthen the company's competitive position. Baumann et al. (2012), Bowen and Chen (2001) sees that the concept of customer satisfaction is reflected in the efforts of various businesses to win the satisfaction of consumers by providing material productivity products or services.

There are many researchers who are interested to define the customer satisfaction, but we have chosen the most important definitions among the all. For example, Tajeddini (2011) suggests that satisfaction is a high degree of positive sense toward quality of service, which basically depends on the level of experience and the degree of expectations that are believed by the customer. Moreover, the satisfaction depends on a number of factors such as sympathy, emphasis, responsiveness, confidence prices and events that occur during the service delivery or after the service given. According to Wilson (2002), there is a degree of ambiguity and complexity that prevent customer satisfaction from being recognized and achieved. Bellou (2007) informs customer orientation as a knowledge building and psychological condition for customers that are difficult to assess or verify.

Aydin and Ceylan (2011) report that customer satisfaction orientation is the extent to which services or products achieve the customers' expectations, according to the appropriate criteria for their needs and desires which prevent them to get their needs from other competitors. Definitely, customer satisfaction



in the hotel organizations is closely related to the level of services provided and the customer's attitude towards the brand because of the previous perceptions and accumulated experience.

On the other hand, customer orientation leads to client satisfaction, which is the positive feeling that occurs before, during and after the purchase. When a guest thinks of choosing a hotel he wants to stay in, the customer will compare his/her choice in relation to the benefits obtained or promised by the brand, and further they will settle at the hotel that he/she thinks to be appropriate (Tajeddini, 2011).

The organizations seek to study the behavior of customers and their attitudes to find out whether they are satisfied with their services or not. However, several studies have shown that customers who are not satisfied with the company's service will quickly turn to other organizations because they expect that they will meet their desires and achieve their expectations (Mohammed et al., 2017).

Furthermore, the study of customer's behavior enables the organization to identify and address the shortcomings and weaknesses, and to avoid their failure in the future. In addition, it is also helpful to identify and emphasize the strengths and persistence in the development (Baumann et al., 2012).

On the other hand, (Tseng, 2019) argues that the erroneous interpretation of customer perceptions and their impressions of the services provided may lead to failure to achieve the competitive advantage that the organization seeks to reach, and this negative estimate certainly will reflect negatively on profitability and will achieve the targeted revenues.

There are many researchers who are interested in the field of marketing services devised models to measure the customer-oriented surface. The most prominent one is Saxe and Weitz (1982) who create a comprehensive model called "SOCO" which includes 24 elements for measuring customer orientation. Whereas, there are other researches such as (Martin & Bush, 2006) and (Spector & Jex, 1998) who agree with other measurement tool involving four items.



The measurement of external customer satisfaction orientation is expressed as factor determining the feelings of people after their experience of a particular service or product (Yu et al., 2010). However, this is a very difficult thing to do, and the test of customer satisfaction and measurement become a great challenge faced by the institution. The measurement provides an indicator through which the company will be able to know the views and customers' directions and satisfaction with their products or services (Gilbert, 2000). According to international business research institute (2018), there are a potential dimensions which can be used to measure customer satisfaction on the organization and its services. However, the institute has created a model which involves a number of factors such as; price, quality of service, speed of service delivery, workforce, and also the strength of the relationship between the organization and its customers.

Undoubtedly, the continuity of the market depends on the ability to attract the largest number of customers and develop their loyalty to the institution, which requires an effective response to the needs and desires of customers. In addition, the levels of satisfaction can be enhanced through the offers of marketing provided by the institution that adopt a modern approach to achieve this objective (Halstead et al., 2016).

After a thorough review of several previous studies, it is found that a model proposed by Donovan et al. (2004) is the best measurement tool to examine the external customer satisfaction orientation. Therefore, this study will use this model rather than the models suggested by other researchers. This measurement includes four indicators that can be highlighted as follows:

- 1. Pampering customers:** it means that giving customers a great deal of attention when providing services, and give personal attention to solve the problems of each customer. In addition, employees should be interested to make each customer feel as if he/she is the only customer.
- 2. Knowing customer's needs:** administration should care to train the workers to develop a high ability to read the clients and know their needs, and to have the ability to expect services that customers need before ordering.



3. **Deliver services:** this dimension means that employees have to keen to deliver intended services on time, and they should keen on completing tasks precisely for customers.
4. **Personal Relationship:** administration and employees have to know customers personally, by giving full attention to build a strong relationship with their customers.

## 2.2 Empirical Review

Many researchers that are interested in the field of customer satisfaction have conducted a number of studies dealing with a number of variables that affect the level of satisfaction, directly or indirectly. In any case, emphasis will be placed on the studies that deal with the variables of this study and their impact on customer satisfaction presented as follows:

### 2.2.1 Effects of Organizational Culture on “ECSO”

The study conducted by Peillon et al. (2018) examined the relationship between organizational culture and customer satisfaction orientation and adopted organizational culture as an important and fundamental factor in the use of the evidence of the service sector in French manufacturing SME. However, this study states that the survival of the organization and its continuation in the market requires regulatory actions by taking into account the main objective of achieving the maximum of the satisfaction of their customers. Nevertheless, one of the most important findings of this study is the organizational culture characterized by interdependence between organizational culture and firm's products with strong orientation toward customers. Moreover, another important result is that the development and activation of the organizational culture lead to the competitive advantage of the organization in the market.

A study conducted by Aydin and Ceylan (2011) focused on testing the relationship between organizational culture and organization's ability to achieve long-term customer satisfaction orientation through the employees' satisfaction. Moreover, the study reported that customer satisfaction orientation is becoming



one of the most important factors that focus on the organizations, which became increasingly important day by day. The study was conducted on 578 employees of metalworking organizations, by using the analytical descriptive approach to data collection and analysis. The most important results of this study were that employee satisfaction and customer orientation had a moderate effect on creating a strong and strong organizational culture.

### **2.2.2 Effects of Organizational Culture on ICO**

The study conducted by Fattah and Twigg (2017) examined the impact of internal marketing and organizational culture mediated by an organizational commitment on operational performance in the UAE fast-food sector. This study conducted on 50 restaurants in UAE. The study supports all hypotheses, even though it does not prove the strength that the author expected. While the results showed all correlations are significant, some have relatively strong correlations and others have an intermediate correlation. Moreover, the findings of this study showed a significant influence of the rewards system and development and training programs on the affective commitment of employees. However, the researcher believes that those interested in this field should be more careful to study the factors that have a significant impact on the darkening of the image of the organizational culture, as this has a negative impact on internal marketing of the organization. In addition, this study concluded that organizational dimensions related to corporate strategy, organizational behavior and human resources are closely related to the company's marketing activities. Furthermore, the writer suggested that the dimensions of culture must be re-evaluated by the company to create a positive impact on programs of internal customers.

A study conducted by Wasmer and Bruner (1991) focused on the emerge of organizational culture literature to develop a practical method for determining segments within the service firm that could then be the target of internal marketing programmers. However, the basic premise is to enhance service quality. In addition, one of the results of this study summarized the importance of internal marketing in considering the service marketer desires to view employees as





another type of "customers" which can be analyzed by means of established marketing techniques.

### **2.2.3 Effects of Organizational Culture on ISQ**

The study conducted by Latif and Ullah (2016) was to examine the relationship between organizational culture and internal service quality in 11 banks. This study found that ISQ partially mediates the relationship between collaborative of corporate culture and organizational performance.

Moreover, a study by Cho et al. (2013) was conducted to determine the effect of the relationship between the variables of the study represented in organizational culture and its effect on the quality of service provided. However, there were four types of organizational culture that were adopted namely: "group culture, hierarchical culture, rational culture and developmental culture." The study used the comprehensive survey method to study sample intensive work in the Republic of Korea and used a questionnaire to collect data from the sample of 406 individuals distributed to 32 companies that provide intensive knowledge services. In addition, the study reached a number of results that confirm there is a significant effect of the organizational culture of rationality, development, and collective, on the level of quality of services provided while there is no effect for hierarchical culture.

A study carried out by Mohammad et al. (2012) was conducted on the sports sector in Iran in order to measure the effect relationship between the firm learning culture and internal service quality. For this purpose, the study implemented the descriptive and correlation method. In addition, the authors designed two types of questionnaire, one of them included phrases for institutional learning culture, while the other for internal service quality. However, the results of this study found that there is a positive relationship between corporate learning culture and internal service in the Iranian sports field.

A study implemented by Testa and Sipe (2011) was conducted on the environment of the hotel sector to review research and studies on the subject of organizational culture. The study suggested an applied model that allows



managers of hospitality institutions to conduct a review and evaluation of the culture of their organizations. In addition, the study considered that the development of organizational culture is an urgent necessity for all organizations in order to identify the weaknesses and shortcomings experienced by companies in relation to the culture of the organization especially in the hotel sector to the extent of its impact on the local culture. However, based on the literary survey conducted by the study, during the analysis, it was created ten areas of culture. According to this study, a number of recommendations have been proposed to develop hotel organizational culture, but the most important of which are: managers should follow the conceptual model based on previous studies when reviewing and evaluating the culture of the organization. Further, the study showed that an organization that has an organizational culture has a competitive advantage that must be maintained and developed.

#### **2.2.4 Effects of "ICO" on External Customer Satisfaction Orientation**

Conduit et al. (2014) conducted a study in the hotel sector to discover the relationship between employees as internal customers and external customer satisfaction orientation. However, the main goal of the research was to examine the effect of internal customer orientation to external customer satisfaction. Furthermore, commonly most of the researchers focus on the external satisfaction of customers as a main object of the firm, while others merely focus on the internal satisfaction of customer. However, few studies have attempted to examine the effect of internal satisfaction on the customers' satisfaction. In addition, the main findings of the study were to summarize the internal satisfaction of customer, which refers to the employees. This was not directly related to the external satisfaction of customer, which refers to hotel customers.

The study conducted by Conduit et al. (2014) examined the effect of the relationship between two variables that are very important for all organizations in their various activities. However, this study examined the efficiency of the strategies implemented by Australian companies to attract external clients and develop internal customers. Furthermore, this study involved two types of firms,



a company which focuses on employees' needs and a company which seek to interest both internal and external customers. In addition, 650 questionnaires were distributed on the employees of several multinational corporates in Australia. However, the important results of the research said that there was a positive relationship of the employees working in the companies that focuses on the internal orientation. Respectively, the firms have comprehensive strategies, and work in two equal lines; internal and external customers.

### **2.2.5 Effect of Internal Service Quality on "CSO"**

This study was conducted by Bellou and Andronikidis (2008) on the Greek banking sector to test the relationship between the effect of the quality of internal service on the quality of external service and customer satisfaction. The study employed the descriptive-analytical method and used the questionnaire for collecting data, which was distributed to 113 front line employees at 16 banks. However, the main results of the study summarized that the quality of internal services had a positive impact on the improvement of staff performance by providing high-quality services to the clients of the organization.

A study conducted by Ahleez (2015) was intended to analyze the correlation between customer satisfactions orientation resulted from the quality of internal services. The objective of this study was to ensure that there is a positive impact on the quality of internal services, which in turn lead to the quality of external services as a key factor to achieve customer satisfaction. However, the data collection was conducted through questionnaire as an appropriate means of obtaining the required data. The data was collected from employees who experienced a great burden in providing the services. Furthermore, the data was collected from 543 employees working in the university education sector.

The study found a number of results, but the most important of which are: the benefits that employees receive from their organization such as care, attention and emotional courtesy have a positive impact on the development of relations with their colleagues, and they are more enthusiastic to provide excellent services to the clients of the organization.



Table "2.3" The Previews Studies Mapping

Author	Study variables	Study results
Deshpandé and Farley (1999)	Corporate culture, customer orientation, and innovativeness Japanese firms	The ability of the organization to adapt its culture and excellence in its performance are two key factors to achieve customer orientation.
Aydin and Ceylan (2011)	Employee satisfaction and customer orientation on the organizational culture in metalworking manufacturing	There is a mid-effect by employees' satisfaction and customer orientation on creating a significant corporation culture.
Latif and Ullah (2016)	The relationship between Organizational Culture, Internal Service Quality (ISQ) and Organizational Performance	The study reached a number of results, the most important of which is the organizations that are keen to pay attention to the quality of the internal service; they occupy an important competitive position in the services market.
Fattah and Twigg (2017)	Internal marketing and organizational culture.	This study found that the development and rewards have vital importance of internal marketing to encourage the employees doing a high level of performance.
Wasmer and Bruner (1991)	Organizational culture to design Marketing strategies	The basic suggested of the study that to enhance service quality, the service marketer, corporate should consider the employees as another group of clients, which can be analyzed by of established marketing tools and techniques.
Balmer and Greyser (2006)	The Organizational Culture Audit: A Model for Hospitality Executives	The study found that a number of intellectual schools and organizational disciplines have become the basis of a new curriculum.
Fattah and Twigg (2017)	Internal marketing and organizational culture.	This study found that the development and rewards have vital importance of internal marketing to encourage the employees doing a high level of performance.
Wasmer and Bruner (1991)	Organizational culture to design Marketing strategies	The basic suggested of the study that to enhance service quality, the service marketer, corporate should consider the employees as another group of clients, which can be analyzed by of established marketing tools and techniques.
Cho et al. (2013)	Organizational culture, service quality through organizational learning framework	Overall, there is a positive effect between the organizational culture types and the elements of service quality.
Testa and Sipe (2011)	The Organizational Culture Audit: A Model for Hospitality Executives	The study resulted in the creation of a comprehensive conceptual model that helps to develop the culture of the organization. The study also stressed that a strong organizational culture focused on customers is an effective strategy to achieve a strong competitive position.
Mohammad et al. (2012)	Organizational learning culture and internal service Quality.	The study concluded that there is a positive correlation relationship between the corporate culture and internal service quality.
Conduit et al. (2014)	Internal customer orientation and external customer orientation.	The results indicate that employees have the most positive perceptions of organizational processes when they see that the organization follows a strong internal trend, followed by those organizations that have a common strength in the direction of internal and external customers.

Source : Adapted from several previous research

Table 2.3 (continue.....)

Author	Study variables	Study results
Aydin and Ceylan (2011)	Effect of employee satisfaction and customer orientation on the organizational culture.	The most important findings of this study were the satisfaction of employees. The focus on customer orientation has a moderate effect on creating a strong organizational culture.
Briggs et al. (2015)	Customer orientation, and employee satisfaction.	The research has reached a number of results, the most important of which is that focusing on customer orientation will cause managers to avoid excessive working hours for employees so as not to cause fatigue. In addition, managers are keen to motivate these employees for the success of customer orientation.
Chakravarty et al. (2014)	Customer Orientation Structure for Internet-Based Business-to-Business.	The most important results of this research that the overall focus on customer orientation increases the effectiveness of the performance of the statute of the institution.

Source : Adapted from several previous research



**Table 2.4 The Previous Researches that is related with the Study:**

No	Author	Variables of the study			
		OC	ICO	ISQ	ECSO
1	Ambrož and Praprotnik (2008)	✓			✓
2	Bellou (2007)	✓			✓
3	Balmer and Greyser (2006)	✓		✓	
4	Fattah and Twigg (2017)	✓	✓		
5	Cho et al. (2013)	✓		✓	
6	Wasmer and Bruner (1991)	✓		✓	
7	Testa and Sipe (2011)	✓		✓	
8	Latif and Ullah (2016)	✓			✓
8	Cho et al. (2013)	✓			✓
9	Bizi Mubiri (2016)			✓	✓
10	Mohammad et al. (2012)	✓			✓
11	Testa and Sipe (2011)	✓			✓
12	Afobunor and Udegbe (2012)	✓			✓
13	Beidokhti and Ghaderi (2011)	✓			✓
14	Bokharaeian and Joybari (2013)	✓			✓
15	Chawla (2016)	✓	✓		
16	Conduit et al. (2014)		✓		✓
18	Capatina (2014)	✓	✓		
19	Fattah and Twigg (2017)	✓	✓		
20	Ahleez (2015)			✓	✓
21	Oly Ndubisi (2007)		✓		✓
22	Yunus and Ishak (2012)			✓	✓
23	Trivellas and Dargenidou (2009)	✓	✓		
24	SeyedJavadin et al. (2012)		✓	✓	
25	Anosike and Eid (2011)		✓	✓	✓
26	Zahari and Shurbagi (2012)	✓	✓	✓	
30	Tekin and Erol (2017)		✓		✓
31	Naudé et al. (2003)		✓		
32	Kaurav et al. (2015)	✓	✓		
33	Aydin and Ceylan (2011)		✓		✓
34	Briggs et al. (2015)		✓		✓
35	Chakravarty et al. (2014)		✓	✓	
36	Conduit et al. (2014)		✓		✓
37	DeRosia and Elder (2019)				✓
38	Mathe et al. (2016)		✓		✓
39	Lu et al. (2015)			✓	✓
40	Donavan et al. (2004)	✓	✓		✓

Source: created from a group of previous studies.

**Explanation: Organisational Culture= OC - Internal Customer Orientation= ICO  
Internal Service Quality= ISQ -External Customer Satisfaction Orientation= ECSO**

The previous researches have shown the impacts of variables as follows:

1. Afobunor and Udegbe (2012), Ambrož and Praprotnik (2008), Bellou (2007), and Bokharaeian and Joybari (2013), Beidokhti and Ghaderi (2011), Donovan et al. (2004) partially test the effect of "OC" on "ECSO". These studies have tested the influence of organizational culture on customer satisfaction.
2. The studies conducted by Fattah and Twigg (2017), Capatina (2014), Fattah and Twigg (2017), Trivellas and Dargenidou (2009), Kaurav et al. (2015) have examined the influence of organizational culture on internal customer orientation.
3. The studies conducted by Conduit et al. (2014), Oly Ndubisi (2007), Conduit et al. (2014), Anosike and Eid (2011), Tekin and Erol (2017) have partially examined the effect of internal customer orientation on external customer satisfaction orientation.
4. The studies conducted by Cho et al. (2013), Balmer and Greyser (2006), Wasmer and Bruner (1991), Testa and Sipe (2011), Zahari and Shurbagi (2012), Donthu and Yoo (1998), Trivellas and Dargenidou (2009), SeyedJavadin et al. (2012), and Nutley et al. (2000) partially test the impact of organizational culture on internal service quality.
5. The studies conducted by Ahleez (2015), Bizi Mubiri (2016), Yunus and Ishak (2012), Anosike and Eid (2011), Ismail et al. (2013), Johns et al. (2007) Kumar et al. (2008), and Lu et al. (2015) partially test the effectiveness of internal service quality on external customer satisfaction orientation.



## CHAPTER III

# THEORETICAL FRAMEWORK

### 3.1 Conceptual Framework:

Within the conceptual framework, the researcher summarized briefly the results of the literature review and previous researches to formulate hypotheses, to determine the operational definition and to measure variables of this research.

A study by Deshpandé et al. (1993) was conducted at the marketing executives at a Japanese vendor firm and the purchasing executives at 50 Japanese firms selected for personal interviews. This study represented a random nth-observation sample of firms publicly traded on the Nikkei stock exchange in Tokyo. The researchers focused on examining the effect of organizational culture on customer satisfaction orientation, market performance, and innovativeness. Where, business performance (relative size, relative profitability, and the relative share, and relative growth rate of the market), was correlated positively with the customer's evaluation of the supplier's customer orientation. Moreover, the supplier's personal assessment of customer orientation did not correspond well to that of the customer. On the other hand, companies with corporate culture entrepreneurship (adhocracies) and stressing competitiveness (markets) have outperformed those variables, dominated by internal cohesiveness (clans) or by rules (hierarchies). Successful market innovation also improved performance.

A study conducted by Peillon et al. (2018) was carried out in a number of small and medium firms in the service sector. This study aimed at investigating the role of organizational culture in achieving service strategies and accomplishing the organization's orientation to the customer rather than only focusing on the quality of products from the organization's point of view. Furthermore, the study hypothesized that organizational culture can have a profound impact on the organization's effectiveness. In addition, the study found a number of results, but most importantly the results confirm that the





organizational culture of small and medium companies is characterized by the interdependence between the provision of high-quality services and customer orientation.

A study was conducted by Aydin and Ceylan (2011) to investigate the effect of organizational culture depending on the factors of employee satisfaction and customer orientation. The sample of this research was 587 employees at metalworking firms. This study used SPSS statistical package version 11 for calculating and analyzing data. In addition, researchers achieved several results, but the most important of which is organizational culture has a positive significant correlation with employee satisfaction and customer orientation. According to the results of this research, it can be concluded that employee satisfaction and customer orientation had a mid-level effect on creating a substantial organizational culture.

A study conducted by C. Lee and Wen-Jung (2005) was used to examine the relationship effect between the key factors of internal marketing and factors that were hypothesized to be influential, organizational culture, and knowledge management. The study focused on the senior managers at 274 companies who work in the information technology industry in Taiwan. For collecting data, the researcher used survey method by distributing questionnaire prepared for this purpose. In addition, the study found that internal marketing and organizational culture have a significant effect on knowledge management and internal customer orientation.

A study conducted by Shiu and Yu (2010) used an empirical investigation into the non-life insurance industry to investigate the correlation between internal marketing, organizational culture, job satisfaction, and organizational performance in the insurance organizations in Taiwan. However, the study relied on the use of a descriptive-analytical methodology to collect and analyze data from the sample of the study. In addition, regression analysis had been used to investigate the relationship between the study variables (internal marketing, organizational culture, job satisfaction, and organizational performance). The



results of this research showed significant correlations among internal marketing, organizational culture, job satisfaction, and performance of non-life insurers.

A study conducted by Latif and Ullah (2016) was used to examine the mediating role of internal service quality on the relationship between organizational culture and organizational performance. However, this research utilized the collaborative culture dimension. The data were collected using survey from 80 bank branches of 11 large and medium-sized banks in Peshawar, Pakistan. This study was conducted to assess the relationships between collaborative culture, internal service quality, and organizational performance. Furthermore, this research reached a number of useful findings for organizations with service sector, seeking to be competitive and responsive to the increasing challenges. The results revealed that internal service quality partially mediates the relationship between collaborative culture and organizational performance.

An empirical study was conducted study by Cho et al. (2013) to identify the relationship between organizational culture and service quality through the organizational learning framework in knowledge-intensive business services (KIBS). However, the study relied upon to use four types of organizational cultures as its variables (group culture, developmental culture, rational culture, and hierarchical culture) from Quinn's competing values model. Based on SERVQUAL and the mediating variables that connect between organizational cultures and service quality, there are three types of learning orientation and organizational learning behaviors (OLBs), based on an organizational learning framework. In addition, the main finding of this research informed that group development and rational cultures influenced learning orientation, but the hierarchical culture did not. In addition, the three types of learning orientation influence OLB and this behavior ultimately influenced KIBS quality.

A study conducted by Conduit et al. (2014) was aimed at investigating the effect of relationship between internal customer orientation an external customer orientation, because of the need of organizations to create value for both internal and external customers. This research conducted on the employees of large Australian-based organizations within multinational companies involving 650



users. This study was conducted to examine the joint implications of these strategic postures on organizational processes, including information generation, information dissemination, training, communication and human resource practices. This study developed a typology because employees' perceptions of their organization's joint pursuit of internal and external customer orientation. To identify the best factor structure of the measures in this research, both confirmatory factor analysis (CFA) and an exploratory factor analysis (Srivastava & Prakash) are used. In order to assess the suitability of the data for analysis, both the Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity are used. On the other hand, this research found that the internal communication partial collaborators and balancers are significantly higher than competitors and alienators. Contrary to expectation, synergists are significantly lower than collaborators in internal communication. This is a surprising result given that synergists have high levels of internal marketing.

A study by Briggs et al. (2015) was conducted to examine how conflict and working hours influence customer orientation on frontline service employee satisfaction. The purpose of the study was to analyze the factors that affect the achievement of internal customer orientation. The data were collected from 112 frontline employees working for an Ecuadorian airline. The conceptual model was built upon the role of personal resources in the job demands-resource model. The research also focused on the integrating perspectives from the work-family conflict (WFC) literature and conservation of resources theory. In this research, moderation analyses showed that the negative influence of customer orientation on ICC becomes stronger as working hours increase to exceptionally high levels; where the positive influence of customer orientation on employee satisfaction becomes weaker as working hours increase to exceptionally high levels.

A study conducted by Conduit and Mavondo (2001) aimed to investigate how the effect of internal customer orientation on market orientation including external customer orientation. The researchers used a path model to investigate the direct and indirect impact of hypothesized variables on internal customer orientation and market orientation. The study focused on the Australian



companies, which have international activities. In addition, the research depend on an AMOS path analysis to identify the magnitude of direct effects on external customer orientation and internal customer orientation and the indirect effects on market orientation through internal customer orientation. This research found that the internal marketing activities (management support, training, internal communication, involvement in external communication, and personnel management) do not directly influence the market orientation of the firm but do influence various organizational dynamics of the internal customer orientation.

A study by Kim et al. (2012) was conducted to develop managerial strategies for strengthening their competitiveness by analyzing and identifying factors to improve customer orientation and internal customer satisfaction. Moreover, this study aimed to find out the factors influencing internal service quality, job satisfaction and external customer satisfaction orientation. Furthermore, the data were collected from 215 workers who had direct interactions with customers distributed within five medical institutions in Seoul South-Korea. Through regression analysis, this research found that all factors of internal service quality affected job satisfaction, however only two factors, credibility and sympathy appeared to affect customer orientation.

An empirical study was conducted by Anosike and Eid (2011) in 202 banking service organizations to investigate the relationship among internal customer orientation, internal service quality, and customer orientation to develop and test the conceptual model of the antecedents of banking sector. However, the study relied on the structural equation modeling in hypothesis testing while reliability analysis and confirmatory factor analysis have been used to test the validity of the constructs. In addition, regression analysis has been used to investigate the relationship between the study variables. Furthermore, the study found that empowerment, job satisfaction, interdepartmental connectedness, and interdepartmental conflict (identified as a negative indicator) are conceptual planks, which act to moderate and or mediate the impact of the internal service quality dimension.



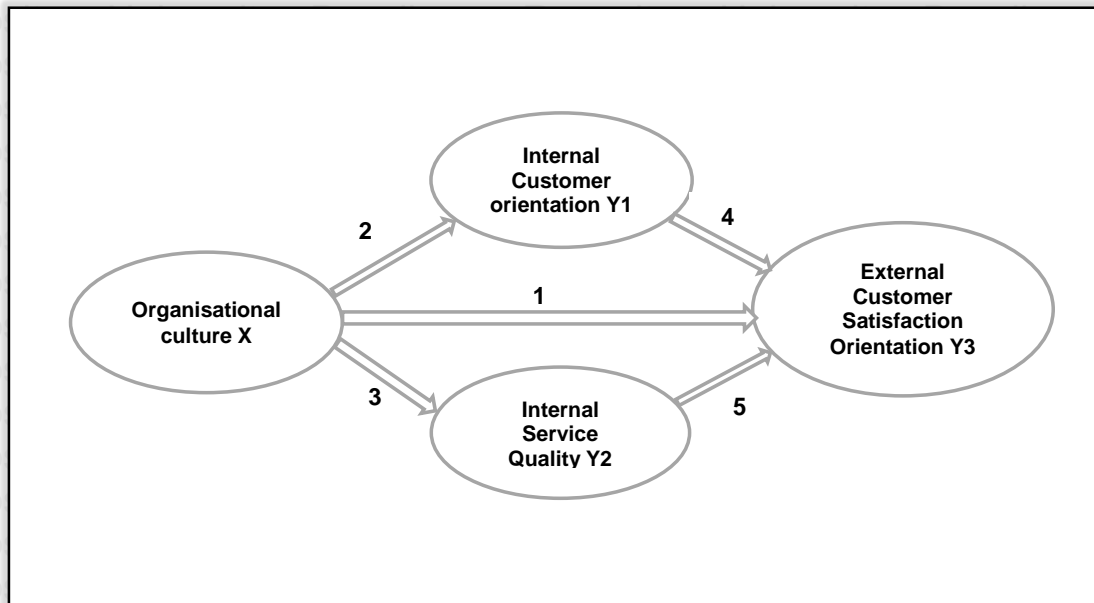


Figure 3.1 . Conceptual Framework

Based on the comprehensive review of the previous research support and theoretical support, the conceptual framework was formed and presented in Figure 3.1. This study examined the effect of organizational culture, internal customer orientation, as well as the internal service quality on external customer satisfaction orientation.

## 3.2 Hypothesis Development

### 3.2.1 Effect of the Organizational Culture on ECSO

A study conducted by Capatina (2014) confirmed that organizational culture of small and medium firms in the service sector plays a vital role in achieving service strategies and accomplishing the organization's orientation to the customer rather than only focusing on the quality of products from the organization's point of view. Moreover, cultural differences increased the degree of complexity and perceived uncertainty in an overseas environment. In addition, it has an Important Impact on all aspects of marketing activities resulted from the marketing program. Furthermore, understanding the impact of cultures on

different marketing activities in a particular country will assist management in planning the marketing programs toward an external customer orientation.

Moreover, coordinating marketing activities is very important for any company success engaged in global trade, and the international marketing activities must be ordered and programed with both other firm activities and resources. Similarly, Peillon et al. (2018) explained that companies, which have a short lifespan and focus on the importance of research and development and innovation, should give its workers incentives to produce high-quality services for external customers. As well as, internal marketing helps the administration to the consciousness of institutional commitment and organizational identity, and spread it between the employees. In addition, it can also encourage team work to make effective dissemination, innovations, and applications of knowledge and also to take their internally stable knowledge and transform it into effective wisdom about knowledge management, which is favorable to organizations.

Furthermore, the organizational culture of small and medium companies was characterized by the interdependence between the provision of high-quality services and external customer satisfaction orientation.

Deshpandé et al. (1993) conducted a research on a number of Japanese companies, specifically targeted the executives managers. The objective of this study was to observe and analyze the impact of organizational culture on customer orientation, regarding the orientation of external customers. This implemented four indicators to measure the effectiveness of organizational culture and its impact on customer satisfaction orientation, namely values, norms, and behavior. The study concluded that the creative culture positively indicates the "ECISO", while the evaluation of the institution to the client's orientation did not receive the required evaluation according to the evaluation of customers. Ngacha and Onyango (2017) also conducted a research to analyze the factors that affect the achievement of customer satisfaction orientation in hotel organizations and to specifically strengthen their loyalty. There are many indicators illustrating that there is a moderate and positive relationship between customer orientation practices and customer retention across the three hotel



categories. Thus, to practice customer orientation, organizations need to increase their customer retention rates, and the main factors influencing "ECISO" lie in two factors: quality of service and managing relationship with the customer. Aydin and Ceylan (2011) believed that the impact of customer orientation on the culture of the company varies from one organization to another according to organizational policies and strategic planning of organizations. Actually, this happens due to a number of reasons such as the organizations give much attention to strengthen the values and beliefs of the company among its customers and the importance of customer orientation to strengthen the company's competitive position in the market. Based on the description above, it can hypothesized that:

**H1.** There is an effect of organizational culture on external customer satisfaction orientation in Libyan hotels "LIBH".

### **3.2.2 Effect of Organization Culture on Internal Customer Orientation**

According to Shiu and Yu (2010), the concept of internal marketing employed (internal customer orientation) in the organizations' service is crucial to provide high-quality services provision and successful external marketing. There is no doubt that the developing correlation among internal marketing, organizational culture, job satisfaction, and organizational performance play an important role in the organization's internal cohesion processes. Furthermore, the significant correlations among internal marketing, organizational culture, job satisfaction, and performance can provide a basis for the organizational success and give a solid reference for business owners and managers in the service sector. Moreover, a study conducted by Ahmed et al. (2003) was intended to examine and analyze the effect of the relationship and empirically evaluate the internal customer orientation implementation model as a framework for implementing marketing strategies formulation processes. This is conducted to identify whether the type of effect is positive or negative, as well as whether the type of effect is significant or insignificant. However, the main aim of the researchers was to develop a conceptual framework that identifies and highlights





the relationship between study variables. In addition, the study aimed at providing a clear picture of the components and dimensions of the internal marketing in quality of service, commitment, communication and trust. In addition, the study has created the model postulates using the application of internal marketing policies and marketing-like tools that internally set the relationship between internal marketing mix and organizational competencies.

C. Lee and Wen-Jung (2005) argued that the successful experiences of the companies in the scientific industry is useful to develop industries, economy, and technology. Therefore, in order to increase the competitive capacity of domestic high-tech industries and to add the short life spans of high-tech industries themselves, innovation must be emphasized, and the high-tech industries must give serious consideration to the issues of internal marketing and knowledge management. In addition, the marketing orientation is a strategic turning point in the organization's history, but in order for the organization to succeed in implementing this step, it must develop and modify internal marketing activities first. These procedures may also face difficulties if it is weak or suffers from an inability to adapt and develop. Based on the description above, it can be hypothesized that:

**H2.** There is an effect of organization culture on internal customer orientation in LIBH.

### **3.2.3 The Effect of Organizational Culture On Internal Service Quality**

Based on view point of Latif and Ullah (2016), in the service sector, organizational culture and internal service quality can affect directly and positively on the organizational performance, furthermore, internal service quality partially mediates the relationship between collaborative culture and organizational performance. Attention to quality internal services can provide useful insights for organizations, particularly in the service industry, seeking to be competitive and responsive to the increasing challenges. The conclusions emphasize that mechanisms to encourage and foster internal service quality in the organization are likely to facilitate the introduction, adoption, and diffusion of service quality



both within and outside the organization, which in turn, is likely to result in the achievement of superior service performance.

In his study entitled the relationship between organizational culture and service quality through organizational learning, the framework, Cho et al. (2013) attempted to determine the relationship between organizational culture and internal service quality within the organizational learning framework in knowledge-intensive business services. As well as, the researcher was divided independent variables into four types of organizational cultures (hierarchical culture, group culture, rational culture, and developmental culture) from Quinn's competing values model. The dependent variable is knowledge-intensive business services quality based on SERVQUAL assessment model and the mediating variables that connect between organizational cultures and service quality are three kinds of learning orientation, and organizational learning behavior depend on an organizational learning framework. However, internal organizational policies that are used to improve the quality of employees' services as an essential and strategic part of the organizational culture components of the organization can play a pivotal role in influencing the quality of internal services. From the previous description, it can be hypothesized as follows:

**H3.** There is an effect of organizational culture on internal service quality in LIBH.

### **3.2.4 Effect of the Internal Customer Orientation on ECSO**

Conduit and Mavondo (2001) argued that there is an important relationship between ICO and customer satisfaction orientation according to the organizations from an economic perspective. In addition, the institutions that have interesting employees and customers will have positive perceptions among their workers. In addition, they also give a high level of productivity. In addition, managerial action and organizational dynamics in departments within the corporation such as effective communication systems, employee training, and managing human resources are critical to building an internal customer orientation and consequently, a market orientation. Furthermore, the dissemination of market intelligence the integration between departments, and management support for a





market orientation are important for its development, however, training programs may not be effective. Similarly, Conduit et al. (2014) summarized that employees have a positive reaction toward institutional processes when they perceive that the corporation has a strong internal orientation, followed by the firms that jointly have strong of both internal and external customer orientation. However, based on the above explanation there were a number of researches that have examined the influence of internal customer orientation on external customer satisfaction orientation. Furthermore, based on the description above, the hypotheses can be formulated as follows:

**H4.** There is an Effect of the Internal Customer Orientation on ECSO in LIBH.

### **3.2.5 The Effect of Internal Service Quality on ECSO**

Bellou and Andronikidis (2008) conducted a research on the banks' service sector to analyze the relationship between the internal service quality on customer service behavior. The researcher has divided the effect of internal service quality on customer service. The study found that employees are more satisfied when they feel that their organization keep serving them in real and gives full attention to their wishes and needs. The study also pointed out that the reliability and accessibility dimensions have a positive effect on customer behavior. In addition, the findings also included that there is a big difference between the study sectors on cooperation and customer behavior.

Nowadays, organizations became realizing the importance of internal customer orientation as an effective tool that helps administrative efforts to focus fully on developing mechanisms and policies toward the external customer who is considered to be the core of the entire marketing process. The results were confirmed by Anosike and Eid (2011) who designed a theoretical model to support that internal customer orientation leads to internal service quality and in turn external customer orientation. In particular, all variables show strong support for this hypothesized model, and it is an effective tool, which leads to enhancing organizational behavior to improve business performance. Developing the internal service quality and external customer orientation is central to



management thinking of the organizations especially, for high-performing organizations which strive to satisfy customers at all time. Furthermore, external customer orientation is becoming a priority due to very powerful economic, powerful competition technological and social forces that have effectively made the traditional business models irrelevant in the contemporary business and technological environment. Furthermore, based on the description above, the hypotheses can be formulated as follows:

**H5.** There is an effect of internal service quality on ECSO in LIBH.

### 3.3 Research Hypothesis Model

Development of hypotheses has been formulated in 7 (seven) research hypotheses presented as follows:

**H1** There is an effect of organizational culture on external customer satisfaction orientation in Libyan hotels (LIBH).

**H2** There is an effect of organization culture on internal customer orientation in LIBH.

**H3** There is an effect of organizational culture on internal service quality in LIBH,

**H4** There is an effect of the internal customer orientation on ECSO in LIBH.

**H5** There is an effect of internal service quality on ECSO in LIBH.

**H6** There is an effect of organizational culture on external customer satisfaction orientation mediated by internal customer orientation in LIBH.

**H7** There an effect of organizational culture on external customer satisfaction orientation mediated by internal services quality in LIBH. Based on the above descriptions, the model of the research hypothesis is presented in Figure 3.2.

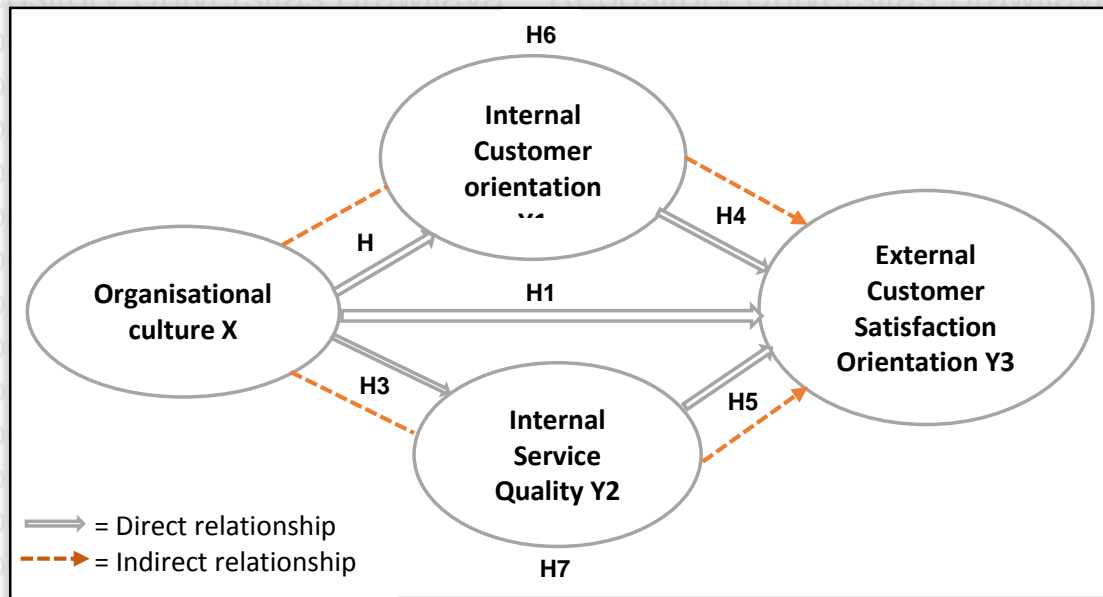


Figure 3.2 . Research Hypothesis Model

### 3.4 Definition of Operational Variables

#### 1. Organizational Culture

Based on the point view of K. S. Cameron and Quinn (2011), organizational culture is defined as a group of customs, traditions, language, concepts and administrative procedures such as rewards, punishment, relationships, friendship, respect, working methods and other standards that may differ from those found in other organizations. Moreover, the pattern of shared values and beliefs that help individuals understand the nature of organizational work and provide them with criteria that define desired and undesirable behavior within the enterprise.

After the revision of previous researches, this research will depend on OCAI indicators (K. S. Cameron & Quinn, 2011), described as follows:

1. Dominant characteristics.
2. Organizational leadership.
3. Staff management.
4. Organizational coherence.
5. Strategic focus.
6. Standard of excellence.

## 2. Internal Customer Orientation

Internal customer orientation is a modern trend that shifts marketing thinking from a focus on transactions to a focus on relationships with the workforce within the institution. Moreover, many factors have contributed to the growth and emergence of this concept and have reinforced its position as a modern marketing approach that focuses on strengthening the relationship between the institution and its employees (Berry et al., 1991). The indicators related to internal customer orientation are described as follows:

1. Vision
2. Development
3. Rewards
4. Dealings

## 3. Internal Service Quality

Bellou and Andronikidis (2008), internal service quality is described as the ability of the firm administration to achieve the desires of the users in a manner that corresponds to his expectations and achieve full satisfaction with the product or service provided. This will be done after submission quality of internal service which means that level perceived by the employee based on a number of elements that confirm whether the level of quality was similar to or less than the expectation. The internal service quality includes measuring tools described as follows:

1. Tangible.
2. Readability.
3. Responsiveness.
4. Assurance.
5. Empathy.



#### 4. External Customer Satisfaction Orientation

Customer orientation as one-dimensional structure consists of three behavioral elements namely customer orientation, competitive orientation and technical coordination among functions. In addition, it is considered as an essential criterion for decision-making, long-term focus on customer needs and desires, as well as focus on maximizing the value of profits Donovan et al. (2004).

The factors of external customer orientation are:

1. Pampering customers.
2. Knowing customer's needs
3. Deliver services.
4. Personal Relationship.

The importance of organizational culture derives from the fact that it contributes significantly and effectively to the creation of an organizational environment characterized by flexibility and dynamism of positive interaction between employees and customers. Furthermore, many studies that use the indicators of this research in analyzing the culture of organizations proved that a strong and coherent organizational culture has a positive effect on motivating managers to intensify management efforts toward customer orientation, based on the findings of the studies conducted by Zahari and Shurbagi (2012), Conrad et al. (1997), (Alshibani & Alatwi, 2010), (K. S. Cameron & Quinn, 2011), and Kim Cameron (2018).

Nowadays, the competition has become fierce among the organizations in order to reach the strategic objectives of the organization. Thus, the organizations realized that their survival in the market depends exclusively on their ability to build strong relationships with their customers through the focus of administrative and technical efforts and adopting a policy of client orientation. Therefore, there are many researchers who have been keen on studying and analyzing the strategic element of customer orientation organizations. The most important of these studies are conducted by the researchers, such as Chakravarty et al. (2014), Conduit et al. (2014), DeRosia and Elder (2019), Mathe et al. (2016), Conrad et al. (1997), Deshpandé et al. (1993).



Table 3.1 the Indicators of the Variables

Variable	Indicator	Source
<b>Organizational Culture</b>	<ul style="list-style-type: none"> <li>• Dominant Characteristics</li> <li>• Organizational Leadership</li> <li>• Staff Management</li> <li>• Organizational Coherence</li> <li>• Strategic Focus</li> <li>• Standard of Excellence</li> </ul>	(K. S. Cameron & Quinn, 2011), Kim Cameron (2018).
<b>Internal Customer Orientation</b>	<ul style="list-style-type: none"> <li>• Vision</li> <li>• Development</li> <li>• Rewards</li> <li>• Dealings</li> </ul>	(Berry et al., 1991)
<b>Internal Service Quality</b>	<ul style="list-style-type: none"> <li>• Assurance</li> <li>• Responsiveness</li> <li>• Reliability</li> <li>• Empathy</li> <li>• Tangibles</li> </ul>	Bellou and Andronikidis (2008)
<b>External Customer Satisfaction Orientation</b>	<ul style="list-style-type: none"> <li>• Pampering Customers</li> <li>• Knowing Customer's Needs</li> <li>• Deliver Services</li> <li>• Personal Relationship</li> </ul>	Donavan et al. (2004)

## CHAPTER IV

### METHODOLOGY

#### 4.1 Research Design

Since the aim of this study is to explain nature of the relationship between the organizational culture dimensions and external customer satisfaction orientation in Libyan hospitality organization, the researcher uses an analytical descriptive approach as a means of viewing the research world as defined in quantitative research. Thus, quantitative traditions will be used as the main driver to collect and analyze data from the participants of this study. The descriptive-analytical approach was used to examine the effect of relationship between a number of variables (Jonker & Pennink, 2010).

The empirical research was considered as one of the scientific studies, depending on systematic observation, experimentation, and measurement. However, it is more comprehensive than the theoretical formulation (Jonker & Pennink, 2010). In this study, the researcher intends to use multiple embedded empirical study design to examine the nature of the interaction between the influence relationship between organizational culture and external customer satisfaction involving internal customer orientation and internal service quality as mediating variables. In the context of this study, the effect of the organizational culture will be defined as independent variables "X", internal customer orientation is considered as "Y1", and internal service quality is "Y2", and the dependent variable of external customer satisfaction orientation is "Y3".

#### 4.2 Location

Due to the small number of hotels in Libya, most of these hotels are concentrated in the city of Tripoli. The location of the study is hotels sector in the capital city of Libya which is "Tripoli" that has been investigated through 2019.





## 4.3 Population and Samples

### 4.3.1 Population

The population of this study is all of Libyan private hotels in Tripoli, the capital city of Libya. The hotels are selected based on the criteria that the hotel must be three and four-star hotels through the period of 2019, and there are only 23 hotels that meet the criteria. The consideration for selecting the hotels is based on the statistics data of the Libyan Tourism Ministry in 2017. Based on the nature of the collected data, senior managements will represent as the respondents of this research.

### 4.3.2 The Samples

Sampling technique used in this study was saturated sampling in which all members of the population are included. Using this sampling technique, the researcher can choose a number of individuals for a specific study in a way that makes them representatives of a larger group they were chosen from, and these individuals are the sample and the largest group is the study community. The sample is a part or segment of the community that includes the characteristics of the original population whose characteristics are required to study or identify (Ryan & Bernard, 2000).

This research implements the probability sample technique as appropriate sample (Sekaran & Bougie, 2016). The study refers to a study conducted by Huber and Power (1985), and Conrad et al. (1997) sees that it is appropriate for collecting data related to the research from the senior management and executive members of the studied organizations. However, identifying managers as respondents meet the requirements of taking the data required for the study, which is considered more accurate and effective.

According to the studies mentioned above, this study focused on the high and middle administration members of the hotels to be investigated under this research. That is because they represent the authority of decision-making and draw policies and strategies of the hotels. For the probability sampling, managers, assistants, and the heads of departments are included, and totally there are 115



samples collected from 23 hotels, each hotel represented five samples (Sekaran & Bougie, 2016).

#### 4.4 Research Variables

In the context of this study, there are four variables measured including: organizational culture ("X" variable), internal customer orientation ("Y1" variable), internal service quality ("Y2" variable), and external customer satisfaction orientation ("Y3" variable). Indicators for measuring the four variables will be illustrated as in the following table:

**Table 4.1. Research Variables Classification**

No	Variable		Indicator		Source
	Variable name	Notation	Indicator name	Items	
1-	Organizational culture	X	Dominant characteristics	<ul style="list-style-type: none"> <li>Personal caring</li> <li>New ideas</li> <li>Procedures</li> <li>Achieving work</li> </ul>	(K. S. Cameron & Quinn, 2011), Kim Cameron (2018).
			Organizational leadership	<ul style="list-style-type: none"> <li>Facilitation</li> <li>Supporting</li> <li>Productivity</li> <li>Coordination</li> </ul>	
			Staff Management	<ul style="list-style-type: none"> <li>Participation</li> <li>Discrimination</li> <li>Performance</li> <li>Competition</li> </ul>	
			Organizational coherence	<ul style="list-style-type: none"> <li>Trust</li> <li>Development</li> <li>Rules</li> <li>Achieve goals</li> </ul>	
			Strategic focus	<ul style="list-style-type: none"> <li>Human development</li> <li>Explore opportunities</li> <li>Efficiency</li> <li>Competitive actions</li> </ul>	
			Standard of Excellence	<ul style="list-style-type: none"> <li>Human aspects</li> <li>Distinguished services</li> <li>Market-share</li> <li>Production costs</li> </ul>	
2-	Internal customer orientation	Y1	Vision	<ul style="list-style-type: none"> <li>Believing of vision</li> <li>Clearance vision</li> <li>Reward</li> </ul>	(Berry et al., 1991)
			Development	<ul style="list-style-type: none"> <li>Training programs</li> <li>Collecting data</li> <li>Performance development</li> <li>Knowledge skills</li> </ul>	
			Rewards	<ul style="list-style-type: none"> <li>Encouragement</li> <li>Excellent services</li> <li>Communicating</li> </ul>	
			Dealings	<ul style="list-style-type: none"> <li>Administration dealing</li> <li>Employees services</li> <li>Collaborating</li> </ul>	

Table 4.1 (Continue.....)

No	Variable		Indicator		Source
	Variable name	Notation	Indicator name	Items	
3-	Internal service quality	Y2	<b>Assurance</b>	<ul style="list-style-type: none"> <li>• Feeling safe</li> <li>• Employees helping</li> <li>• Trust dealing</li> </ul>	<b>Bellou and Andronikidis (2008)</b>
			<b>Responsiveness</b>	<ul style="list-style-type: none"> <li>• Serving employees</li> <li>• Personal interest</li> <li>• Employees' requests</li> <li>• Promises</li> </ul>	
			<b>Reliability</b>	<ul style="list-style-type: none"> <li>• Interests</li> <li>• Problems solving</li> <li>• Avoiding mistakes</li> </ul>	
			<b>Empathy</b>	<ul style="list-style-type: none"> <li>• Contacting way services promised</li> <li>• Solving problems timely</li> <li>• New services</li> </ul>	
			<b>Tangibles</b>	<ul style="list-style-type: none"> <li>• Service equipment</li> <li>• Facilities</li> <li>• Quality equipment</li> </ul>	
4-	External Customer satisfaction orientation	Y3	<b>Pampering customers</b>	<ul style="list-style-type: none"> <li>• personal attention</li> <li>• Feeling of employees</li> </ul>	<b>Donavan et al. (2004)</b>
			<b>Deliver services</b>	<ul style="list-style-type: none"> <li>• Deliver services on time.</li> <li>• Completing tasks precisely.</li> </ul>	
			<b>Personal Relationship</b>	<ul style="list-style-type: none"> <li>• Personal relations with customers.</li> <li>• Building relationships with customers.</li> </ul>	
			<b>knowing Customer's Needs</b>	<ul style="list-style-type: none"> <li>• Ability to know customer needs.</li> <li>• Ability to expect customer services.</li> </ul>	

Source: Adapted from various references, 2020

## 4.5 Unit of Analysis

This research primarily concerns on the individuals as a main source of the information through discussing managers' perceptions and perspective toward external customer satisfaction orientation for gaining further insight into the relationship of organizational cultural dimensions and external customer satisfaction orientation dimensions in Libyan hotels. The target sample was planned to efficiently represent the managers of these institutions.

Moreover, Libyan hotels participate in the same marketing processes, policies, and activities that are considered as a single field, (hospitality marketing

activities in a homogeneous environment). In addition, these hotels are sharing the same strategic decision and administrative policies toward their customers.

#### 4.6 Data Collection Methods

Questionnaire is known as a useful instrument for data collection when the researcher intends to develop a detailed understanding of people's experiences, inner perceptions, and attitudes about the reality of a specific topic under investigation (Denzin & Lincoln, 2011). Structured questionnaire can be calibrated to collect the required data. When a study is descriptive in nature, such as this one, it is preferable to allow participants to explore their thoughts and perspectives more freely in order to allow the emergence of new knowledge based on their experience. Thus, this study selected questionnaire as the best way to gather the data. Many researchers discuss advantages and disadvantages of questionnaire. Williams (2011), Edmonds and Kennedy (2016), for instance, believe that questionnaire gives the researcher flexibility to answer questions and adaptability to find out about the topic investigated, facilitate interaction with the participants, and provide effective consultation.

On the other hand, the bias response is one of personally administered questionnaires which has disadvantage that the researcher may introduce a bias by explaining questions differently to different people. Participants may be in fact answering different questions as compared to whom the questionnaire was mailed. Reasonably, personally administered questionnaires take time and a lot of effort. For this reason, online questionnaires are widely used recently (Sekaran & Bougie, 2016).

Online questionnaire for research is considered much easier and more accessible. Online questionnaires are usually used to gain a comprehensive understanding of preferences, consumers and opinions. Moreover, the main advantage of the online questionnaire is that it makes the most of the ability of the Internet to provide access to individuals and groups who would be difficult, if not impossible, to reach through other channels (Wright, 2005). According to De Rada (2016), distribution of online or electronic questionnaire is fast and easy. All



the researchers have to do is to the invitations via mail to complete the survey, post a link on a website or personal blog, or use social networks. Online questionnaires are usually created as “web forms” with a database to establish the answers and statistical software to provide the appropriate statistical analysis.

Despite the richness of the data that can be collected by using questionnaire, the instrument has many advantages such as developing academic skills of the researcher, being able to be conducted personally, and decreasing the bias rate of interrogators which commonly become problem in using interview methods (Fink, 2003). However, in using the questioner, the researcher is required to use complex skills to code the data and develop a logical understanding of the phenomena under examination (Ryan & Bernard, 2000) and there is an inherent danger of losses in the questionnaire on the part of the respondents for several reasons such as inattention or forgetting. (Hood et al., 2005).

In order to achieve the objectives of this study, questionnaire will be used to collect quantitative data from managers of three and four-star hotels located in Libya. Sekaran and Bougie (2016) see that although Likert scale uses ordinal scale as a part of qualitative data, Likert scale may use quantitative data as interval scale. Likert scale is generally treated as if it was an interval scale because it allows researchers to calculate standard deviations, averages, and apply other more modern statistical techniques.

For the purpose of this study, however, all data that are used are secondary data from survey data for all study variables, comprising organizational culture (X), internal customer orientation (Y1), internal service quality (Y2), and external customer satisfaction orientation (Y3).

Finally, the data collected from the research sample through the questionnaire prepared for this purpose. However, the structure of the questionnaire will consider the following points:

1. Identification: dimensions, indicators, items

2. Choosing the appropriate scale: Likert Scale
3. Choosing the number of respond score ranging from 1 to 5 with the criteria; 1 is strongly agree and 5 is strongly disagree. Based on the nature of data and the instrument for data collection, the five scales will be the best level to design the questioner.
4. Try out or pilot test was conducted to ensure the correlation of data, in this case, the researcher will examine 40 respondents.

## 4.7 Data Analysis

### 4.7.1 Partial Least Square "Smart PLS"

This study depended on Smart PLS methodology to analyze the data according to the conceptual framework, and to do the estimates in the measurement model. According to Kock (2015), "Smart PLS" software is considered as one of the best and most popular statistical analysis programs in the fields of scientific research, management, international marketing, and etc. Moreover, it provides several advantages to its users, such as it can clearly illustrate nonlinear functions that link pairs of variables inherent in structural equation modeling, as well as the calculation of multivariate correlation coefficients.

Data analysis uses Partial Least Square (Smartpls) analytical models with the help of computer program package Smartpls (Hair Jr et al., 2016) due to several reasons:

1. Structural equation models and the analysis model tiered meet recursive models.
2. It can be used for measuring variables not only reflective indicators such as those in SEM, but also formative indicators. In this research, organizational culture variables are measured with reflective indicators, while the other three variables are measured with formative indicators.

In this research, the analysis stages using PLS are explained as follows:

1. First stage: Designing the inner model (Structural Model) on the relationship between PLS latent variables based on the formulation of the research problem or hypotheses.
2. Second stage: Designing Measurements Model (outer model). The outer model in this study is formative and reflexive, indicates the definition of the operational variables, and is based on the research instrument design process.
3. Third stage: constructing the path diagram. When the first and second stages are already done, findings are easier for understanding. The design results the inner and outer model, then it is expressed in the form of path diagram.
4. Fourth stage: Path diagram conversion into Equation System
  - a. Outer model interprets and specifies the relationship between latent variables with the indicator also called as outer relations or interprets the relationship between the measurement models and construct characteristics with the manifestation variables.
  - b. Inner model interprets and specifies the relationship between latent variables (structural model), also named as the inner relations, for describing the relationship between latent variables based on the research substantive theory.
5. Fifth stage: Estimation method of parameter estimation in PLS is the least-squares method. When the process of calculation is done by iteration, iteration will stop if it has reached the condition of convergent.
6. Sixth stage: Goodness of Fit: Structural model or the Inner model was evaluated by focusing at the percentage of variance explained by looking at the  $R^2$  for the dependent latent constructs then calculate (Waller) Q Square test value with the following formula:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_p^2)$$

7. Seventh stage: Hypotheses Testing: Hypotheses testing ( $\beta$ ,  $\gamma$ , and  $\lambda$ ) is conducted by Bootstrap resampling method developed by (Waller). The statistical test used was t or t-test statistic, with a statistical hypothesis as follows:

$$H_0: \lambda_i = 0 \text{ against } H_1: \lambda_i \neq 0$$

Statistical hypothesis for inner model: the effect of exogenous latent variables to endogenous are:

$$H_0: \lambda_i = 0 \text{ against } H_1: \lambda_i \neq 0$$

Statistical hypothesis for inner model: the effect of endogenous latent variables to endogenous are:

$$H_0: \beta_i = 0 \text{ against } H_1: \beta_i \neq 0$$

Application of resampling methods does not require the assumption of the normal distribution and does not require a large sample (the recommended minimum sample is 30). Testing is done by t-test and p-value. If the value of the T-Statistic  $\geq 1.96$  (in SmartPLS, the value of T-Statistic is an absolute value and number 1.96 is the value of t on the statistics t table) and p-value  $< 0.05$  (alpha 5% indicates the error rate tolerated in the research), it was concluded that the hypothesis tested was significant, and vice versa if the value of the T-Statistic  $< 1.96$  and p-value  $> 0.05$ , then it can be concluded that the hypothesis that being tested is non-significant. If the test results on the significant inner model, it means that there is a significant effect of one variable to another variable.

The assumption underlying the PLS model is the linear relationship between the latent variables. The linearity assumption is the assumption that requires influence modeling linear form. Linearity test can be done by creating a scatter diagram or curve fit approach (on Statistical Product for Social Science (SPSS) software). References that are used are: (1) a significant linear model linear model sig  $< 0.05$ ), (2) non-significant linear model and all models may also





no significant (sig linear models  $> 0.05$ , and in addition to the linear models sig  $> 0.05$ ).

#### 4.7.1.1 Inner Model (Structural Model)

Inner models are used for describing the relationship between latent variables according to substantive theory. Moreover, the inner model will test the Hypothesis to measure if the hypothesis accepted or rejected Null Hypothesis (Ho). The limit to accept the Hypothesis is clear with  $(\alpha) = 5\%$  or  $0.05$ . It is resulted by t table value of 1.96. Therefore:

- If t-statistic value is more than t-table value [ $> 1.96$ ] then Ho is rejected while Ha is accepted.
- If t-statistic value is less than t-table value [ $< 1.96$ ] then Ho is accepted while Ha is rejected.

#### 4.7.1.2 Outer Model (Measurement Model)

This model will be used to verify the validity and reliability which bridge indicator and its latent variable. In addition, this model needs to be measured by convergent validity and discriminant validity.

##### 1. Convergent Validity

Convergent Validity measures value of correlation within construct and latent variable. A valid correlation is equal to the value of 0.5, (Sekaran & Bougie, 2016).

##### 2. Discriminant Validity

The measurement model is examined based on cross leading calculation with the construct. If construct with each indicator is bigger than any other value, the latent construct of its indicator will be better than other construct. If the AVE value is higher than other correlation values, this will have resulted in good discriminant validity. According to (Sekaran & Bougie, 2016), AVE that has more than 0.05 is highly recommended.



## 4.8 Data Analysis Method

### 4.8.1 Validity Test

Criterion validity is used to measure correlation coefficient corrected total item, and the item is considered valid if  $r > 0.30$ . Moreover, it can also be used to make sure that the questionnaire prepared by the researcher can actually measure what is requested. In general, this type of test includes several testing, but among the all, the most important type of validity tests are presented as follows (Sekaran & Bougie, 2016):

### 4.8.2 Reliability test

Internal consistency was tested using Alpha Cronbach, if  $\alpha > 0.60$  the questioner is reliable. However; according to Tavakol et al. (2008) Cronbach's alpha is used as a measure of internal consistency, that is, to measure how close the relation of a set of items as a group is. It is considered as a measure of scale reliability. In addition, Sekaran and Bougie (2016) reported that reliability is a particular phenomenon connected with quantitative studies. Moreover, the researcher uses this method in usual concerned with whether data are consistent and stable or not. Reliability could be measured by three approaches, namely alternate questionnaire form, internal consistency and test-retest. Because of time constraint and availability of the resources, the researcher has decided to depend on internal consistency by applying Cronbach's alpha coefficient. Reliability analysis will be discussed in chapter five as the data analysis.

### 4.8.3 Hypothesis Testing

Based on the study models and hypotheses described in the course of the study, this study consists of four external variables namely organizational culture (X), relationship marketing (Y1), service quality (Y2), and external customer satisfaction orientation (Y3). On top of that, to analyze the effects between the four internal variables, the data will be analyzed through the help of Smart PLS. In addition, the next chapter will discuss the results of the analysis.



## CHAPTER V

### RESULTS AND DISCUSSION

#### 5.1 Introduction

This chapter introduces the analysis of the data collected from the sample of the study and the questionnaire has been designed for this purposes with the help of statistical program partial least squares regression "Smart PLS". The data collected consist of four variables including organizational culture (X), internal customer orientation (Y1), internal service quality (Y2), and external customer satisfaction orientation (Y3).

#### 5.2 The Overview of Demographic Characteristics

This study involves 115 respondents as a total sample, and the demographic characteristics of respondents are presented on Table 5.1 as follows.

**Table 5.1. Summary of Demographic characteristics**

Demographic Characteristic		Total Respondents in % (n=115)
Gender	Male	87
	Female	28
<b>Total</b>		<b>100%</b>
Age	Less than 20	3
	From 20 to 30	21
	From 30 to 40	60
	Over 40 years	31
<b>Total</b>		<b>100%</b>
Educational level	Secondary school	14
	Bachelor	36
	Master	46
	Doctoral	19
<b>Total</b>		<b>100%</b>
Experience	Less than 5 years	5
	From 5-10 years	30
	From 10-20 years	55
	Over 20 years	25
<b>Total</b>		<b>100%</b>
Nationality	Libyan	95
	Foreigner	20
<b>Total</b>		<b>100%</b>

Source: Appendix Table 1.1

According to Table, 5.1, the majority of the respondents were male with total number 87 people (75.7%), which means that the culture of hospitality organizations in Libya is taking the predominantly masculine character, especially in administrative work. Moreover, the majority of the respondents aged over 40 years old with percentage 52.2% which informs that most of the employees in the Libyan hospitality institutions have the full experience and physical ability to perform their tasks and make the right decisions at the right time. In terms of education, most respondent (about 46 people or counted 40.0% of total respondents) were holding master degree which indicates that most of hotels' managers in Libya are well educated, and they can search for the appropriate theories of organizational culture to their organizations. In addition, the majority of respondents (55 people) have experienced from 10-20 years which means that most of the workers in the Libyan hotel sector have sufficient experience which enables them to accomplish tasks in appropriate quality. It also means that they have good skills to deal with each other as well as dealing with customers. From 115 employees, the number of Libyan workers was 95 people (82.6%), and only 17.4% employees were foreigner. It means that the Libyan hotel sector depends mainly on the employment of Libyans rather than foreigners. In addition, the culture of the Libyan organizations holds the concept that the director should be Libyan even if there is another employee that is more qualified and experienced. The nationality becomes the main aspect in Libyan organization.

### 5.3 Descriptive Statistics

The following is a descriptive explanation of items from the dimensions of the observed variables based on the respondents' answers.

#### 5.3.1 Organizational Culture (X)

The following data in Table 5.2 represents description of respondents' answers including mean and standard deviation of organizational culture variable (Afobunor & Udegbe) as summarized in Table 5.2.



Table 5.2 Summary of Descriptive Data of Organizational Culture Variable

Indicator	Item	Mean	Std
Dominant characteristic	The management of the hotel takes care of the personal aspects of the individual; it serves as a large family.	2.85	1.29
	The management of the hotel is dynamic and innovative, as individuals are taking risks and introducing new and innovative ideas.	2.77	1.31
	The management of the hotel is characterized by a formal nature, in which there are the fixed procedures that govern the activity of the employee.	3.10	1.28
	The management of the hotel is oriented to production, in which the main considerations are focusing on the work achievement.	3.03	1.37
<b>Overall Organizational characteristic</b>		<b>3.10</b>	<b>1.34</b>
Organizational coherence	The prevailing trend in the hotel is to focus on loyalty, respect habits, mutual trust and high commitment.	3.10	1.36
	The management is committed to encourage individuals' innovation, development and excellence.	3.02	1.30
	The hotel management is concerned with publishing the rules and official policies and maintaining them.	3.08	1.39
	The hotel management focuses on increasing the production and achievement of the targeted goals.	3.18	1.33
<b>Overall Organizational coherence</b>		<b>3.10</b>	<b>1.34</b>
Organizational leadership	The hotel administration focuses on counseling, facilitation as fatherhood for all employees.	2.95	1.38
	The hotel administration seeks to support the employees to be a pioneer and creative and take the risk.	2.85	1.30
	The hotel administration support employees to maximize the productivity and competitiveness and manages difficulties.	2.93	1.36
	The hotel administration based on organizing, a coordinate with efficient experience.	2.84	1.34
<b>Overall Organizational leadership</b>		<b>2.89</b>	<b>1.34</b>
Staff management	The hotel style is characterized by team spirit, consensus and participation.	2.99	1.40
	The hotel's management style is characterized by innovation, risk, freedom and discrimination	2.97	1.32
	The hotel's management style is characterized by performance monitoring, seniority and direction.	3.09	1.34
	The administrative style of the hotel is characterized by achievement, competition and direction to achieve the goals.	3.10	1.30
<b>Overall Staff management</b>		<b>3.04</b>	<b>1.34</b>
Standard of excellence	The department is keen to develop human resources, teams and attention to human aspects.	3.01	1.40
	The hotel management is keen to provide the latest and distinguished services to both employees and customers.	2.94	1.37
	The hotel management is keen to penetrate the market, maximizing market-share and lead the competitive market.	2.84	1.42
	The hotel management is concerned with efficiency, reduced production costs, scheduling and time delivery.	2.81	1.36
<b>Overall Standard of excellence</b>		<b>2.90</b>	<b>1.38</b>
Strategic focus	The hotel management keen to develop human resources, high confidence, openness and continuous participation.	2.77	1.43
	The hotel management is keen to acquire new resources, meet challenges, experience new things and explore valuable opportunities.	3.02	1.47
	The hotel management focuses on performance, stability, and efficiency.	3.08	1.35
	The hotel management focuses on competitive actions, achievement, and the extent to which the goals achieved.	2.76	1.44
<b>Overall Strategic focus</b>		<b>2.90</b>	<b>1.42</b>
<b>Overall Organizational Culture</b>		<b>2.96</b>	<b>1.36</b>

Source: Appendix Table 1.2

According to the descriptive data in Table 5.2, organizational coherence ( $M=3.10$ ,  $S.D=1.34$ ) was the highest and the most important dimension in organizational culture in Libyan hotels institutions, followed by staff management ( $M=3.04$ ,  $S.D=1.34$ ), dominant characteristics ( $M=2.93$ ,  $S.D=1.31$ ), meantime strategic focus ( $M=2.9$ ,  $SD=1.42$ ), and standard of excellence ( $M=2.9$ ,  $S.D=1.38$ ), organizational leadership ( $M=2.89$ ,  $S.D=1.34$ ) towards organizational culture in Libyan hotels with average ( $M=2.96$ ,  $S.D=1.36$ ). Overall, the organizational culture obtained 2.96.

Based on the answers from respondents regarding **dominant characteristics** in the Table 5.2 above, it can be seen that the mean AVE, for questions whether the hotel management takes care of the personal aspects of the individual and serves them as a large family, was 2.85. The score indicates that the administration of the hotel doesn't care enough of the personal needs of the employees. Moreover, about 2.77 of respondents agreed that the management of the hotel is dynamic and innovative, as individuals are given chances to take risks and introduce new and innovative ideas. Moreover, the management of the hotel is characterized by a formal nature, in which the fixed procedures that govern the activity of the employee obtained AVE 3.10 as the highest score of the indicator dominant characteristics. It is followed by 3.03 AVE of the management of the hotel is oriented to production, where the main considerations are focusing on the achieving of the work with AVE 3.03. While the answers of other respondents varied greatly.

According to the data, AVE of the indicator **dominant characteristics** was 2.93, and all the items were low than 4.00. This means that the hotel administration has low focus on hotels' administration, gives not enough cares of the personal aspects of the individual and fails to make the organizational environment as one family. Furthermore, dynamics and innovation have not been an important feature of managers, and they did not do enough to encourage employees to take risks and to innovate. In addition, the data showed that there was no enough concentration on the formal nature fixed



procedures that govern the activity of the employee.

Based on data regarding **organizational coherence** in Table 5.2 above, it can be seen that AVE of the statement: the prevailing trend in the hotel is to focus on loyalty, respect habits, mutual trust and high commitment was 3.10. In the question whether the management is committed to encourage individuals on innovation, development and discrimination, the obtained AVE was 3.02. Meanwhile, the AVE for questions whether the hotel management is concerned with publishing the rules and official policies and maintaining them was 3.8. Moreover, for questions whether the hotel management focuses on increasing production, the achievement of drew goals which were the best average of organizational coherence, the obtained AVE was 3.18. Furthermore, the overall of this indicator was 3.10, while the answers of other respondents varied greatly. Data mentioned above means that there is a weakness of the prevailing trend in the hotel to focus on loyalty, respect habits, mutual trust and high commitment. In addition, the data inform that management show low commitment to encourage individuals on innovation, development and discrimination. Moreover, there were shortcomings regarding the publication of the rules and official policies and how to maintain them. Furthermore, the hotel management did not give full attention to focus on increasing production and the achievement of illustrated goals.

Based on the answers from respondents regarding **organizational leadership** in the table above, it can be seen that the AVE of the item regarding the issue whether the hotel administration focuses on counseling, and gives facilitation as fatherhood for all employees was 2.95. In relation to the question whether the hotel administration seeks to support the employees to be a pioneer and creative and take the risk, the obtained AVE score was 2.85. Moreover, for item whether the hotel administration supports employees in maximizing productivity and competitiveness and manages difficulties, the AVE score was 2.93. Lastly, regarding to the question whether the hotel



administration organize and coordinate with efficient experience, the obtained AVE score was 2.84. While the answers of other respondents varied greatly.

**In relation to organizational leadership, the overall AVE was 2.89.**

In general, this data informs us that the hotels' managers were having weaknesses to focus on counseling and provide facilitation as fatherhood for all employees. The managers also pay low attention to support the employees to be a pioneer, be creative and take the risk. Moreover, in the items related to maximizing productivity, competitiveness and manages difficulties, the managers give not enough attention. In addition, managers have a weak point on the organizing and making coordination with appropriate experience.

According to data shown in Table 5.2, the AVE of items regarding **staff management** indicator can be described as follows. On the indicator related to the hotel style which is characterized by team spirit, consensus and participation, the obtained AVE score was 2.99. On the other hand, in the indicator regarding the hotel's management style characterized by innovation, risk, freedom and discrimination, the obtained AVE was 2.97. Whereas, from the questions related to the hotel's management style that is characterized by performance monitoring, seniority and direction, the obtained AVE was 3.09. In addition, AVE of the item, related to the administrative style of the hotel characterized by achievement, competition and direction to achieve the goals, obtain the highest range by 3.10. Furthermore, the overall AVE of the indicator **Staff management** is 3.04. While the answers of other respondents varied greatly.

From the above data, it can be seen that the hotel-style is characterized by team spirit, consensus and participation, but treated in a very low level.

Moreover, encouraging participation, creativity, take risks and freedom of innovation does not receive sufficient attention from hotel administrations, although the AVE was acceptable. In addition, performance monitoring, seniority and direction, achievement, competition and direction to achieve the goals, as strategic tasks were not getting enough attention by hotels managers.





Based on the data regarding **standard of excellence** as shown in Table 5.2 above, the obtained AVE was 3.1 for the questions whether the department is keen to develop human resources, teams and attention to human aspects. The AVE value was 2.94 for the question whether the hotel management is keen to provide the latest and distinguished services for both employees and customers. Regarding to the indicator that the hotel management is keen to penetrate the market, maximizing market-share and lead the competitive market, the obtained AVE value was 2.84. Next, the obtained AVE was 2.81 for questions regarding to the indicator that the hotel management is concerned with efficiency, reduced production costs, scheduling and timely delivery. In general, the overall AVE of the **standard of excellence** indicator was 3.04. While the answers of other respondents varied greatly.

In general, the interpretation above shows that there was a low average of standard of excellence presented in several aspects such as the administration that do not use appropriate mechanisms to develop human resources, as well as teams and attention to the humanitarian aspects. The hotel management is not keen enough to provide the latest and distinguished services to both employees and customers. In addition, managers have not made enough efforts to penetrate the market, maximize market-share and lead the competitive market. In addition, administrations have unclear procedures with the efficiency, reducing production costs, scheduling and timely delivery.

Based on the data regarding **strategic focus** in the table above, it can be seen that the AVE of statements related to the hotel management is keen to develop human resources, high confidence, openness and continuous participation was 2.77. Moreover, the AVE score for the question; the hotel management is keen to acquire new resources, meet challenges, experience new things and explore valuable opportunities was 3.02. The highest AVE was 3.08 for questions whether hotel management focuses on performance, stability, efficiency, and 2.76 for questions related to the hotel management



focuses on competitive actions, achievement, and the extent to which the goals achieved, whereas the overall **strategic focus** were 2.90. While the answers of other respondents varied greatly. The interpretation of the data above shows that there was a low average of strategic policies of the hotels' administrations, where there is a weakness of the hotel management regarding developing human resources, high confidence, openness and continuous participation. In addition, there were not clear strategies to acquire new resources, meet challenges, experience new things and explore valuable opportunities. Moreover, the hotel management has not enough attention to focus on performance, stability, efficiency, and there was a weakness to focus on competitive actions, achievement.

Based on the above data, it can be concluded that, there is a weakness of organizational culture indicators as ranked by AVE value 2.96. Nevertheless, the value was significant but all indicators were below the acceptable average 4.00. It is clear from the previous explanation that the organizational culture in Libyan hotels does not receive sufficient attention. In addition, many shortcomings limit the effectiveness and strength of the organizational culture, especially the relationship between management, staff, and achieve acceptable degrees of functional loyalty. In general, this weakness has become obstacles to employees' belief and perception towards organizational culture and to ensure the importance of corporate culture between employees and customers. Furthermore, this may be a natural result because of the current Libya economy situation.

Based on the data in the previous table and detailed in the previous context. It turns out that these data indicate that there is a clear weakness in the elements of organizational culture in the institutions studied. In this regard, the researcher believes that in addressing the problem of weak organizational culture, managers of these organizations need to analyze the weaknesses that led to this and then develop appropriate solutions for treatment. In addition, the promotion and development of organizational culture need to reconsider the



principles and components of this culture. It is also seen necessary for the managers to motivate the employees to adopt the culture of their organization.

### 5.3.2 Internal Customer Orientation (Y1)

The following data in Table 5.3 present description of respondents' answers including mean, and standard deviation of internal customer orientation variable, as can be seen in Table 5.3.

**Table 5.3. Summary of Descriptive Data of Internal Customer Orientation Variable (Y1)**

Indicator	Item	Mean	Std
Dealings	The administration treats all departments in the hotel as an independent customer.	2.67	1.37
	High administration is trying to develop the quality of services provided to the employees.	2.78	1.44
	All the departments collaborate to ensure the understanding of employees' requirements.	2.90	1.42
<b>Overall Dealings</b>		<b>2.79</b>	<b>1.41</b>
Development	We have training programs for all employees to improve their services skills.	2.97	1.41
	We collect data from employees in order to develop the hotel strategy and the workers' jobs.	2.94	1.38
	We develop our workers to have good performance.	2.83	1.38
	Our hotel seeks to develop the employee's knowledge skills as an investment rather than a cost.	2.94	1.43
<b>Overall Development</b>		<b>2.92</b>	<b>1.40</b>
Rewards	Our system of the reward and the measurement of performance encourage staff to work as one team.	3.22	1.43
	Our hotel gives rewards to the workers who spend efforts to introduce excellent services.	2.93	1.45
	The communication with our staff takes the considerable emphasis because of their importance.	2.71	1.33
<b>Overall Rewards</b>		<b>2.95</b>	<b>1.41</b>
Vision	Our hotel offers workers a vision that they can believe in.	2.97	1.40
	We deliver our hotel's vision well to the workers.	2.99	1.42
	We measure employee's performance and reward who has a large contribution to the hotel vision.	3.00	1.49
<b>Overall Vision</b>		<b>2.99</b>	<b>1.43</b>
<b>Overall Internal customer orientation</b>		<b>2.91</b>	<b>1.41</b>

Source: Appendix Table 1.3

Based on the descriptive data in Table 5.3, vision ( $M=2.99$ ,  $S.D.=1.43$ ) becomes the most important dimension in Internal customer orientation of hotels sector, followed by rewards ( $M=2.95$ ,  $S.D.=1.41$ ), and development ( $M=2.92$ ,  $S.D.=1.40$ ). Meanwhile, Dealings ( $M=2.79$ ,  $S.D.=1.41$ ) towards internal customer orientation indicator is just average.

Based on the data regarding **dealings** in the Table 5.3, it can be seen that the AVE score was 2.67 for questions: the administration deals all department in the hotel as an independent customer. Moreover, the question related to high administration seeking to develop the quality of services the providing to employees, the AVE score was 2.78. For questions related to the statement confirming that all the departments collaborate to ensure the understanding of employees' requirements, the obtained AVE was 2.90. Furthermore, the overall AVE of indicator "dealings" is 2.79. While the answers of other respondents varied greatly. According to above explanation, overall AVE score of **dealings** was 2.79. From the data, it can be interpreted that managers do not treat departments and employees as internal customers. The managers also need to meet their needs and desires, as it turns out that there is a weakness in the quality of services provided to employees as internal customers. In addition, there is poor cooperation between departments in terms of understanding the needs of workers in different departments.

Based on the data regarding **development** indicator, the table shows that the AVE score was 2.97 for questions related to the training programs for all employees to improve their services skills. As many as 2.94 of the question; we collect data from employees in order to develop the hotel strategy and the workers' jobs. For questions; we develop our workers to well performance, the obtained value was 2.83. The respondents disagreed 2.94 for questions our hotel seeks to develop the employee's knowledge skills as an investment rather than a cost, and the overall development was 2.92. While the answers of other respondents varied greatly.

Based on the above explanation, the overall AVE score for **development** indicator is 2.92. The result means that the training programs were very weak. Comprehensive data that are needed to develop strategies were unavailable or was not enough. Also, performance development strategies were not at the required level according to the data received. Moreover, there is a weakness of the development program and improving skills, which leads to increasing the cost of productivity.



Based on the data regarding **rewards** in the table above, it can be seen that the AVE score of items discussing rewarding system and the measurement of performance that encourage staff to work as one team obtains the highest average for 3.22. As many as 2.93 AVE score was obtained for the question our hotel gives rewards workers who spending efforts to introduce excellent services. Moreover, the 2.71 AVE score was obtained for items discussion the communication with staff which takes considerable emphasis because of their importance. Furthermore, the overall AVE of the indicator rewards is 2.95. While the answers of other respondents varied greatly. Based on the above explanation, the overall AVE of **Rewards** is 2.95. The result means that the hotels' system of rewards was modest without causing any positive impact on employees and how they were provided with excellent service to customers. Moreover, the measuring performance to identify the vulnerabilities of workers was at a low level as well.

Based on the data regarding **Vision** in Table 5.3 above, it can be seen that the AVE of items: our hotel offers workers a vision that they can believe in was 2.97. As many as 2.99 of respondents agreed to the question we deliver our hotel's vision well to the workers, and 3.00 for questions our measurement of employee performance and rewarding system has a large contribution to the hotel vision. Furthermore, the AVE overall of the vision indicator was 3.04. While the answers of other respondents varied greatly. Based on the above explanation, the overall AVE of **vision indicator** is 2.99. This results means that the managers of hotels do not offer workers a clear vision that they can believe in, and they do not have the ability to offer hotel's vision well to the workers. In addition, there is a weakness in measuring employee performance. The rate of the reward system was not at an acceptable level, which means that there is a weakness or a lack of transparency that limits the effectiveness of the reward system.

The researcher believes that in addressing the weaknesses revealed by the data of **internal customer orientation**, the hotel needs to develop organizational performance and develop strategies related to the incentives system and training, as well as create appropriate working environment. In



In addition, the hotel is also suggested to strengthen the relationship between management and staff and encourage them to work as homogeneous teams to achieve the goals of the organization. In order to achieve internal customer orientation, the clarity of plans, the availability of possibilities and stability of the internal situation of these institutions are highly required.

### 5.3.3 Internal Service Quality (Y2)

The following data as presented in Table 5.4 presents description of respondents' answers including mean and standard deviation of internal service quality variable, which can be seen in Table 5.4.

**Table 5.4. Summary of Descriptive Data of Internal service Quality Variable (Y2)**

Indicator	Item	Mean	Std
Assurance	Hotel administration tries to maximize employees are feeling safe.	2.83	1.45
	Hotel administration is always available to serve employees in any problem they face.	2.66	1.41
	Hotel administration dealing confidently with all employees.	2.80	1.36
<b>Overall Assurance</b>		<b>2.76</b>	<b>1.41</b>
Empathy	Hotel administration communicates with employees in a polite manner.	2.92	1.39
	Hotel administration offers services to employees as promised.	2.78	1.36
	Hotel administration is never too busy to address any problem that employees face.	2.84	1.42
	Hotel administration always informs employees about new services available.	3.10	1.40
<b>Overall Empathy</b>		<b>2.91</b>	<b>1.39</b>
Reliability	Hotel administration is always interested in the employees' interests.	2.77	1.47
	If a problem arises in one of the departments, hotel administration shows a sincere interest in solving it.	3.17	1.43
	Hotel administration tries hard to avoid mistakes with the employees.	2.90	1.38
<b>Overall Reliability</b>		<b>2.95</b>	<b>1.43</b>
Responsiveness	Hotel administration spends the time required to serve employees.	2.89	1.46
	Hotel administration always focuses a personal interest with each employee.	2.84	1.34
	Hotel administration is always capable to address employees' requests.	2.95	1.46
	Hotel administration always serves employees at the time promised.	2.61	1.37
<b>Overall Responsiveness</b>		<b>2.82</b>	<b>1.41</b>
Tangibles	The hotel administration introduces modern and contemporary equipment to meet up to date needs for all departments.	2.98	1.39
	Hotel administration seeks to appear facilities' aesthetics in a nice view.	3.08	1.41
	The equipment in all departments (hotel technology equipment) is adequately advanced.	2.68	1.38
<b>Overall Tangibles</b>		<b>2.91</b>	<b>1.40</b>
<b>Overall Internal service quality</b>		<b>2.87</b>	<b>1.41</b>

Source: Appendix Table 1.4

Based on the descriptive data in Table 5.4, reliability ( $M=2.95$ ,  $SD=1.43$ ) becomes the most important element in internal service quality of Libyan hotels sector, followed by tangibles ( $M=2.91$ ,  $SD=1.40$ ), and empathy ( $M=2.91$ ,  $SD=1.39$ ). Meanwhile, responsiveness ( $M=2.82$ ,  $SD=1.41$ ), and assurance ( $M=2.76$ ,  $SD=1.41$ ), and the overall internal service quality variable ( $M=2.87$ ,  $SD=1.41$ ) are moderate.

Based on the data regarding **assurance** in the Table above, it can be seen that the AVE of items: Hotel administration seeks to maximize employees' safety feeling was 2.83. As many as 2.66 AVE score was obtained from the question; hotel administration is always available to serve employees in any problem they face, and 2.80 AVE value was obtained for questions hotel administration is dealing confidently with all employees. Furthermore, the overall AVE of assurance indicator was 2.76, while the answers of other respondents varied greatly.

Based on the above explanation, it can be seen that the overall AVE of **Assurance** was 2.76. This result indicates that there is a decreased level of administration efforts to maximize employees' safety feeling, and there was weakness in solving problems faced by employees. In addition, the administration dealing with employees obtains a low level of confidence.

Based on the data regarding **empathy** in the Table 5.4 above, it can be seen that the AVE of items: Hotel administration communicates with employees in a polite manner is 2.92. As many as 2.78 AVE score was obtained from the question hotel administration offers services to employees as promised. Moreover, 2.84 AVE score is obtained for questions hotel administration is never too busy to address any problem faced by employees. 3.10 respondents agreed for questions hotel administration always informs employees about new services available. Furthermore, the overall AVE of Empathy indicator is 2.91, while the answers of other respondents varied greatly.

Based on the above explanation, the overall score for **Empathy** is **2.91**. The result indicates that there are some unorganized procedures or mishandling the employees. Moreover, the services provided by the administration to the



employees as promised in terms of quality and performance, may not add to the vulnerability of employees to the new services, which causes some problems that may influence the way to provide these services to customers.

Based on the data regarding **reliability** in the Table above, it can be seen that the AVE score for items: hotel administration is always interested in the employees' interests was 2.77. Moreover, 3.17 AVE score was obtained to the question; when a problem arises in one of the departments, hotel administration shows a sincere interest in solving it. For question: hotel administration tries hard to avoid mistakes with the employees, the obtained AVE value was 2.90. Furthermore, the overall AVE of indicator reliability is 2.95, while the answers of other respondents varied greatly.

Based on the above explanation, the overall score for **Reliability** was 2.95. The result means that there is a lack of interest in the interests of employees by management, and there is little interest in dealing with emergency problems, in addition to some errors in the right of employees by the management.

Based on the data regarding **Responsiveness** in the Table 5.4 above, it can be seen that the AVE score of items: hotel administration spends the time required to serve employees was 2.89. For question: hotel administration always focuses on a personal interest with each employee, the obtained AVE value was 2.84. The obtained AVE value was 2.95 for questions hotel administration is always capable to address employees' requests. The obtained AVE value was 2.61 for questions hotel administration always serves employees at the time promised. Furthermore, the overall AVE score for responsiveness indicator is 2.82, while the answers of other respondents varied greatly.

Based on the above explanation, it can be seen that overall score of **Responsiveness was 2.82**. The result means that the hotel administration does not spend the time required to serve employees. Moreover personal care of employees was given low attention as well as less focusing on the workers' requirement. The low average level is found in providing services to employees on time.





Based on the data regarding **Tangibles** in the Table above, it can be seen that the AVE score for items: the hotel administration introduces modern and contemporary equipment to meet up to date needs for all departments was 2.98. For question; hotel administration seeks to appear facilities' aesthetics in a nice view, the obtained AVE value was 3.08. For questions: the equipment in all departments (hotel technology equipment) is adequately advanced, the obtained AVE value was 68. Furthermore, the overall AVE of Tangibles indicator is 2.91, while the answers of other respondents varied greatly.

Based on the above explanation, the overall AVE of **Tangibles** indicator was 2.91. The result means that the equipment provided by the administration is not in line with the conditions and developments of the work environment. Moreover, the institution has provided rewarding system, but it is considered insufficient to perform the required work. The design and installation of service facilities may be substandard.

Furthermore, based on the Table above, the mean average of internal service quality as obtained by the indicators: reliability, empathy, and tangibles were shared the average (2.9%). Moreover, assurance obtains the lowest percentage (2.7%). The average of the variable internal service quality is 2.9%.

This means that there is a weakness in the quality of the services provided by the hotels to the employees, as this rate falls within the scope of the risk. Furthermore, it is clear that the services received by workers were below their expectations, which limits their productivity and the quality of services they provide to the clients of the organization. In addition, managers have not concentrated enough on internal service quality.



### 5.3.4 External Customer Satisfaction Orientation (Y3)

The following data in Table 5.5 presents description of respondents' answers including mean and standard deviation of **customer satisfaction orientation** variable presented in Table 5.5.

**Table 5.5. Summary of Descriptive Data of Variable ECSO (Y3)**

Indicator	Item	Mean	Std
<b>Pampering customers</b>	Our employees feel pleasure to give personal attention to solve the problems of each customer	2.81	1.44
	Our employees feel pleasure when they make each customer feels, as he/she is the only customer.	2.96	1.43
<b>Overall Pampering customers</b>		<b>2.88</b>	<b>1.43</b>
<b>Deliver services</b>	Our employees keen to deliver intended services on time.	2.81	1.46
	Our employees feeling full satisfied when they completing tasks precisely for customers.	2.86	1.49
<b>Overall Deliver services</b>		<b>2.83</b>	<b>1.47</b>
<b>Personal Relationship</b>	We are keen that our employees getting to know our customers personally.	2.87	1.47
	We are giving full attention to building a strong relationship with our customer.	2.94	1.58
<b>Overall Personal Relationship</b>		<b>2.90</b>	<b>1.52</b>
<b>knowing Customer's Needs</b>	Our staff has a high ability to read the clients and know his/her needs.	3.01	1.47
	Our employees have the ability to expect services that customers need before ordering.	2.88	1.46
<b>Overall knowing Customer's Needs</b>		<b>2.94</b>	<b>1.46</b>
<b>Overall External customer satisfaction Orientation</b>		<b>2.89</b>	<b>1.47</b>

Source: Appendix Table 1.5

Based on the descriptive data in Table 5.5, it can be seen that the customer's needs ( $M=2.94$ ,  $SD=1.46$ ) becomes the most important element of the external customer satisfaction in Libyan hotels sector, followed by personal relationship indicator ( $M=2.90$ ,  $SD=1.52$ ). Meanwhile, the average level is obtained by other indicators such as pampering customers ( $M=2.88$ ,  $SD=1.43$ ) and deliver services ( $M=2.83$ ,  $SD=1.41$ ). The overall score of external customer satisfaction orientation variable was 2.89 ( $M=2.89$ ,  $SD=1.47$ ).

Based on the data regarding **pampering customers** in Table 5.5 above, it can be seen that the AVE score of items: our employees feel pleasure to give personal attention to solve the problems of each customer was 2.81. For question; our employees feel pleasure when they make each customer feels, as he/she is the only customer, the AVE score was 2.96. Furthermore, the overall

AVE of pampering customers' indicator is 2.82, while the answers of other respondents varied greatly.

According to the above explanation, the overall score of **pampering customers** is 2.82 and it means that personal attention to customers is still low as derived from research data. In addition, there is a clear weakness in the sense of happiness of staff when providing services, or rather, there is discontent due to poor quality of internal services, which has a direct impact on the level of quality of service provided to guests.

Based on the data regarding delivery of services in the table above, it can be seen that the AVE of items our employees keen to deliver intended services on time was 2.81. For question; our employees feel full satisfied when they complete tasks precisely for customers, the obtained AVE value was 2.86. Furthermore, the overall AVE of indicator knowing delivery services was 2.83, while the answers of other respondents varied greatly.

Based on the above explanation, the overall score of **Deliver services** was 2.83. The result indicates that there are some shortcomings when delivering the required services on time and location. Based on the data regarding **Personal Relationship** in the Table 5.5 above, it can be seen that AVE value of items we are keen that our employees getting to know our customers personally was 2.87. For question: we are giving full attention to build a strong relationship with our customer, the obtained AVE score was 2.94. Furthermore, the overall AVE of personal relationship indicator was 2.90, while the answers of other respondents varied greatly.

Based on the above explanation, it can be seen that the overall AVE of **Personal Relationship** was 2.90. The result indicates there is a weakness in building personal relationships with customers.

Based on the data regarding **knowing Customer's Needs** in the Table above, it can be seen that the AVE score of items for question: our staff has a high ability to read the clients and know his/her needs was 3.01. For question: our employees have the ability to expect services that customers need before ordering, the obtained AVE score was 2.88. Furthermore, the overall AVE of



indicator knowing customer's needs is 2.94, while the answers of other respondents varied greatly.

Based on the above explanation, the overall AVE of **knowing Customer's Needs** was 2.94 which means that employees do not have sufficient capacity to read and know the needs of customers, and there is a lack of staff in predicting customer requests.

The external client orientation is the main objective of organizations as they always try to know their costumers' needs and desires in order to achieve satisfaction and happiness. Nevertheless, the data in this regard indicates that the overall rate of external customer satisfaction orientation variable is 2.89. This data indicates that the low level reflects the need for hotel management to get theoretical advice and benefit from practical studies that deal with the subject of orientation to the external client orientation.

## 5.4 Data Analysis

### 5.4.1 Test of Validity and Reliability of the Data

In order to find out whether an indicator is forming a construct (latent variables) testing, the convergent validity of the measurement model with a reflexive indicators is assessed based on the correlation between the items score to construct scores and calculated with the help of software Smart PLS. Size reflexive is considered valid if the individual has a correlation (loading) to construct latent variable) measured was greater than 0.5 ( $\geq 0.5$ ) or the value of t-statistics should be  $\geq 1.96$  (test two tailed) at a significance level of  $\alpha = 0.05$ . If one of the indicators has a loading value  $< 0.5$ , or the value of t-statistic  $< 1.96$ , then the indicator should be discarded (dropped) because it indicates that the indicators are not good enough to measure the construct correctly. The summary of convergent validity of the test results by using Smart PLS can be seen in the following table.



Table 5.6. Test the Validity of Convergent

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ( O/STERR )	Description
OC 1 <- OC	0.877	0.878	0.031	0.031	28.557	Significant
OC 2 <- OC	0.878	0.876	0.027	0.027	32.587	Significant
OC 3 <- OC	0.761	0.758	0.066	0.066	11.507	Significant
OC 4 <- OC	0.929	0.928	0.018	0.018	52.386	Significant
OC 6 <- OC	0.889	0.888	0.022	0.022	39.555	Significant
OC 6 <- OC	0.844	0.840	0.039	0.039	21.789	Significant
ICO 1 <- ICO	0.839	0.839	0.062	0.062	13.620	Significant
ICO 2 <- ICO	0.851	0.848	0.055	0.055	15.472	Significant
ICO 3 <- IQO	0.905	0.908	0.026	0.026	35.471	Significant
ICO 4 <- ICO	0.862	0.858	0.056	0.056	15.298	Significant
ISQ 1 <- ISQ	0.903	0.903	0.026	0.026	34.178	Significant
ISQ 2 <- ISQ	0.897	0.896	0.030	0.030	29.809	Significant
ISQ 3 <- ISQ	0.902	0.902	0.031	0.031	29.122	Significant
ISQ 4 <- ISQ	0.909	0.909	0.020	0.020	45.455	Significant
ISQ 5 <- ISQ	0.910	0.907	0.024	0.024	38.256	Significant
ECSO 1 <- ECSO	0.926	0.925	0.018	0.018	52.191	Significant
ECSO 2 <- ECSO	0.880	0.881	0.027	0.027	32.127	Significant
ECSO 3 <- ECSO	0.900	0.900	0.021	0.021	42.999	Significant
ECSO 4 <- ECSO	0.860	0.856	0.043	0.043	19.875	Significant

Source: Appendix Table 1.27

Based on data analyzed in Table 5.6, it can be seen that:

1. Based on the results of testing the validity of convergent, **the organizational culture (X) indicators**: OC1, OC2, OC3, OC4, OC5, and OC6, (organizational coherence, organizational coherence, organizational leadership, staff management, standard of excellence, and strategic focus) have a value of loading factor more than ( $\alpha = 5\%$ ) and  $t\text{-statistics} > 1.96$ . This means that OC1, OC2, OC3, OC4, OC5, and OC6, are valid in measuring the **organizational culture (X)**. Therefore, it can be done interpretations of further testing.
2. According to the outer loading of **internal customer orientation (Y1)**, indicators: ICO1, ICO2, ICO3, and ICO4 (dealings, development, rewards, and vision) have a value of loading factor more than ( $\alpha = 5\%$ ). and  $t\text{-statistics} > 1.96$ . This result indicates that the indicators of ICO1, ICO2, ICO3, and ICO4

are valid in measuring the **internal customer orientation (Y1)**. Therefore, it can be done interpretations of further testing.

3. Based on the outer loading of **internal service quality (Y2)**, the indicators: ISQ1, ISQ2, ISQ3, ISQ4, and ISQ5 (assurance, empathy, reliability, responsiveness, and tangibles) have a value of loading factor more than ( $\alpha=5\%$ ). and  $t\text{-statistics} > 1.96$ . This result indicates that the indicators of ISQ1, ISQ2, ISQ3, ISQ4, and ISQ5, are valid in measuring the **Internal Service Quality (Y2)**. Therefore, it can be done interpretations of further testing.
4. Based on the outer loading of **External customer satisfaction orientation (Y3)**, the indicators variables: ECSO1, ECSO2, ECSO3, and ECSO4 (pampering customers, deliver services, personal relationship, and knowing customer's needs,) have a value of loading factor more than ( $\alpha=5\%$ ). and  $t\text{-statistics} > 1.96$ . This result indicates that the indicators of Indicators variables: ECSO1, ECSO2, ECSO3, and ECSO4, are valid in measuring the **external customer satisfaction orientation (Y3)**. Therefore, it can be done interpretations of further testing.

#### 5.4.2 Validity Test

Furthermore, discriminant validity will be tested by looking at the average variance extracted root value (Donthu & Yoo) for each construct and compare it with the correlation between constructs.

Discriminant validity test is used to see whether an indicator of a certain latent variable is completely different from other latent variable indicators, so that the indicator is truly considered feasible to explain its latent variables. An indicator is considered to meet convergent validity if the AVE value is greater than 0.50. To find out the results of the discriminant validity test in this study, it can be seen from the following table:



**Table 5.7. Discriminant Validity**

	<b>AVE</b>	<b>description</b>
<b>external customer satisfaction orientation(Y3)</b>	0.795	valid
<b>internal service quality(Y2)</b>	0.818	valid
<b>internal customer orientation(Y1)</b>	0.748	valid
<b>organizational culture (X)</b>	0.748	valid

Source: Appendix Table 1.28

Based on the discriminant validity of the test results in Table 5.7, it can be seen that the AVE values of all variables analyzed are greater than 0.50. All variables including organizational culture (X), internal customer orientation (Y1), internal service quality (Y2), and external customer satisfaction orientation (Y3) have AVE value greater than 0.50, that means organizational culture (X), internal customer orientation (Y1), internal service quality (Y2), and external customer satisfaction orientation (Y3) have a discriminant validity.

#### 5.4.3 Reliability Test

The results of retesting after the indicator which does not meet the reliability test composite was omitted from the research model. The results of reliability testing is summarized in Table 5.8 as follows.

**Table 5.8. The Results of Reliability Testing Composites**

<b>Variable</b>	<b>Composite Reliability size (<math>\rho_c</math>)</b>	<b>description</b>
External customer satisfaction orientation(Y3)	0.939	Reliable
Internal service quality(Y2)	0.957	Reliable
Internal customer orientation(Y1)	0.922	Reliable
Organisational culture (X)	0.947	Reliable

Source: Appendix Table 1.15

Based on the results of the test retest reliability of composites in Table 5.8, it can be seen that the variable organizational culture (X), internal customer orientation (Y1), internal service quality (Y2), and external customer satisfaction orientation (Y3), have larger composite reliability size of 0.70. This result informs that the indicators of the organizational culture (X), internal customer orientation (Y1), internal service quality (Y2), and external customer satisfaction orientation (Y3), mutually reinforce latent variables or really able to measure latent variables.

## 5.5 Quality Criteria

**Table 5.9. Quality Criteria**

	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communnality	Redundancy
External customer satisfaction orientation (Y3)	0.795	0.939	0.320	0.914	0.795	0.074
Internal Service Quality (Y2)	0.818	0.957	0.149	0.944	0.818	0.119
Internal customer orientation (Y1)	0.748	0.922	0.220	0.887	0.748	0.163
Organizational Culture (X)	0.748	0.947		0.932	0.748	

Source: Appendix Table 1.6

Based on construct reliability (together with Cronbach alpha reliability measure constructs or latent variables), the value above 0.70 is considered reliable. However, for the exploratory study, reliability medium (0.5 to 0.6) have been enough to justify the research results (Ferdinand, 2002).

The results of the test above show that all the variables have value of Cronbach Alpha coefficients greater than 0.7 ( $> 0.7$ ). Therefore, it can be concluded that all variables have high reliability construct, with a relatively strong level of reliability.

- Composite** indicator of reliability to block the results of PLS test above indicates a value greater than 0.7. Therefore, it can be said that the measurement model or outer reflective indicator model has a high-level of validation. Because it can be seen as valid indicator of the value of loading, for explorative study, 0.5 to 0.6 is considered sufficient (Chin et al., 1996; Pirouz, 2006).
- Communalities** are essential amount of variance (can be in percentage) of a second variable that can explain the results of the analysis that has been done. For example, for the variable internal service quality (Y2), the figure is 0.818 (the highest), which means that approximately 81.8% of variance (diversity) of the results of the analysis that has been conducted can be explained by the internal service quality variable (Y2). For external customer satisfaction orientation variable (Y3), the figure is 0.795, which means that approximately 79.5% of variance (diversity) of the results of the analysis that has been done can be explained by the external customer satisfaction



orientation variable (Y3). For the internal customer orientation variable (Y1) the figure is 0.748, which means that approximately 74.8% of variance (diversity) of the results of the analysis conducted, can be explained by the internal customer orientation variable (Y1). For Organizational Culture variable (X), the figure is 0.748, which means that approximately 74.8% of variance (diversity) of the results of the analysis conducted can be explained by the organizational culture variable (X). With the provision that the greater the communalities variable, the closer the relationship and the greater the influence on the results of the analysis carried out.

## 5.6 Evaluation Model

### 5.6.1 Construct Dependent Evaluation

Using evaluation of the model using the R-square ( $R^2$ ) to construct the dependent, R-square value reflects the overall predictive power of the model of Falk and Miller (1992) and Pirouz (2006) with a limit of R-square values greater than 0.10 or greater than 10 percent (or goodness-fit of the model).

From the results of the PLS analysis above, the R-square value was explained as follows:

**Table 5.10 R Square Result**

	R Square
external customer satisfaction orientation (Y3)	0.320
internal service quality (Y2)	0.149
internal customer orientation (Y1)	0.220
organizational culture (X)	

Source: Appendix Table 1.10

**Internal customer orientation (Y1)** has R square 0.220 which means that the **Internal customer orientation** variable (Y1) is influenced by **Organizational Culture** variable (X) of 0.220, or 22.0%, while the 78.0% was influenced by other factors or variables that are not included in the model of equations.

Then **internal service quality (Y2)** has R square for 0.149. This means that the **internal service quality** variable (Y2) is influenced by **organizational culture** variable (X) of 0.149, or 14.9%, while the 85.1% was influenced by other factors or variables that are not included in the model equations.

**External customer satisfaction orientation (Y3)** has R square of 0.320, means that the variable **External customer satisfaction orientation (Y3)** is influenced by variable **Organizational Culture (X)**, **Internal customer orientation (Y1)** and **Internal Service Quality (Y2)** of 0.320, or 32.0%, while 68.0% influenced by other factors or variables that are not included in the model equations.

1. The evaluation of Predictive Relevance Stone-Geisser Q-Square test for predictive relevance of the value of R<sup>2</sup> are then put into the equation Q-square as follows:

$$Q^2 = 1 - (1 - R^2_1) (1 - R^2_2) (1 - R^2_3) \dots (1 - R^2_n)$$

$$Q^2 = 1 - (1 - 0.320) (1 - 0.149) (1 - 0.220)$$

$$Q^2 = 1 - (0.4517) = 0.5483.$$

Q-Square value greater than 0 (zero) indicates that the model has predictive relevance. When the value of the Q-Square is less than 0 (zero), it indicates that the model is lack of predictive relevance (Imam Widodo, 2006: 26). The results Q-Square of Smart PLS above show that the model has predictive relevance. It has a value of 0.5483 which greater than 0 (zero), and this indicates that the model is good to use.

2. When the evaluation of Stone-Geisser Q-Square (Q<sup>2</sup> test) for predictive relevance yield valuable R square value greater than 0 (zero), it indicates that the structural model has high predictive relevance.

### 5.6.2 Hypothesis Testing

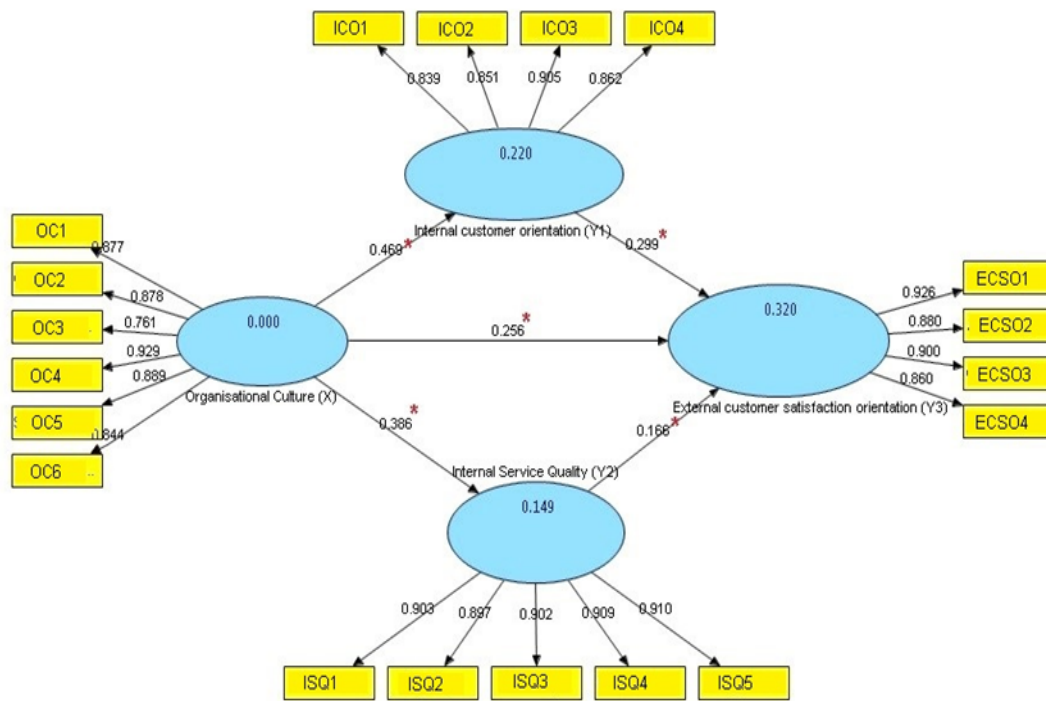
Hypothesis testing is done by the bootstrap resampling method developed by Geisser and Stone. Statistical test that is used in this study is t statistic or T test. The application of resampling methods will allow free entry into force of the distributed data (distribution free), does not require the assumption of a normal distribution, and does not require a large sample. Testing is done by t-statistic. When t-statistic is bigger than t-table obtained, it is concluded significant, and vice versa. When the results of testing hypothesis on outer models are significant, it indicates that the indicator observed can be used as measuring instrument



latent variables. Meanwhile, when the test results in inner models is significant, it means that there is a significant effect of latent variables to other latent variables.

Figure 5.1. Path diagram (second running by PLS).

Note: \* = significant



Source: Appendix Figure 1.6

To test the hypothesis, we can see the value of t-statistics. The limits to reject and accept the hypothesis are 1.96 (t-table). If the value of t-statistics is in the range of tables and the values of t-table then the hypothesis will be rejected or, in other words the null hypothesis (H0) is accepted.

**Table 5.11. T-Statistics of Hypothesis**

Hypothesis	Statement	Path Coefficient	T Statistics	description
H1	organizational culture on external customer satisfaction orientation	0.256	2.945	Supported
H2	organizational culture on internal customer orientation	0.469	5.723	Supported
H3	organizational culture on internal service quality	0.386	3.997	Supported
H4	internal customer orientation on external customer satisfaction orientation	0.299	4.120	Supported
H5	internal service quality on external customer satisfaction orientation	0.166	2.250	Supported

Source: Appendix Table 1.22

Based on the results of analysis in Table 5.11, it could be summarized as the following:

The estimation results of inner model for the direct effect of organizational culture (X) to external customer satisfaction orientation (Y3) shows the value of t-statistics for 2.945, in which the value is greater than 1.96 with error level  $\alpha = 5\%$ . The result indicates that there is a significant direct effect between organizational culture (X) and external customer satisfaction orientation (Y3) by loading factor 0.256. The positive influence between organizational culture (X) to external customer satisfaction orientation (Y3) can be interpreted that the higher organizational culture (X), the higher external customer satisfaction orientation (Y3) is. Moreover, the lower the organizational culture (X), the lower external customer satisfaction orientation (Y3) is.

The estimation results of inner model for the direct effect of organizational culture (X) to internal customer orientation (Y1) show the value of t-statistics for 5.723. The value is greater than 1.96 with error level  $\alpha = 5\%$ , so this indicates there is a significant direct effect between organizational culture (X) to internal customer orientation (Y1) by loading factor 0.469. The positive influence between organizational culture (X) and internal customer orientation (Y1) can be interpreted that the higher organizational culture (X), the higher Internal customer

orientation (Y1) is. The lower organizational culture (X), the lower internal customer orientation (Y1) is.

The estimation results of inner model for the direct effect of organizational culture (X) to internal service quality (Y2) shows the value of t-statistics for 3.997, where the value is greater than 1.96 with error level  $\alpha = 5\%$ . The result indicates that there is a significant direct effect between organizational culture (X) and internal service quality (Y2) by loading factor 0.386. The positive influence between organizational culture (X) to internal service quality (Y2) can be interpreted that the higher organizational culture (X), the higher increase of internal service quality (Y2) is. The lower the organizational culture (X) the lower internal service quality (Y2) is.

The estimation results of inner model for the direct effect of internal customer orientation (Y1) to external customer satisfaction orientation (Y3) shows the value of t-statistics for 4.120, where the value is greater than 1.96 with error level  $\alpha = 5\%$ . The result indicates that there is a significant direct effect of internal customer orientation (Y1) to external customer satisfaction orientation (Y3) by loading factor 0.299. The positive influence between internal customer orientation (Y1) to external customer satisfaction orientation (Y3) can be interpreted that the higher internal customer orientation (Y1), the higher external customer satisfaction orientation (Y3) is. And vice versa, the lower internal customer orientation (Y1), the lower the external customer satisfaction orientation (Y3) is.

The estimation results of inner model for the direct effect of internal service quality (Y2) to external customer satisfaction orientation (Y3) shows the value of t-statistics for 2.250. This value is greater than 1.96 with error level  $\alpha = 5\%$ , so this indicates that there is a significant direct effect between internal service quality (Y2) and external customer satisfaction orientation (Y3) by loading factor 0.166. The positive influence between internal service quality (Y2) to external customer satisfaction orientation (Y3) can be interpreted that the higher internal service quality (Y2), the higher external customer satisfaction orientation (Y3) is. And vice versa, the lower internal service quality (Y2), the lower external customer satisfaction (Y3) is.



**H6-** The indirect effect of organizational culture (X) to external customer satisfaction orientation (Y3) through internal customer orientation (Y1)

Testing the hypothesis for indirect effects was carried out by the SOBEL test, as follows.

a = organizational culture (X) route to internal customer orientation (Y1) = 0.469

b = internal customer orientation (Y1) route to external customer satisfaction orientation (Y3) = 0.299

ab = (organizational culture (X) route to internal customer orientation (Y1)) \* (internal customer orientation (Y1) route to external customer satisfaction orientation (Y3)) = 0.469 \* 0.299 = 0.140

Sa = standard error Organizational Culture (X) route to Internal customer orientation (Y1) = 0.082

Sb = standard error internal customer orientation route to external customer satisfaction orientation = 0.073

$$S_{ab} = \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2} \quad \text{Source: (Shrout \& Bolger, 2002)}$$

$$S_{ab} = \sqrt{(0.299)^2(0.082)^2 + (0.469)^2(0.073)^2 + (0.082)^2(0.073)^2} = 0.042$$

Then, in order to test the significance of indirect effects, it is necessary to calculate the value of t from the ab coefficient as follows.

$$t = \frac{ab}{S_{ab}} = \frac{0.140}{0.042} = 3.311$$

The path coefficient value for the indirect effect of organizational culture (X) to external customer satisfaction orientation (Y3) through internal customer orientation (Y1) is 0.140 which indicates that the statistical t value is 3.311, above  $\pm 1.96$  (5%). Therefore, it can be concluded that organizational culture's influence to external customer satisfaction orientation (Y3) through internal customer orientation (Y1) is significant. In other words, the magnitude of organizational culture's influence caused by the presence of internal customer orientation (Y1) has a real positive effect to external customer satisfaction orientation (Y3), where the greater organizational culture caused by the presence of internal customer



orientation (Y1), the more it will improve external customer satisfaction orientation (Y3), likewise the opposite.

**H7-** For indirect effect of organizational culture (X) to external customer satisfaction orientation (Y3) through internal service quality (Y2)

Testing the hypothesis for indirect effects was carried out by the SOBEL test, as follows.

a = organizational culture (X) route to internal service quality (Y2) = 0.386

b = internal service quality (Y2) route to external customer satisfaction (Y3) = 0.166

ab = (organizational culture (X) route to internal service quality (Y2)) \* (internal service quality (Y2) route to external customer satisfaction (Y3)) = 0.386 \* 0.166 = 0.064

Sa = standard error of organizational culture (X) route to Internal service quality (Y2) = 0.087

Sb = standard error internal service quality (Y2) route to external customer satisfaction = 0.074

$S_{ab} = \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2}$  Source: (Shrout & Bolger, 2002)

$S_{ab} = \sqrt{(0.166)^2(0.087)^2 + (0.386)^2(0.074)^2 + (0.087)^2(0.074)^2} = 0.032$

Then to test the significance of indirect effects, it is necessary to calculate the value of t from the ab coefficient as follows.

$$t = \frac{ab}{S_{ab}} = \frac{0.064}{0.032} = 1.969$$

The path coefficient value for the indirect effect of organizational culture (X) to external customer satisfaction orientation (Y3) through internal service quality (Y2) is 0.064 which shows that the statistical t value is 1.969, above  $\pm 1.96$  (5%). Therefore it can be concluded that *organizational culture's* influence to external customer satisfaction orientation (Y3) through internal service quality (Y2) is significant. In other words, the magnitude of *organizational culture's* influence caused by the presence of internal service quality (Y2) has a real positive effect to external customer satisfaction orientation (Y3), The greater



*organizational culture* caused by the presence of internal service quality (Y2), the more it will improve external customer satisfaction orientation (Y3), likewise the opposite.

## 5.7 Discussion

Based on the mean average of respondents answers regarding organizational culture indicators, in which the organizational coherence obtains 3.10%. The value is the highest and the most important dimension in organizational culture in Libyan hotels institutions, followed by staff management 3.04%, dominant characteristics 2.93%, meantime strategic focus 2.9%, and standard of excellence 2.9%, organizational leadership 2.89% towards organizational culture in Libyan hotels with 2.96%. The results indicate that there are no statistically significant differences with regard to the components of the organizational culture in Libya hotels.

Furthermore, the results of testing with Chi-square shows a significance value of 2.96, in which this value is greater than 0.05. Therefore, it can be concluded that there is a significant effect on the organizational culture in Libyan hotels.

Based on the mean average of respondents' answers regarding Internal customer orientation indicators, the mean AVE of vision 2.99% was the highest and the most important dimension in organizational culture in Libyan hotels institutions, followed by rewards 2.95%, and development 2.92%. Meanwhile, dealings obtain 2.79% towards internal customer orientation indicator which means that there are no statistically significant differences with regard to the components of the internal customer orientation in Libyan hotels.

Furthermore, the results of testing with Chi-square show a significance value of 2.91, in which the value is greater than 0.05. Therefore, it can be concluded that there is a significant effect of internal customer orientation towards Libyan hotels.

Based on the mean of respondents' answers regarding internal service quality indicators, the mean of internal service quality as obtained by the





indicators: reliability, empathy, and tangibles shares the average (2.9%). Moreover, assurance obtains the lowest percentage (2.7%). The average of the variable internal service quality is 2.9%. It means that there are no statistically significant differences with regard to the components of the internal service quality in Libyan hotels.

Furthermore, the results of testing with Chi-square shows a significance value of 2.91, in which the value is greater than 0.05. Therefore, it can be concluded that there is a significant effect of the internal service quality towards Libyan hotels.

Based on the mean of respondents' answers regarding external customer satisfaction orientation, the customer's needs obtain score 2.94% which indicates the most important element of the external customer satisfaction in the Libyan hotel's sector, followed by personal relationship indicator 2.90%. Meanwhile, the average level is obtained by other indicators such as pampering customers 2.88% and delivers services 2.83%. The overall score of external customer satisfaction orientation variable was 2.89. Furthermore, the results of testing with Chi-square shows a significance value of 2.89, where this value is greater than 0.05. Therefore, it can be concluded that there is a significant effect of the external customer satisfaction orientation towards Libyan hotels.

Through the results aforementioned, it became clear that the impact of internal service quality on external customer satisfaction orientation is simple compared to other variables. It is due to the importance of ISQ comes depending on the internal customer orientations, and there was a concern given by the respondents to responsiveness and assurance.

- **Organizational Culture on ECSO**

Based on Smart PLS analysis, there is a significant direct effect of the organizational culture on external customer satisfaction orientation. However, the corporate culture measured by six indicators namely dominant characteristics, organizational leadership, staff management, organizational coherence, strategic focus, and standard of excellence has a value of loading factor more than 0.5 and



t-statistics greater than 1.96. This means that the indicators of dominant characteristics, organizational leadership, staff management, organizational coherence, strategic focus, and standard of excellence is valid in measuring the **organizational culture**. On the other hand, the customer satisfaction variable was significant as measured by indicators of attention to customer satisfaction, measuring strategies, attention to after-sales service, and customer service. Based on correlation coefficient, it indicates that the attention to customer satisfaction, measuring strategies, attention to after-sales service, and customer service, will lead to higher external customer satisfaction orientation.

In general, the analysis results show that the organizational culture has positive effects on customer satisfaction. The strong organizational culture will result in a higher level of customer satisfaction. The PLS inner model results indicate that the concentration on dominant characteristics, organizational leadership, staff management, organizational coherence, strategic focus, and standard of excellence will dramatically raise the attention of customer satisfaction, measuring strategies, attention to after-sales service, and customer service.

The theory that appropriate according to the results of this research is development organizational cultural theory which is created by Weeks and Galunic (2003) to develop the economic and cognitive theories and considered as the most common and most widespread among the organizational culture theories. However, the theory of developing firm's culture emphasizes that the culture of the organization is based on a number of beliefs and behaviors in which the employees participate and the administration to guide the company's policies to the benefit of its members and customers at the same time.

Moreover, it is more expansive and effective than the economic cost theory and the theory of development to focus on the customer and the company members at the same time and the same degree of interest. Particularly, the theory of developing the culture of the company promotes the common values of individuals and helps the company to adapt to the variables and concepts of time and technology characterized by continuous development.



Furthermore, for the cognitive theory, that has been proposed by Bitsani (2013), organizational culture is seen as an intellectual framework of knowledge or as models acquired through the beliefs, customs and perceptions through which a number of the staff works satisfactorily and acceptably to their fellow group members or other people from other groups. Moreover, the cognitive theory allows individuals to interact logically based on the individual concept of members of these human groups in the domain.

The theory of knowledge as the point view of Kummerow and Kirby (2013) explains that the influence of the organizational culture on customer satisfaction orientation is also based on the theory of knowledge. In addition, this theory shows that close relation with the customer is stated as a necessary part of the organization strategies for ensuring more profit.

Empirically, the results of this research supports Peillon et al. (2018) confirming that the organizational culture was characterized by interdependence between organizational culture and firm's products with strong orientation toward customers. This study also supports a number of researches, such as Afobunor and Udegbe (2012) which reports that there is a significant effect of organizational culture on external customer satisfaction, Ambrož and Praprotnik (2008) confirming that the development of firm's culture has a positive effect on client satisfaction, Beidokhti and Ghaderi (2011) which found that there is a positive relationship between organizational culture and customer satisfaction, Bokharaeian and Joybari (2013) which found that organizational culture has an effect on customer satisfaction.

On the other hand, this study disagree with the results of Bellou (2007) which found that there is no indication to the positive influence between corporate culture and client satisfaction, and the strength of cultural traits was not taken into consideration. However, it also does not support the research findings informed by Pantouvakis and Bouranta (2013) which resulted that there is an indirect impact of organizational culture on external customer satisfaction orientation through employee satisfaction, which refers that to the education level of employees.



- **Organizational Culture on The Internal Customer Orientation**

According to smart PLS analysis, there is significant effect of the organizational culture on the internal customer orientation. Moreover, the estimation results the inner model of the direct effect of organizational culture (X) to internal customer orientation (Y1). However, the data shows the value of t - statistics for 5.723. The value is greater than 1.96 with error level  $\alpha = 5\%$ , so that it indicates that there is a significant direct effect between organizational culture to internal customer orientation by loading factor 0.469. However, the positive influence of the organizational culture to internal customer orientation can be interpreted that the cohesive organizational culture will have the consequence on the increasing in internal customer orientation. In addition, the worse organizational culture definitely will decrease internal customer orientation.

On the other hand, the internal customer orientation was measured by the indicators of vision development rewards dealings. Based on correlation coefficient signs, it indicates that the higher the vision, development, and rewards dealings, the higher level of employees' loyalty to their firm will be.

In general, the results of analysis show that organizational culture positively affects internal customer orientation. The strong organizational culture will give full attention to develop the ICO. In relation to the PLS inner model, the results indicate that the concentration on dominant characteristics, organizational leadership, staff management, organizational coherence, strategic focus, and standard of excellence will dramatically raise the attention to ICO factors, attention to vision, development, rewards, and dealings.

Based on the results of the study, the theory appropriate of this research is a relationship-mediated theory of internal marketing. However, the philosophy of this theory indicates that there is a unifying proposition of the internal marketing, the organizations have internal "clients" and have many different approaches, which go to the heart of the organizational business (Hales (1994). However, Ahmed and Rafiq (2013) suggested that, the early formulation of the internal customer concept was "seriously flawed" because it did not emphasize



the critical links between internal customers and internal suppliers in creating value for the external customers.

In general, based on this theory, it can be said that employees might find out how each contributes to support the function of the other, and how they can develop their relations with external customers. Therefore, the bold idea emerging from this distinction is that inter-functional staff teams might work on improving the everyday work processes in which they are involved, through building positive relations with the external customer (Dunmore, 2005).

Kaurav et al. (2015), considered that given the unique characteristics of services, conventional methods of external customer orientation practices are of limited effectiveness when applied to services in relation to physical goods. The performance of service personnel is the product purchased by the external client. Moreover, it has been considered as one of the main means used by the organization to achieve in the market. A modern marketing concept has emerged and deals with intra-organization workers, called internal marketing.

The results of organizational culture are also relevant with previous empirical studies, which were conducted to examine the relationship and the effect of organizational culture on the internal customer orientation that has been empirically proven by several researchers. Some of the researches are carried out by Fattah and Twigg (2017) and Wasmer and Bruner (1991).

The results also support the research conducted by Velliquette and Rapert (2001), which focus on investigating the impact of organizational culture on marketing services. Furthermore, the researchers highlighted the emergence of the relationship between organizational culture and marketing services. However, the objective of this research was to create a new profile of organizational culture.

- **Organizational Culture on Internal Service Quality**

Based on Smart PLS analysis, the estimation results of inner model for the direct effect of organizational culture (x) to internal service quality (Y2) shows that the value of t-statistics was 3.997, which indicates that the value is greater than 1.96 with error level  $\alpha = 5\%$ . The result informs that there is a significant direct



effect of organizational culture to internal service quality by loading factor 0.386. However, the positive influence between organizational culture and internal service quality can be interpreted that the coherent and strong organizational culture will be followed by an increase of internal service quality. Conversely, the worse organizational culture will decrease internal service quality. The results of analysis show that the weakness of corporate culture leads to a negative effect on internal services quality. Coherent and strong organizational culture will result in a high level of employees' services.

Hotels that suffer from a cultural gap certainly have a weakness in providing quality services to their employees. On the contrary, if this culture is strong and cohesive, the quality of internal services will increase significantly. It is due to the fact that there is a real trend of internal customer service, which leads to reaching customer satisfaction with the services provided by the hotel such as accommodation, restaurants, entertainment venues and others.

Empirically, several instruments have been used to measure internal service quality, and the most prominent of which is SERVQUAL, which has been used in this research. Furthermore, the metric was appropriate for hotels services as it provides a basic skeleton through its expectations and perceptions format, encompassing statements for each of the five service-quality dimensions, namely reliability, responsiveness, assurance, empathy, and tangibles. Accordingly, the results of this study support the findings of studies conducted by (Bouranta et al., 2009), (Berry et al., 1991), (Ahmed et al., 2003), (Anosike & Eid, 2011), (Bouranta et al., 2009) and have contribution to the identification of the dimensions of ISQ, that can be used to operationalize this concept. However, these authors have answered the question related to what the criteria used by workers in assessing the quality of the internal service they receive. However, answering this question could be in different views with the marketing literature taught at schools, might be not surprising, and might produce several groups of quality dimensions, which are more accurate in measuring internal service quality and the most prominent SERVQUAL paradigm among various other models.



- **Internal Customer Orientation On ECSO**

Based on Smart PLS analysis, there is direct effect of internal customer orientation (Y1) on external customer satisfaction (Y3) and the value of t-statistics is 4.120 and the obtained value is greater than 1.96 with error level  $\alpha = 5\%$ . This result indicates that there is a significant direct effect of internal customer orientation (Y1) to external customer satisfaction (Y3) by loading factor 0.299. The positive influence between internal customer orientation and ECSO can be interpreted that the higher internal customer orientation will be followed by an increase of ECSO. In vice versa, the worse internal customer orientation is, the lower the external customer satisfaction orientation will be.

The results of analysis show that the internal customer orientation results in positive effect on ECSO. Concentrating on internal customer orientation will result in the higher ECSO. Considering the analysis of smart PLS inner model, the results indicate that the higher result of the vision, development, rewards dealings will dramatically raise the pampering customers, pampering customers, deliver services, and personal relationship.

These results are consistent with a relationship-mediated theory, which holds some points such as there is a unifying proposition of the internal marketing, the organizations have internal "clients," and the organizations have many different approaches that go to the heart of the organizational business. Related to this issue, several scientists of marketing literature such as: Hales (Hales), and (Ahmed & Rafiq) agreed that the early formulation of the internal customer concept was "seriously flawed" because it did not emphasized on the critical links between internal customers and internal suppliers in creating value for the external customers.

- **Internal Service Quality on ECSO**

The theory that appropriates with the findings of this research was according to the positive effect of organizational culture on the internal service quality as mentioned by E. S. Susanti, Ernie Tishawati and Sutisna (2015) which consider internal services quality as a complementary process leading to the increasing quality of service to the final customer. As a result, customer



satisfaction will be achieved by external service quality that was the outcome of the internal service quality and the main objective of the company. The quality of the internal service means cooperation between the various departments of the company. Moreover, internal service is a way to increase the level of customers' satisfaction. Definitely, when the employee satisfaction increases, the productivity will increase as well. As a result, it will increase the proportion of profits of the company and the rates of satisfaction of customers.

The findings are also consistent with the point of view of Kaurav et al. (2015) given the unique characteristics of services, conventional methods of (ECSO) practices are of limited effectiveness when applied to services in relation to physical goods, where the performance of service personnel is the product purchased by the external client. Moreover, it has been considered as one of the main means used by the organization to achieve in the market, and a modern marketing concept has emerged and deals with intra-organization workers, called internal marketing.

In addition to the direct effect of testing, the result of the smart PLS is also known as indirect effect. The indirect effect is the result of multiplying two (2) direct effects. However, the indirect effect will be significant if both direct effects that form them are significant. The results of the indirect effect will be explained as follows:

**First:** the indirect effect of the organizational culture on external customer satisfaction orientation through internal customer orientation obtained coefficient indirect effect 0.140. The direct effect of corporate culture on internal customer satisfaction was 0.469 and the effect of internal customer orientation (Y1) route to external customer satisfaction orientation (Y3) was 0.299, and both of them were significant. Therefore, it can be said that there is a significant indirect effect of organizational culture on customer satisfaction through internal customer orientation.

In other words, the magnitude of organizational culture's influence caused by the presence of internal customer orientation (Y1) has a real positive effect to ECSO (Y3). The results indicate that the higher organizational culture caused by





the presence of internal customer orientation (Y1) is, the more it will improve ECSO and vice versa.

**Second:** the indirect effect of the organizational culture on external customer satisfaction orientation through internal service quality obtained coefficient indirect effect 0.064. The coefficient of organizational culture route to internal service quality was 0.386 and internal service quality route to external customer satisfaction orientation was 0.166, and both of the values are significant. Therefore, it can be said that there is a significant indirect effect of organizational culture on external customer satisfaction orientation through internal service quality.

In other words, the magnitude of organizational culture's influence caused by the presence of internal service quality has a real positive effect to external customer satisfaction orientation. The greater organizational culture caused by the presence of internal service quality is, the more it will improve external customer satisfaction orientation and vice versa.

## 5.8 Research Findings

Specifically, the findings of this research are presented as follows:

1. The first result of this research found a comprehensive relationship namely, the effect of corporate culture on external customer satisfaction orientation of the hospitality sector in Libya (mainly focusing on observing three and four-star hotels). It indicates that the results of the research supported the K. S. Cameron & Quinn model and provide additional empirical evidence on the findings of the researches conducted by (K. S. Cameron & Quinn, 2011), (Denison, 2018), Afobunor and Udegbe (2012), Ambrož and Praprotnik (2008), Beidokhti and Ghaderi (2011), and Bellou (2007). These researches have confirmed that there is a significant effect of corporate culture on external customer satisfaction orientation.

Based on the data analysis as presented in Table 5.2, the indicators of organizational culture has organizational coherence at the AVE value 3.10, followed by staff management 3.04 as the highest indicators. Meanwhile, the



dominant characteristics, meantime strategic focus and standard of excellence, organizational leadership, towards organizational culture in Libyan hotels obtained low average t-statistics. The overall organizational culture was 2.96. This means that the organizational culture is weak to some extent, although it was significant over 1.96. In addition, the estimation results of inner model for the direct effect of organizational culture (x) to external customer satisfaction orientation (Y3) show the value of t -statistics for 2.945. It has significant effect but meanwhile means the effect is very weak.

2. The result of this research found a significant effect of corporate culture on internal customer orientation of the three and four-star hotels in Libya. The results of the research provide additional empirical evidence on the findings of previous researches conducted by Fattah and Twigg (2017), Capatina (2014), Fattah and Twigg (2017), Trivellas and Dargenidou (2009), and Kaurav et al. (2015). These researches have confirmed that there is a significant effect of organizational culture on internal customer orientation in Libyan hotels "LIBH".

Based on the descriptive data in Table 5.3, Vision ( $M=2.99$ ,  $SD=1.43$ ) becomes the most important dimension in internal customer orientation of hotels sector, followed by rewards ( $M=2.95$ ,  $SD=1.41$ ), and development ( $M=2.92$ ,  $SD=1.40$ ). Meanwhile, Dealings ( $M=2.79$ ,  $SD=1.41$ ) towards Internal customer orientation indicator is average 2.91. In addition, Table 5.11 showed that the estimation results of inner model for the direct effect of organizational culture (x) to internal customer orientation (Y1) show the value of t -statistics for 5.723. This means that there is a significant effect of organizational culture on internal customer orientation.

3. The result of this research found a significant effect of organizational culture on internal services quality in "LIBH", in the hospitality sector in Libya. The results of the research provide additional empirical evidence on the findings of previous researches conducted by Oly Ndubisi (2007), Conduit et al. (2014), Anosike and Eid (2011), and Tekin and Erol (2017). These researches



have confirmed that there is a significant effect of organizational culture on internal services quality in "LIBH".

Based on the descriptive data in Table 3, reliability ( $M=2.95$ ) becomes the most important element in internal service quality of Libyan hotel sector, followed by Tangibles ( $M=2.91$ ) and Empathy ( $M=2.91$ ). Meanwhile, responsiveness ( $M=2.82$ ,  $SD=1.41$ ) and assurance obtain the score 2.76, and the overall of internal service quality variable is 2.87. The results indicate that managers of hotels have not given enough attention to the quality of employees' services. In addition, Table 5.11 shows the value of t-statistics for 3.997 represent the relationship effect between organizational culture and internal service quality. The results indicate that there is a significant direct effect between organizational culture and internal service quality.

4. The result of this research found a significant effect of the internal customer orientation on external customer satisfaction orientation in LIBH, in the hospitality sector in Libya (mainly at three and four-star hotels). However, the results of the research provide additional empirical evidence on the findings of previous researches conducted by Cho et al. (2013), Balmer and Greyser (2006), Wasmer and Bruner (1991), Testa and Sipe (2011), Zahari and Shurbagi (2012), Donthu and Yoo (1998), Trivellas and Dargenidou (2009), SeyedJavadin et al. (2012), and Nutley et al. (2000). These researches have confirmed that there is a significant effect of the internal customer orientation on external customer satisfaction orientation in LIBH.

Based on the descriptive data in Table 3, knowing customer's needs ( $M=2.94$ ) becomes the most important element of the external customer satisfaction in the Libyan hotels' sector. In details, personal relationship has value 2.90, pampering customers has value 2.88, and delivering services has value 2.83, and the overall of external customer satisfaction orientation variable has value 2.89. Although it was greater than t-statistic 1.96, the management gives low attention to external customer satisfaction orientation. In addition, table 5.11 informs that the estimation results of the inner model for the direct effect of internal customer orientation to external customer



satisfaction orientation show the value of t -statistics for 4.120, which means that there is a significant effect relation between internal and external customer orientation.

5. The result of this research found a significant effect of organizational culture on external customer satisfaction orientation mediated by internal services quality in "LIBH", in the hospitality sector in Libya (mainly at three, and four-star hotels). However, the results of the research provides additional empirical evidence on the findings of previous researches conducted by ZAhleez (2015), Bizi Mubiri (2016), Yunus and Ishak (2012), Anosike and Eid (2011), Ismail et al. (2013), Johns et al. (2007) Kumar et al. (2008), and Lu et al. (2015). These researches have confirmed that there is a significant effect of organizational culture on external customer satisfaction orientation mediated by internal services quality in "LIBH".

Based on data shown in Table 5.11, the estimation results of inner model for the direct effect of internal service quality (Y2) to external customer satisfaction orientation (Y3) show the value of t-statistics for 2.250. The value is greater than 1.96 with error level  $\alpha = 5\%$ . The result indicates that there is a significant direct effect of internal service quality (Y2) to external customer satisfaction orientation.

6. The findings of this research found that there is a significant indirect effect of organizational culture on eternal customer satisfaction orientation through internal customer orientation.

Based on figure 5.1, the indirect effect of organizational culture (X) to external customer satisfaction orientation (Y3) through internal customer orientation (Y1) is 0.140 which shows that the statistical t value is 3.311 or it is above  $\pm 1.96$  (5%). Therefore, it can be concluded that organizational culture's influence to external customer satisfaction orientation (Y3) through internal customer orientation (Y1) is significant.

7. The findings of this research found that there is a significant indirect effect of organizational culture on external customer satisfaction orientation through internal service quality. According to the figure 5.1, the indirect effect of



organizational culture (X) to external customer satisfaction orientation (Y3) through internal service quality (Y2) is 0.064 which shows that the statistical t-value is 1.969 which is above  $\pm 1.96$  (5%). Therefore, it can be concluded that organizational culture's influence to external customer satisfaction orientation (Y3) through Internal Service Quality (Y2) is significant.

## 5.9 Contribution

### 5.9.1 Theoretical Contribution

According to the findings of this research, it is stated that 4 (four) variables (corporate culture, internal customer orientation, internal service quality, and the external customer satisfaction orientation) are analyzed in the research as an important variable which hotels administrations seek to improve and develop.

**Table 5.13 Summary of the Research Results with Theoretical Suitability**

No	Theory	Appropriate hypothesis
1	The human relations theory	1,2
2	Theory of Knowledge	3
3	Relationship-Mediated Theory	4,5

Source: Data processed (2019)

#### 5.9.1.1 The Human Relations Theory

There are two hypotheses in accordance with the human relations theory, hypothesis 1 and 2. The human relations theory implies that the managers should create and encourage a work environment, which provides opportunities to employees to take initiative and self-direction. Employees should be given opportunities to contribute to organizational well-being (Kummerow & Kirby, 2013).

**The first hypothesis** shows that organizational culture has a significant effect on external customer orientation of the company. According to the human relations theory, it is encouraged that the manager harmonizes and matches employees' needs and aspirations with organizational needs and aspirations (Child, 2015).

**The second hypothesis** states that organizational culture has a significant effect on internal customer orientation. Managers who hold the human relations theory assumptions believe that workers are motivated by more than just economic self-interest and that the satisfaction of higher-level needs, for example the need for self-esteem (Dessler et al., 2007). This oversight is laid in the form of the need to maintain internal coherence on a certain minimum threshold, which means that when employees failed to meet the services, it will force them to move to the competitors' offers. Management efforts and its concern on the internal customer will have an impact on corporate loyalty.

#### 5.9.1.2 Theory of Knowledge

There is one hypothesis in accordance with theory of knowledge, hypothesis 3. The theory of knowledge states that culture is seen as an intellectual framework of knowledge or as models acquired through the beliefs, customs and perceptions through which a number of the staffs work satisfactorily and are accepted by their fellows or group members or people from other groups. (Kummerow & Kirby, 2013) .

**The third hypothesis** states that organizational culture has a significant effect on internal customer orientation. The managers who hold theory of knowledge in organizations prefer to integrate and apply knowledge of the economic activities, which in turn it will be the reason for the existence and continuation of the company. This theory also holds that the company is getting more exist because it is more successful in the market (Weeks & Galunic, 2003).

#### 5.9.1.3 Relationship-Mediated Theory

There are two hypotheses in accordance with relationship-mediated theory, hypothesis 4 and 5. The theory implies that marketing focused on exchanges between the organization and customers, and also the nature of the role played by the organization's staff. In determining the level of quality and customer satisfaction with the marketing offer, it has been used in another form of exchange, which can be done between the organization and its employees (Ballantyne et al., 2002).

**The fourth hypothesis** states that internal customer orientation has a significant effect on external customer orientation. The managers who hold relationship-mediated theory see that employees might find out how each employee contributes in supporting the function of the others, and how they can develop their relations with external customers. Therefore, the bold idea emerging from this distinction is that inter-functional staff teams might work on improving the everyday work processes in which they are involved, through building positive relations with the external customer (Freytag & Philipsen, 2010).

**The fifth hypothesis** states that internal customer orientation has a significant effect on external customer orientation. The managers who hold relationship-mediated theory see that employees might find out how each employee contributes in supporting the function of the others, and how they could develop their relations with external customers. Therefore, the bold idea emerging from this distinction is that inter-functional staff teams might work on improving the everyday work processes in which they are involved, through building positive relations with the external customer (Kaurav et al., 2015).

### 5.9.2 Practical Contribution

Practically, the results of the study enhanced the vital role of organizational culture and its strategies in internal service quality elements that represent the service delivery method and how they reach the internal customer, as well as employees' expectations for quality of service levels. Moreover, the result of this study also provides objective analysis of the level of quality of internal service and how it is affected by organizational culture, which helps officials to overcome weaknesses and strengthen the strengths of the organization.

Furthermore, the study will be appropriate for the administrations of Libyan hotels and will provide a comprehensive model including organizational culture, internal service quality, internal customer orientation, and the firm could design internal marketing mix, which at the end leads customer satisfaction. In addition, the findings of this research supported the previous studies conducted by

(Denison, 2018), (Afobunor & Udegbe), (Ambrož & Praprotnik), (Beidokhti & Ghaderi), (Bellou), (Kim Cameron, 2018)) and (Gillespie et al., 2008).

### 5.10 Limitation

The limitation of the study will be presented as follows:

- 1- Specifically, the study focused on studying and analyzing the relationship between organizational culture and customer satisfaction by paying attention to internal customers and improving the quality of internal services in Libyan hotels.
- 2- The study focused on the high and middle administration members on the Libyan hotels. It represent the authority of decision making and drawing policies and strategies of the hotels', as a purposive sampling. It includes managers, assistants and the heads of departments involving 115 samples distributed on 23 hotels and each hotel has represented five samples.
- 3- The research was conducted on the hotel's institutions that have been listed in the Libyan ministry of hospitality and tourism (LIBH). Therefore, in general the results can be generalized to companies that work in a service market.



## CHAPTER VI

### CONCLUSION AND RECOMMENDATION

#### 6.1 Conclusion

Based on the analysis described in the previous chapter, the research on Libyan hotels that have been listed by the Libyan ministry of tourism can be summarized as follows:

In conclusion, 'organizational coherence' becomes the most important criteria in organizational culture of hotels administrations, followed by other factors including organizational leadership, staff management, organizational coherence, strategic focus, standard of excellence and etc. The result of this study also shows the association between almost all mediating variables and organizational culture towards private hotels. Further examination of these associations indicates that the most significant factor that influences internal customer orientation of the hotel organizations are vision, development, rewards and dealings. Another significant finding of this study signifies that external customer satisfaction is influenced by their perception toward the quality of services provided and how the hotel can fulfill their requirements.

This finding may assist managers of the hotels to better understand the factors of organizational culture influencing consumers' satisfaction through improving the standard of the concentration on internal customer orientation and indirectly improve the internal service quality in local hotels. Furthermore, it also adds new knowledge to the public on the meaning of organizational culture and client satisfaction.

This research, however, has more contributions for improving customer satisfaction. Further research could be conducted to a different segment of costumers or other service sectors so that the result will be reflective for the actual culture of organizations in Libya.

Although this study has proposed that internal customer orientation and internal service quality (intrinsic factor) may affect consumers' satisfaction through efficient organizational culture, other factors are believed to have vital



importance to comprehend consumers' satisfaction, including factors related to firms' behavior of their cultures to study customer expectations and their real attitudes toward an organizational culture of the service sector.

## 6.2 Recommendation

1. **Academic recommendations**, for future research, are:
  - a. This research uses only hospitality institutions as objects of observation. Further research is suggested to develop the observation with the more diverse hotel industry and to compare other service sectors such as bank services and public transportation, which are considered to be appropriate to conduct similar research.
  - b. The results show significant relationship between internal service quality and customer satisfaction, but the level of the significant is low. Therefore, further investigation needs to be conducted.
2. **The hotels' administrators** are suggested to enhance the effective organizational culture of the hotels in achieving a high level of internal and external customer satisfaction. The administrators are also recommended to do the following suggestions:
  - a. Developing policies related to an increase in organizational culture. Internal customer orientation has positive effect on customer satisfaction and their loyalty. It is recommended to the hotel organizations to give orientation on customer satisfaction and to improve policy, through the establishment of right target marketing and developing internal relationships.
  - b. The weakness of policies related to internal orientation and internal services negatively affects customer satisfaction. Therefore, it is suggested to focus the efforts to create new internal programs such as giving reward, creating positive relationship between the administration and employees, and encouraging interdependence between individuals and departments. This will definitely lead to increase the level of client satisfaction.



### 3. Suggestions for managers:

- a. In choosing the company for investment, it is necessary to assess a company for the quality of services provided to external customers. It is also important to consider the workers as an internal customer and provide internal services based on their wishes and desires.
- b. In monitoring the organizational culture, the managers need to see the developments of the hotel industry by monitoring the services of competitors and the average of customer satisfaction.

### 4. Suggestions for the government

Considering that the hotels' sector as one sector that is very important to activate economic activity, has a large multiplier effect, help to beautify the city and create a lot of employment, it is recommended for the government to do the following matters:

- a. Support tourism and hospitality sector because of its vital role of growing the national economy.
- b. Set regulations and policy that help hotel institutions to develop and innovate. It is recommended that the policy of the government should keep the hospitality and security environment stability of interest.
- c. Develop advanced policies and regulations to maintain and develop hotel infrastructure in line with developments in the regional and international hotel industry.



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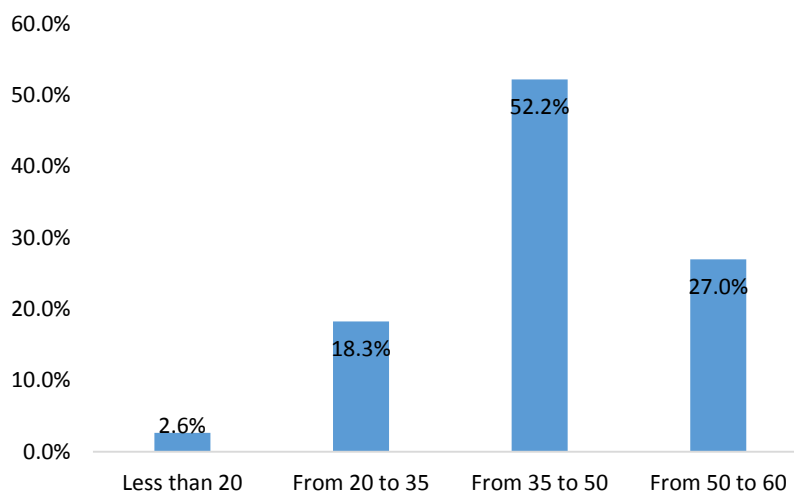




## Appendix (1) Data analyse

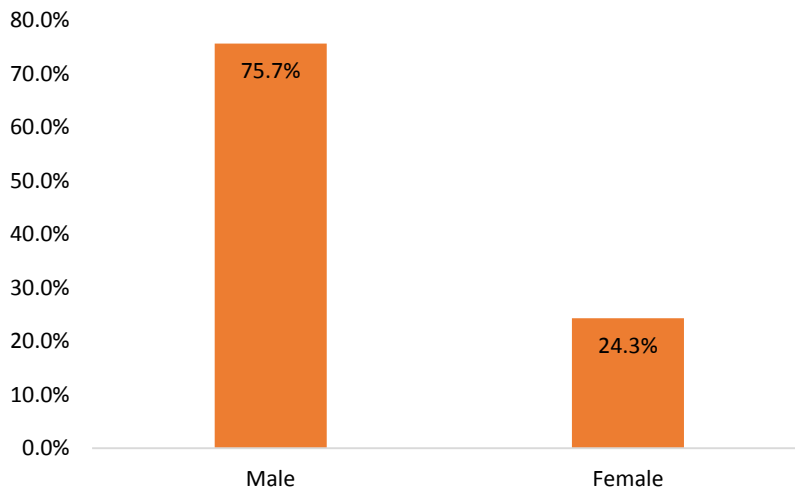
**Table 1.1. Frequency table of Respondents' demographics**

Age (years)	Frequency	Percentage (%)
Less than 20	3	2.6%
From 20 to 35	21	18.3%
From 35 to 50	115	52.2%
From 50 to 60	31	27.0%
<b>Total</b>	<b>115</b>	<b>100%</b>
Gender	Frequency	Prosentase (%)
Male	87	75.7%
Female	28	24.3%
<b>Total</b>	<b>115</b>	<b>100%</b>
Educational level	Frequency	Prosentase (%)
Secondary school	14	12.2%
Bachelor	36	31.3%
Master	46	40.0%
Doctoral	19	16.5%
<b>Total</b>	<b>115</b>	<b>100%</b>
Experience	Frequency	Prosentase (%)
Less than 5 years	5	4.3%
From 5-10 years	30	26.1%
From 10-20 years	55	47.8%
20 years and over	25	21.7%
<b>Total</b>	<b>115</b>	<b>100%</b>
Nationality	Frequency	Prosentase (%)
Libyan	95	82.6%
Foreigner	20	17.4%

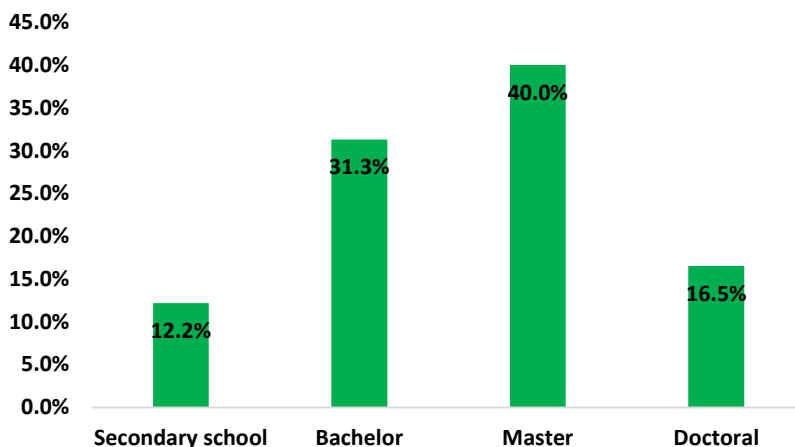


**Figure 1.1 Frequency Distribution of Age Respondents**

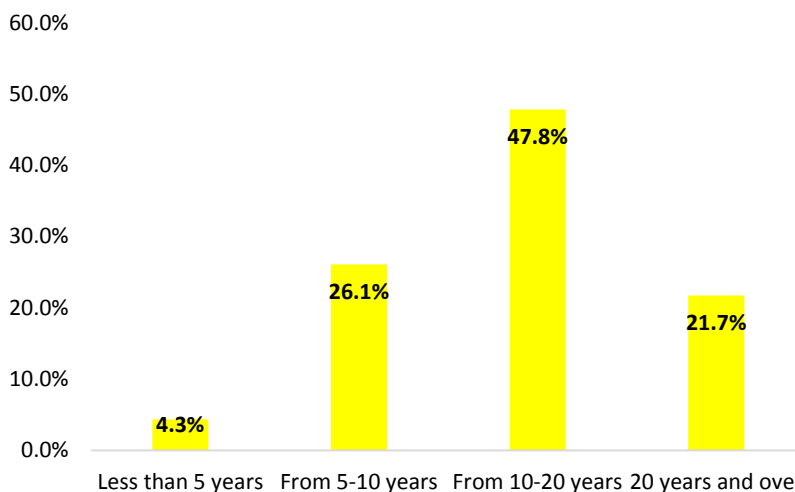




**Figure 1.2 Frequency Distribution of Gender**



**Figure 1.3 Frequency Distribution of Educational level**



**Figure 1.4 Frequency Distribution of Experience**

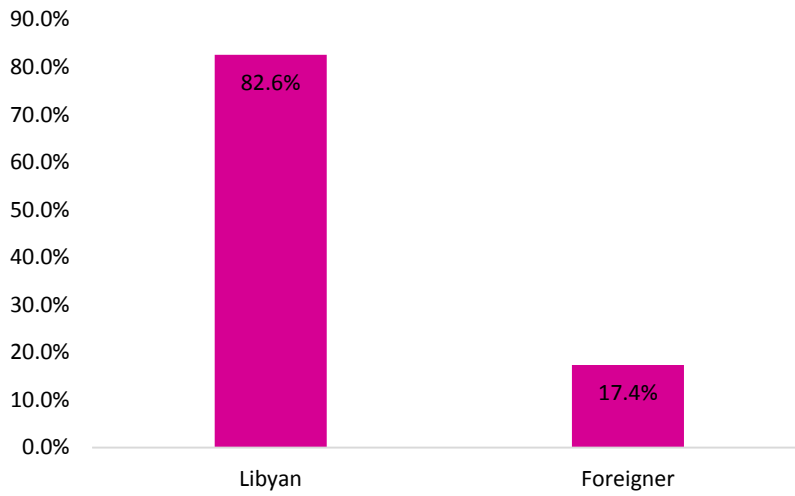


Figure 1.5 Frequency Distribution of Nationality

Table 1.2 Frequency Distribution of respondents' answers For Variable Organisational Culture (X)

Indicator	Item	SD		D		UD		A		SA		Mean	AVG
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
Dominant characteristics	Personal caring	17	14.80%	44	38.30%	2	1.70%	43	37.40%	9	7.80%	2.9	2.9
	New ideas	22	19.10%	41	35.70%	1	0.90%	44	38.30%	7	6.10%	2.8	
	Procedures	13	11.30%	37	32.20%	4	3.50%	48	41.70%	13	11.30%	3.1	
	Achieving work	21	18.30%	30	26.10%	2	1.70%	49	42.60%	13	11.30%	3.0	
Organizational leadership	Facilitation	21	18.30%	34	29.60%	5	4.30%	40	34.80%	15	13.00%	2.9	2.9
	Supporting	17	14.80%	45	39.10%	1	0.90%	42	36.50%	10	8.70%	2.9	
	Productivity	21	18.30%	35	30.40%	2	1.70%	45	39.10%	12	10.40%	2.9	
	Coordination	21	18.30%	39	33.90%	2	1.70%	43	37.40%	10	8.70%	2.8	
Staff management	Participation	19	16.50%	37	32.20%	3	2.60%	38	33.00%	18	15.70%	3.0	3.0
	Discrimination	16	13.90%	41	35.70%	2	1.70%	43	37.40%	13	11.30%	3.0	
	Performance	15	13.00%	37	32.20%	2	1.70%	45	39.10%	16	13.90%	3.1	
	Competition	12	10.40%	40	34.80%	2	1.70%	46	40.00%	15	13.00%	3.1	
Organizational coherence	Trust	17	14.80%	33	28.70%	2	1.70%	47	40.90%	16	13.90%	3.1	3.1
	Development	14	12.20%	40	34.80%	5	4.30%	42	36.50%	14	12.20%	3.0	
	Rules	17	14.80%	36	31.30%	2	1.70%	41	35.70%	19	16.50%	3.1	
	Achieve goals	13	11.30%	36	31.30%	1	0.90%	47	40.90%	18	15.70%	3.2	
Strategic focus	Human development	29	25.20%	33	28.70%	a	1.70%	38	33.00%	13	11.30%	2.8	2.9
	Explore opportunities	23	20.00%	32	27.80%	1	0.90%	38	33.00%	21	18.30%	3.0	
	Efficiency	17	14.80%	34	29.60%	1	0.90%	49	42.60%	14	12.20%	3.1	
	Competitive actions	30	26.10%	32	27.80%	2	1.70%	38	33.00%	13	11.30%	2.8	
Standard of excellence	Human aspects	17	14.80%	40	34.80%	3	2.60%	35	30.40%	20	17.40%	3.0	2.9
	Distinguished services	19	16.50%	39	33.90%	2	1.70%	40	34.80%	15	13.00%	2.9	
	Market-share	27	23.50%	31	27.00%	3	2.60%	41	35.70%	13	11.30%	2.8	
	Production costs	21	18.30%	42	36.50%	3	2.60%	36	31.30%	13	11.30%	2.8	
<b>Organisational Culture (X)</b>												<b>2.9</b>	



**Table 1.3 Frequency Distribution of respondents' answers For Variable Internal customer orientation (Y1)**

Indicator	Item	SD		D		UD		A		SA		Mean	AVG
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
Vision	Believing of vision	21	18.30%	35	30.40%	2	1.70%	41	35.70%	16	13.90%	3.0	3.0
	Clearance vision	21	18.30%	33	28.70%	7	6.10%	34	29.60%	20	17.40%	3.0	
	Reward	24	20.90%	32	27.80%	1	0.90%	36	31.30%	22	19.10%	3.0	
Development	Training programs	21	18.30%	36	31.30%	1	0.90%	40	34.80%	17	14.80%	3.0	2.9
	Collecting data	19	16.50%	39	33.90%	3	2.60%	38	33.00%	16	13.90%	2.9	
	Performance development	23	20.00%	37	32.20%	4	3.50%	38	33.00%	13	11.30%	2.8	
	Knowledge skills	27	23.50%	25	21.70%	6	5.20%	42	36.50%	15	13.00%	2.9	
Rewards	Encouragement	19	16.50%	26	22.60%	4	3.50%	43	37.40%	23	20.00%	3.2	3.0
	Excellent services	25	21.70%	32	27.80%	1	0.90%	40	34.80%	17	14.80%	2.9	
	Communicating	23	20.00%	41	35.70%	9	7.80%	30	26.10%	12	10.40%	2.7	
Dealings	Administration dealing	25	21.70%	44	38.30%	4	3.50%	28	24.30%	14	12.20%	2.7	2.8
	Employees services	27	23.50%	35	30.40%	6	5.20%	30	26.10%	17	14.80%	2.8	
	Collaborating	20	17.40%	42	36.50%	1	0.90%	33	28.70%	19	16.50%	2.9	
<b>Internal customer orientation (Y1)</b>												<b>2.9</b>	

**Table 1.4 Frequency Distribution of respondents' answers For Variable Internal service quality (Y2)**

Indicator	Item	SD		D		UD		A		SA		Mean	AVG
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
Assurance	Feeling safe	26	22.6%	35	30.4%	5	4.3%	31	27.0%	18	15.7%	2.8	2.7
	Employees helping	28	24.3%	42	36.5%	0	0.0%	31	27.0%	14	12.2%	2.7	
	Trust dealing	22	19.1%	40	34.8%	6	5.2%	33	28.7%	14	12.2%	2.8	
Responsiveness	Serving employees	27	23.5%	31	27.0%	2	1.7%	38	33.0%	17	14.8%	2.9	2.8
	Personal interest	20	17.4%	39	33.9%	8	7.0%	35	30.4%	13	11.3%	2.8	
	Employees' requests	22	19.1%	37	32.2%	2	1.7%	33	28.7%	21	18.3%	2.9	
	Promises	28	24.3%	43	37.4%	2	1.7%	30	26.1%	12	10.4%	2.6	
Reliability	Interests	28	24.3%	37	32.2%	3	2.6%	28	24.3%	19	16.5%	2.8	2.9
	Problems solving	18	15.7%	31	27.0%	3	2.6%	39	33.9%	24	20.9%	3.2	
	Avoiding mistakes	20	17.4%	38	33.0%	6	5.2%	35	30.4%	16	13.9%	2.9	

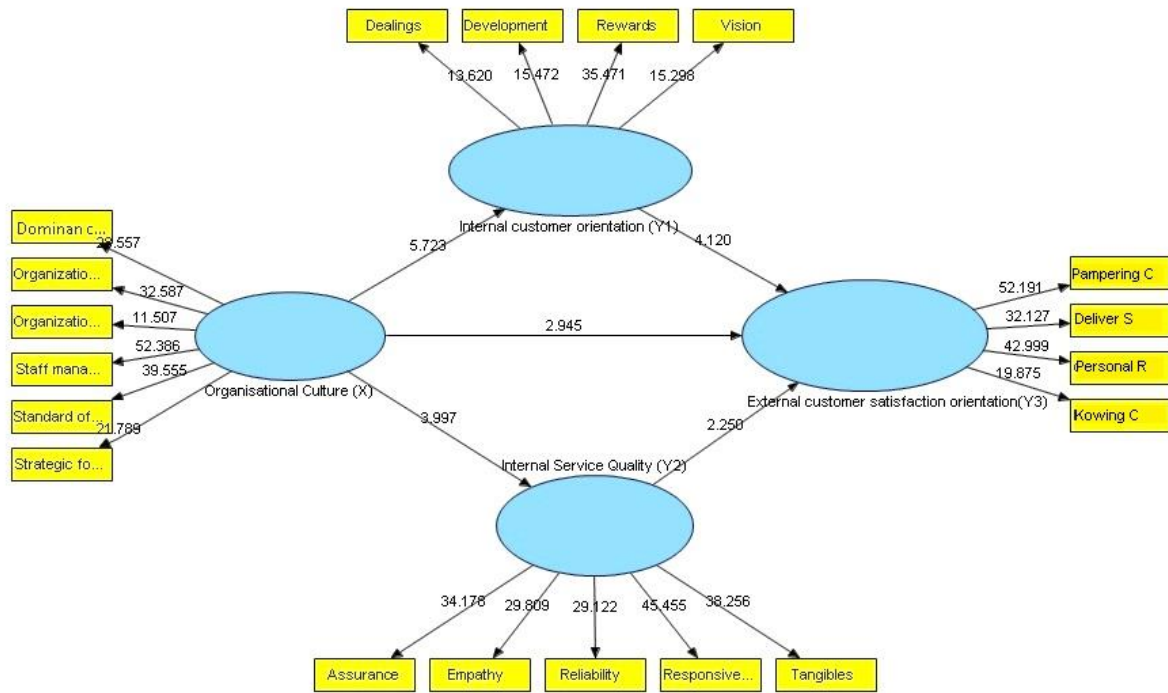


Table 8 (Continue.....)

Indicator	Item	SD		D		UD		A		SA		Mean	AVG
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
Empathy	Contacting way	21	18.3%	37	32.2%	2	1.7%	40	34.8%	15	13.0%	2.9	2.9
	services promised	22	19.1%	42	36.5%	3	2.6%	35	30.4%	13	11.3%	2.8	
	Solving problems timely	24	20.9%	36	31.3%	7	6.1%	30	26.1%	18	15.7%	2.8	
	New services	18	15.7%	32	27.8%	5	4.3%	40	34.8%	20	17.4%	3.1	
Tangibles	Service equipment	21	18.3%	32	27.8%	6	5.2%	40	34.8%	16	13.9%	3.0	2.9
	Facilities	18	15.7%	34	29.6%	5	4.3%	37	32.2%	21	18.3%	3.1	
	Quality equipment	30	26.1%	33	28.7%	6	5.2%	36	31.3%	10	8.7%	2.7	
<b>Internal service quality (Y2)</b>												<b>2.9</b>	

Table 1.5 Frequency Distribution of respondents' answers For Variable External Customer satisfaction orientation (Y3)

Indicator	Item	SD		D		UD		A		SA		Mean	AVG
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	%	%
Pampering customers	Strategic goal	27	23.5%	34	29.6%	4	3.5%	34	29.6%	16	13.9%	2.8	2.9
	Attention	22	19.1%	35	30.4%	2	1.7%	38	33.0%	18	15.7%	3.0	
Deliver services	Examining CS	24	20.9%	29	25.2%	5	4.3%	36	31.3%	21	18.3%	3.0	2.9
	Developing CS	26	22.6%	33	28.7%	4	3.5%	33	28.7%	19	16.5%	2.9	
Personal Relationship	Additional services	25	21.7%	39	33.9%	4	3.5%	27	23.5%	20	17.4%	2.8	2.8
	additional SQ	28	24.3%	32	27.8%	3	2.6%	32	27.8%	20	17.4%	2.9	
knowing Customer's Needs	Measuring services	26	22.6%	34	29.6%	3	2.6%	33	28.7%	19	16.5%	2.9	2.9
	Measurement tools	28	24.3%	32	27.8%	4	3.5%	21	18.3%	30	26.1%	2.9	
<b>External customer satisfaction orientation (Y3)</b>												<b>2.8</b>	



Line Diagram Figure 1.6 Structural Equation With Partial Least Square Approach Using Software Smart PLS (Measurement Model Specification).

### Output PLS

### Structural Model Specification PLS

Table 1.6 Quality Criteria Overview

	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communality	Redundancy
<b>External customer satisfaction orientation (Y3)</b>	0.795	0.939	0.320	0.914	0.795	0.074
<b>Internal Service Quality (Y2)</b>	0.818	0.957	0.149	0.944	0.818	0.119
<b>Internal customer orientation (Y1)</b>	0.748	0.922	0.220	0.887	0.748	0.163
<b>Organizational Culture (X)</b>	0.748	0.947		0.932	0.748	

Table 1.7 Redundancy

	redundancy
<b>External customer satisfaction orientation(Y3)</b>	0.074
<b>Internal Service Quality (Y2)</b>	0.119
<b>Internal customer orientation (Y1)</b>	0.163
<b>Organizational Culture (X)</b>	



Table 1.8 Cronbachs Alpha

	<b>Cronbachs Alpha</b>
<b>External customer satisfaction orientation(Y3)</b>	0.914
<b>Internal Service Quality (Y2)</b>	0.944
<b>Internal customer orientation (Y1)</b>	0.887
<b>Organizational Culture (X)</b>	0.932

Table 1.9 Latent Variable Correlations

	<b>External customer satisfaction (Y3)</b>	<b>Internal Service Quality (Y2)</b>	<b>Internal customer orientation (Y1)</b>	<b>Organizational Culture (X)</b>
<b>External customer satisfaction orientation(Y3)</b>	1.000			
<b>Internal Service Quality (Y2)</b>	0.365	1.000		
<b>Internal customer orientation (Y1)</b>	0.475	0.337	1.000	
<b>Organizational Culture (X)</b>	0.460	0.386	0.469	1.000

Table 1.10 R Square results

	<b>R Square</b>
<b>External customer satisfaction orientation(Y3)</b>	0.320
<b>Internal Service Quality (Y2)</b>	0.149
<b>Internal customer orientation (Y1)</b>	0.220
<b>Organizational Culture (X)</b>	



Table 1.11 Cross Loadings

	External customer satisfaction orientation(Y3)	Internal Service Quality (Y2)	Internal customer orientation (Y1)	Organizational Culture (X)
Assurance	0.296	0.903	0.237	0.277
Pampering customers	0.926	0.362	0.401	0.409
Deliver services	0.880	0.285	0.517	0.410
Personal Relationship	0.900	0.361	0.393	0.458
Dealings	0.369	0.218	0.839	0.450
Development	0.361	0.356	0.851	0.394
Dominant characteristics	0.462	0.335	0.455	0.877
Empathy	0.382	0.897	0.363	0.305
knowing Customer's Needs	0.860	0.292	0.369	0.357
Organizational coherence	0.459	0.403	0.429	0.878
Organizational leadership	0.327	0.256	0.304	0.761
Reliability	0.293	0.902	0.255	0.372
Responsiveness	0.365	0.909	0.356	0.405
Rewards	0.498	0.297	0.905	0.425
Staff management	0.385	0.348	0.396	0.929
Standard of excellence	0.383	0.411	0.425	0.889
Strategic focus	0.341	0.206	0.400	0.844
Tangibles	0.302	0.910	0.292	0.367
Vision	0.399	0.300	0.862	0.345

Table 1.12 AVE

	AVE
External customer satisfaction orientation(Y3)	0.795
Internal Service Quality (Y2)	0.818
Internal customer orientation (Y1)	0.748
Organizational Culture (X)	0.748

Table 1.13 Communality

	communality
External customer satisfaction orientation(Y3)	0.795
Internal Service Quality (Y2)	0.818
Internal customer orientation (Y1)	0.748
Organizational Culture (X)	0.748



Table 1.14 Total Effects

	External customer satisfaction orientation(Y3)	Internal Service Quality (Y2)	Internal customer orientation (Y1)	Organizational Culture (X)
External customer satisfaction orientation(Y3)				
Internal Service Quality (Y2)	0.166			
Internal customer orientation (Y1)	0.299			
Organizational Culture (X)	0.460	0.386	0.469	

Table 1.15 Composite Reliability

	Composite Reliability
External customer satisfaction orientation(Y3)	0.939
Internal Service Quality (Y2)	0.957
Internal customer orientation (Y1)	0.922
Organizational Culture (X)	0.947

Table 1.16 Outer Loadings

	External customer satisfaction orientation(Y3)	Internal Service Quality (Y2)	Internal customer orientation (Y1)	Organizational Culture (X)
Assurance		0.903		
Pampering customers	0.926			
Deliver services	0.880			
Personal Relationship	0.900			
Dealings			0.839	
Development			0.851	
Dominant characteristics				0.877
Empathy		0.897		
knowing Customer's Needs	0.860			
Organizational coherence				0.878
Organizational leadership				0.761
Reliability		0.902		
Responsiveness		0.909		
Rewards			0.905	
Staff management				0.929
Standard of excellence				0.889
Strategic focus				0.844
Tangibles		0.910		
Vision			0.862	





Table 1.17 Outer Model (Weights or Loadings)

	External customer satisfaction orientation(Y3)	Internal Service Quality (Y2)	Internal customer orientation (Y1)	Organizational Culture (X)
<b>Assurance</b>		0.903		
<b>Pampering customers</b>	0.926			
<b>Deliver services</b>	0.880			
<b>Personal Relationship</b>	0.900			
<b>Dealings</b>			0.839	
<b>Development</b>			0.851	
<b>Dominant characteristics</b>				0.877
<b>Empathy</b>		0.897		
<b>Measuring strategies</b>	0.860			
<b>Organizational coherence</b>				0.878
<b>Organizational leadership</b>				0.761
<b>Reliability</b>		0.902		
<b>Responsiveness</b>		0.909		
<b>Rewards</b>			0.905	
<b>Staff management</b>				0.929
<b>Standard of excellence</b>				0.889
<b>Strategic focus</b>				0.844
<b>Tangibles</b>		0.910		
<b>Vision</b>			0.862	

Table 1.18 Path Coefficients

	External customer satisfaction orientation(Y3)	Internal Service Quality (Y2)	Internal customer orientation (Y1)	Organizational Culture (X)
<b>External customer satisfaction orientation(Y3)</b>				
<b>Internal Service Quality (Y2)</b>	0.166			
<b>Internal customer orientation (Y1)</b>	0.299			
<b>Organizational Culture (X)</b>	0.256	0.386	0.469	



Table 1.19 Outer Weights

	External customer satisfaction orientation(Y3)	Internal Service Quality (Y2)	Internal customer orientation (Y1)	Organizational Culture (X)
<b>Assurance</b>		0.188		
<b>Pampering customers</b>	0.281			
<b>Deliver services</b>	0.303			
<b>Personal Relationship</b>	0.291			
<b>Dealings</b>			0.292	
<b>Development</b>			0.269	
<b>Dominant characteristics</b>				0.215
<b>Empathy</b>		0.225		
<b>knowing Customer's Needs</b>	0.247			
<b>Organizational coherence</b>				0.220
<b>Organizational leadership</b>				0.152
<b>Reliability</b>		0.219		
<b>Responsiveness</b>		0.253		
<b>Rewards</b>			0.329	
<b>Staff management</b>				0.193
<b>Standard of excellence</b>				0.207
<b>Strategic focus</b>				0.164
<b>Tangibles</b>		0.220		
<b>Vision</b>			0.265	

## Index Values

### Results

Table 1.20 Index Values for Latent Variables

	LV Index Values
<b>External customer satisfaction orientation(Y3)</b>	5.782
<b>Internal Service Quality (Y2)</b>	9.655
<b>Internal customer orientation (Y1)</b>	9.398
<b>Organizational Culture (X)</b>	11.870



**Results of t-test statistical**

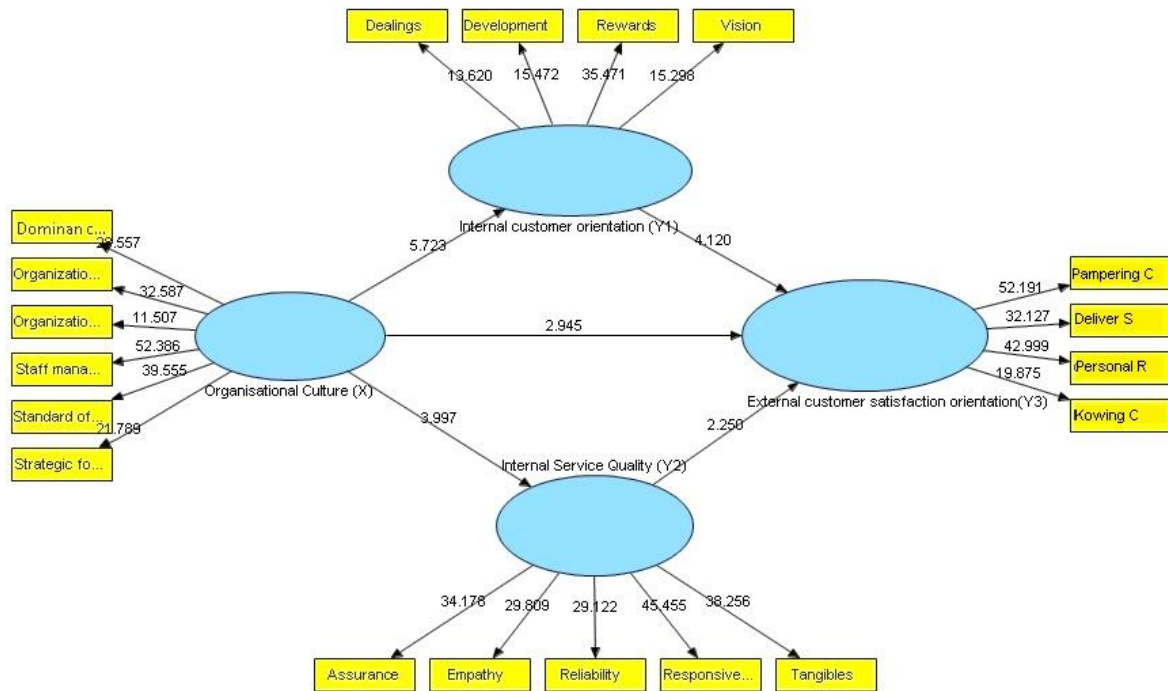


Figure 1.7 Diagram Line Structural Equation With the approach Partial Least Square Using Software Smart PLS (Model T-Statistic).

Table 1.21 Inner Model T-Statistic

	External customer satisfaction orientation (Y3)	Internal Service Quality (Y2)	Internal customer orientation (Y1)	Organizational Culture (X)
External customer satisfaction orientation (Y3)				
Internal Service Quality (Y2)	2.250			
Internal customer orientation (Y1)	4.120			
Organizational Culture (X)	2.945	3.997	5.723	



Table 1.22 Total Effects (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ( O/STERR )
Internal Service Quality (Y2) -> External customer satisfaction orientation (Y3)	0.166	0.165	0.074	0.074	2.250
Internal customer orientation (Y1) -> External customer satisfaction orientation (Y3)	0.299	0.302	0.073	0.073	4.120
Organizational Culture (X) -> External customer satisfaction orientation (Y3)	0.460	0.458	0.086	0.086	5.368
Organizational Culture (X) -> Internal Service Quality (Y2)	0.386	0.389	0.097	0.097	3.997
Organizational Culture (X) -> Internal customer orientation (Y1)	0.469	0.472	0.082	0.082	5.723

Table 1.23 Outer Model T-Statistic

	External customer satisfaction orientation (Y3)	Internal Service Quality (Y2)	Internal customer orientation (Y1)	Organizational Culture (X)
Assurance		34.178		
Pampering customers	52.191			
Deliver services	32.127			
Personal Relationship	42.999			
Dealings			13.620	
Development			15.472	
Dominant characteristics				28.557
Empathy		29.809		
knowing Customer's Needs	19.875			
Organizational coherence				32.587
Organizational leadership				11.507
Reliability		29.122		
Responsiveness		45.455		
Rewards			35.471	
Staff management				52.386
Standard of excellence				39.555
Strategic focus				21.789
Tangibles		38.256		
Vision			15.298	



Table 1.24 Path Coefficients (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ( O/STERR )
Internal Service Quality (Y2) -> External customer satisfaction orientation (Y3)	0.166	0.165	0.074	0.074	2.250
Internal customer orientation (Y1) -> External customer satisfaction orientation (Y3)	0.299	0.302	0.073	0.073	4.120
Organizational Culture (X) -> External customer satisfaction orientation (Y3)	0.256	0.251	0.087	0.087	2.945
Organizational Culture (X) -> Internal Service Quality (Y2)	0.386	0.389	0.087	0.087	3.997
Organizational Culture (X) -> Internal customer orientation (Y1)	0.469	0.472	0.082	0.082	5.723

Table 1.25 Outer Weights (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ( O/STERR )
Assurance <- Internal Service Quality (Y2)	0.188	0.186	0.026	0.026	7.126
Pampering customers <- External customer satisfaction orientation (Y3)	0.281	0.280	0.019	0.019	14.746
Deliver services <- External customer satisfaction orientation (Y3)	0.303	0.305	0.025	0.025	12.079
Personal Relationship <- External customer satisfaction orientation (Y3)	0.291	0.291	0.020	0.020	14.249
Dealings <- Internal customer orientation (Y1)	0.292	0.291	0.032	0.032	9.122
Development <- Internal customer orientation (Y1)	0.269	0.267	0.029	0.029	9.177
Dominant characteristics <- Organizational Culture (X)	0.215	0.217	0.016	0.016	13.277
Empathy <- Internal Service Quality (Y2)	0.225	0.225	0.025	0.025	8.979
knowing Customer's Needs <- External customer satisfaction (Y3)	0.247	0.245	0.025	0.025	10.017
Organizational coherence <- Organizational Culture (X)	0.220	0.220	0.017	0.017	12.631
Organizational leadership <- Organizational Culture (X)	0.152	0.152	0.026	0.026	5.855
Reliability <- Internal Service Quality (Y2)	0.219	0.219	0.019	0.019	11.724
Responsiveness <- Internal Service Quality (Y2)	0.253	0.254	0.028	0.028	9.084
Rewards <- Internal customer orientation (Y1)	0.329	0.330	0.034	0.034	9.553
Staff management <- Organizational Culture (X)	0.193	0.193	0.015	0.015	13.017
Standard of excellence <- Organizational Culture (X)	0.207	0.207	0.018	0.018	11.500
Strategic focus <- Organizational Culture (X)	0.164	0.163	0.016	0.016	10.230
Tangibles <- Internal Service Quality (Y2)	0.220	0.221	0.022	0.022	9.860
Vision <- Internal customer orientation (Y1)	0.265	0.264	0.030	0.030	8.807

Table 1.26 Outer Loadings (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ( O/STERR )
Assurance <- Internal Service Quality (Y2)	0.903	0.903	0.026	0.026	34.178
Pampering customers <- External customer satisfaction orientation (Y3)	0.926	0.925	0.018	0.018	52.191
Deliver services <- External customer satisfaction orientation (Y3)	0.880	0.881	0.027	0.027	32.127
Personal Relationship <- External customer satisfaction orientation (Y3)	0.900	0.900	0.021	0.021	42.999
Dealings <- Internal customer orientation (Y1)	0.839	0.839	0.062	0.062	13.620
Development <- Internal customer orientation (Y1)	0.851	0.848	0.055	0.055	15.472
Dominant characteristics <- Organizational Culture (X)	0.877	0.878	0.031	0.031	28.557
Empathy <- Internal Service Quality (Y2)	0.897	0.896	0.030	0.030	29.809
knowing Customer's Needs <- External customer satisfaction (Y3)	0.860	0.856	0.043	0.043	19.875
Organizational coherence <- Organizational Culture (X)	0.878	0.876	0.027	0.027	32.587
Organizational leadership <- Organizational Culture (X)	0.761	0.758	0.066	0.066	11.507
Reliability <- Internal Service Quality (Y2)	0.902	0.902	0.031	0.031	29.122
Responsiveness <- Internal Service Quality (Y2)	0.909	0.909	0.020	0.020	45.455
Rewards <- Internal customer orientation (Y1)	0.905	0.908	0.026	0.026	35.471
Staff management <- Organizational Culture (X)	0.929	0.928	0.018	0.018	52.386
Standard of excellence <- Organizational Culture (X)	0.889	0.888	0.022	0.022	39.555
Strategic focus <- Organizational Culture (X)	0.844	0.840	0.039	0.039	21.789
Tangibles <- Internal Service Quality (Y2)	0.910	0.907	0.024	0.024	38.256
Vision <- Internal customer orientation (Y1)	0.862	0.858	0.056	0.056	15.298



Table 1.27 Test the validity of convergent

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ( O/STERR )	description
Assurance <- Internal Service Quality (Y2)	0.903	0.903	0.026	0.026	34.178	Significant
Pampering customers <- External customer satisfaction orientation (Y3)	0.926	0.925	0.018	0.018	52.191	Significant
Deliver services <- External customer satisfaction (Y3)	0.880	0.881	0.027	0.027	32.127	Significant
Personal Relationship <- External customer satisfaction (Y3)	0.900	0.900	0.021	0.021	42.999	Significant
Dealings <- Internal customer orientation (Y1)	0.839	0.839	0.062	0.062	13.620	Significant
Development <- Internal customer orientation (Y1)	0.851	0.848	0.055	0.055	15.472	Significant
Dominant characteristics <- Organizational Culture (X)	0.877	0.878	0.031	0.031	28.557	Significant
Empathy <- Internal Service Quality (Y2)	0.897	0.896	0.030	0.030	29.809	Significant
knowing Customer's Needs <- External customer satisfaction orientation (Y3)	0.860	0.856	0.043	0.043	19.875	Significant
Organizational coherence <- Organizational Culture (X)	0.878	0.876	0.027	0.027	32.587	Significant
Organizational leadership <- Organizational Culture (X)	0.761	0.758	0.066	0.066	11.507	Significant
Reliability <- Internal Service Quality (Y2)	0.902	0.902	0.031	0.031	29.122	Significant
Responsiveness <- Internal Service Quality (Y2)	0.909	0.909	0.020	0.020	45.455	Significant
Rewards <- Internal customer orientation (Y1)	0.905	0.908	0.026	0.026	35.471	Significant
Staff management <- Organizational Culture (X)	0.929	0.928	0.018	0.018	52.386	Significant
Standard of excellence <- Organizational Culture (X)	0.889	0.888	0.022	0.022	39.555	Significant
Strategic focus <- Organizational Culture (X)	0.844	0.840	0.039	0.039	21.789	Significant
Tangibles <- Internal Service Quality (Y2)	0.910	0.907	0.024	0.024	38.256	Significant
Vision <- Internal customer orientation (Y1)	0.862	0.858	0.056	0.056	15.298	Significant

Table 1.28 Discriminant Validity

	AVE	description
External customer satisfaction orientation (Y3)	0.795	valid
Internal Service Quality (Y2)	0.818	valid
Internal customer orientation (Y1)	0.748	valid
Organizational Culture (X)	0.748	valid



# Frequencies

## Statistics

	N		Mean	Std. Deviation	Variance
	Valid	Missing			
Dominant characteristics	115	0	11.7391	2.76281	7.633
Organizational leadership	115	0	11.5739	2.94708	8.685
Staff Management	115	0	12.1478	2.93271	8.601
Organizational coherence	115	0	12.3826	2.50117	6.256
Strategic focus	115	0	11.6174	2.98118	8.887
Standard of Excellence	115	0	11.6000	3.05735	9.347
Vision	115	0	8.9565	2.71898	7.393
Development	115	0	11.6783	3.08519	9.518
Rewards	115	0	8.8609	2.83118	8.016
Dealings	115	0	8.3565	2.74722	7.547
Assurance	115	0	8.2870	2.66480	7.101
Responsiveness	115	0	11.2870	3.10846	9.663
Reliability	115	0	8.8435	2.41919	5.852
Empathy	115	0	11.6522	2.93510	8.615
Tangibles	115	0	8.7391	2.59921	6.756
Deliver services	115	0	5.7652	2.06614	4.269
knowing Customer's Needs	115	0	5.8870	2.13067	4.540
Pampering customers	115	0	5.6783	2.08397	4.343
Personal Relationship	115	0	5.8087	2.23566	4.998

## Statistics

	Minimum	Maximum
Dominant characteristics	6.00	18.00
Organizational leadership	6.00	20.00
Staff Management	6.00	20.00
Organizational coherence	7.00	19.00
Strategic focus	5.00	19.00
Standard of Excellence	6.00	20.00
Vision	4.00	15.00
Development	6.00	18.00
Rewards	3.00	15.00
Dealings	3.00	15.00
Assurance	3.00	15.00
Responsiveness	4.00	19.00
Reliability	3.00	15.00
Empathy	4.00	20.00
Tangibles	4.00	14.00
Deliver services	2.00	10.00
knowing Customer's Needs	2.00	10.00
Pampering customers	2.00	10.00
Personal Relationship	2.00	10.00





# Frequency Table

**X1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	17	14.8	14.8	14.8
	D	44	38.3	38.3	53.0
	UD	2	1.7	1.7	54.8
	A	43	37.4	37.4	92.2
	SA	9	7.8	7.8	100.0
	Total	115	100.0	100.0	

**X2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	22	19.1	19.1	19.1
	D	41	35.7	35.7	54.8
	UD	1	.9	.9	55.7
	A	44	38.3	38.3	93.9
	SA	7	6.1	6.1	100.0
	Total	115	100.0	100.0	

**X3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	13	11.3	11.3	11.3
	D	37	32.2	32.2	43.5
	UD	4	3.5	3.5	47.0
	A	48	41.7	41.7	88.7
	SA	13	11.3	11.3	100.0
	Total	115	100.0	100.0	

**X4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	21	18.3	18.3	18.3
	D	30	26.1	26.1	44.3
	UD	2	1.7	1.7	46.1
	A	49	42.6	42.6	88.7
	SA	13	11.3	11.3	100.0
	Total	115	100.0	100.0	

## X5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	21	18.3	18.3	18.3
	D	34	29.6	29.6	47.8
	UD	5	4.3	4.3	52.2
	A	40	34.8	34.8	87.0
	SA	15	13.0	13.0	100.0
	Total	115	100.0	100.0	

## X6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	17	14.8	14.8	14.8
	D	45	39.1	39.1	53.9
	UD	1	.9	.9	54.8
	A	42	36.5	36.5	91.3
	SA	10	8.7	8.7	100.0
	Total	115	100.0	100.0	

## X7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	21	18.3	18.3	18.3
	D	35	30.4	30.4	48.7
	UD	2	1.7	1.7	50.4
	A	45	39.1	39.1	89.6
	SA	12	10.4	10.4	100.0
	Total	115	100.0	100.0	

## X8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	21	18.3	18.3	18.3
	D	39	33.9	33.9	52.2
	UD	2	1.7	1.7	53.9
	A	43	37.4	37.4	91.3
	SA	10	8.7	8.7	100.0
	Total	115	100.0	100.0	



X9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	19	16.5	16.5	16.5
	D	37	32.2	32.2	48.7
	UD	3	2.6	2.6	51.3
	A	38	33.0	33.0	84.3
	SA	18	15.7	15.7	100.0
	Total	115	100.0	100.0	

X10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	16	13.9	13.9	13.9
	D	41	35.7	35.7	49.6
	UD	2	1.7	1.7	51.3
	A	43	37.4	37.4	88.7
	SA	13	11.3	11.3	100.0
	Total	115	100.0	100.0	

X11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	15	13.0	13.0	13.0
	D	37	32.2	32.2	45.2
	UD	2	1.7	1.7	47.0
	A	45	39.1	39.1	86.1
	SA	16	13.9	13.9	100.0
	Total	115	100.0	100.0	

X12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	12	10.4	10.4	10.4
	D	40	34.8	34.8	45.2
	UD	2	1.7	1.7	47.0
	A	46	40.0	40.0	87.0
	SA	15	13.0	13.0	100.0
	Total	115	100.0	100.0	



## X13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	17	14.8	14.8	14.8
	D	33	28.7	28.7	43.5
	UD	2	1.7	1.7	45.2
	A	47	40.9	40.9	86.1
	SA	16	13.9	13.9	100.0
	Total	115	100.0	100.0	

## X14

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	14	12.2	12.2	12.2
	D	40	34.8	34.8	47.0
	UD	5	4.3	4.3	51.3
	A	42	36.5	36.5	87.8
	SA	14	12.2	12.2	100.0
	Total	115	100.0	100.0	

## X15

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	17	14.8	14.8	14.8
	D	36	31.3	31.3	46.1
	UD	2	1.7	1.7	47.8
	A	41	35.7	35.7	83.5
	SA	19	16.5	16.5	100.0
	Total	115	100.0	100.0	

## X16

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	13	11.3	11.3	11.3
	D	36	31.3	31.3	42.6
	UD	1	.9	.9	43.5
	A	47	40.9	40.9	84.3
	SA	18	15.7	15.7	100.0
	Total	115	100.0	100.0	



## X17

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	29	25.2	25.2	25.2
	D	33	28.7	28.7	53.9
	UD	2	1.7	1.7	55.7
	A	38	33.0	33.0	88.7
	SA	13	11.3	11.3	100.0
	Total	115	100.0	100.0	

## X18

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	23	20.0	20.0	20.0
	D	32	27.8	27.8	47.8
	UD	1	.9	.9	48.7
	A	38	33.0	33.0	81.7
	SA	21	18.3	18.3	100.0
	Total	115	100.0	100.0	

## X19

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	17	14.8	14.8	14.8
	D	34	29.6	29.6	44.3
	UD	1	.9	.9	45.2
	A	49	42.6	42.6	87.8
	SA	14	12.2	12.2	100.0
	Total	115	100.0	100.0	

## X20

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	30	26.1	26.1	26.1
	D	32	27.8	27.8	53.9
	UD	2	1.7	1.7	55.7
	A	38	33.0	33.0	88.7
	SA	13	11.3	11.3	100.0
	Total	115	100.0	100.0	



**X21**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	17	14.8	14.8	14.8
	D	40	34.8	34.8	49.6
	UD	3	2.6	2.6	52.2
	A	35	30.4	30.4	82.6
	SA	20	17.4	17.4	100.0
	Total	115	100.0	100.0	

**X22**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	19	16.5	16.5	16.5
	D	39	33.9	33.9	50.4
	UD	2	1.7	1.7	52.2
	A	40	34.8	34.8	87.0
	SA	15	13.0	13.0	100.0
	Total	115	100.0	100.0	

**X23**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	27	23.5	23.5	23.5
	D	31	27.0	27.0	50.4
	UD	3	2.6	2.6	53.0
	A	41	35.7	35.7	88.7
	SA	13	11.3	11.3	100.0
	Total	115	100.0	100.0	

**X24**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	21	18.3	18.3	18.3
	D	42	36.5	36.5	54.8
	UD	3	2.6	2.6	57.4
	A	36	31.3	31.3	88.7
	SA	13	11.3	11.3	100.0
	Total	115	100.0	100.0	





## Y1.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	21	18.3	18.3	18.3
	D	35	30.4	30.4	48.7
	UD	2	1.7	1.7	50.4
	A	41	35.7	35.7	86.1
	SA	16	13.9	13.9	100.0
	Total	115	100.0	100.0	

## Y1.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	21	18.3	18.3	18.3
	D	33	28.7	28.7	47.0
	UD	7	6.1	6.1	53.0
	A	34	29.6	29.6	82.6
	SA	20	17.4	17.4	100.0
	Total	115	100.0	100.0	

## Y1.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	24	20.9	20.9	20.9
	D	32	27.8	27.8	48.7
	UD	1	.9	.9	49.6
	A	36	31.3	31.3	80.9
	SA	22	19.1	19.1	100.0
	Total	115	100.0	100.0	

## Y1.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	21	18.3	18.3	18.3
	D	36	31.3	31.3	49.6
	UD	1	.9	.9	50.4
	A	40	34.8	34.8	85.2
	SA	17	14.8	14.8	100.0
	Total	115	100.0	100.0	



## Y1.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	19	16.5	16.5	16.5
	D	39	33.9	33.9	50.4
	UD	3	2.6	2.6	53.0
	A	38	33.0	33.0	86.1
	SA	16	13.9	13.9	100.0
	Total	115	100.0	100.0	

## Y1.6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	23	20.0	20.0	20.0
	D	37	32.2	32.2	52.2
	UD	4	3.5	3.5	55.7
	A	38	33.0	33.0	88.7
	SA	13	11.3	11.3	100.0
	Total	115	100.0	100.0	

## Y1.7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	27	23.5	23.5	23.5
	D	25	21.7	21.7	45.2
	UD	6	5.2	5.2	50.4
	A	42	36.5	36.5	87.0
	SA	15	13.0	13.0	100.0
	Total	115	100.0	100.0	

## Y1.8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	19	16.5	16.5	16.5
	D	26	22.6	22.6	39.1
	UD	4	3.5	3.5	42.6
	A	43	37.4	37.4	80.0
	SA	23	20.0	20.0	100.0
	Total	115	100.0	100.0	





## Y1.9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	25	21.7	21.7	21.7
	D	32	27.8	27.8	49.6
	UD	1	.9	.9	50.4
	A	40	34.8	34.8	85.2
	SA	17	14.8	14.8	100.0
	Total	115	100.0	100.0	

## Y1.10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	23	20.0	20.0	20.0
	D	41	35.7	35.7	55.7
	UD	9	7.8	7.8	63.5
	A	30	26.1	26.1	89.6
	SA	12	10.4	10.4	100.0
	Total	115	100.0	100.0	

## Y1.11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	25	21.7	21.7	21.7
	D	44	38.3	38.3	60.0
	UD	4	3.5	3.5	63.5
	A	28	24.3	24.3	87.8
	SA	14	12.2	12.2	100.0
	Total	115	100.0	100.0	

## Y1.12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	27	23.5	23.5	23.5
	D	35	30.4	30.4	53.9
	UD	6	5.2	5.2	59.1
	A	30	26.1	26.1	85.2
	SA	17	14.8	14.8	100.0
	Total	115	100.0	100.0	

## Y1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	20	17.4	17.4	17.4
	D	42	36.5	36.5	53.9
	UD	1	.9	.9	54.8
	A	33	28.7	28.7	83.5
	SA	19	16.5	16.5	100.0
	Total	115	100.0	100.0	

## Y2.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	26	22.6	22.6	22.6
	D	35	30.4	30.4	53.0
	UD	5	4.3	4.3	57.4
	A	31	27.0	27.0	84.3
	SA	18	15.7	15.7	100.0
	Total	115	100.0	100.0	

## Y2.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	28	24.3	24.3	24.3
	D	42	36.5	36.5	60.9
	A	31	27.0	27.0	87.8
	SA	14	12.2	12.2	100.0
	Total	115	100.0	100.0	

## Y2.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	22	19.1	19.1	19.1
	D	40	34.8	34.8	53.9
	UD	6	5.2	5.2	59.1
	A	33	28.7	28.7	87.8
	SA	14	12.2	12.2	100.0
	Total	115	100.0	100.0	





## Y2.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	27	23.5	23.5	23.5
	D	31	27.0	27.0	50.4
	UD	2	1.7	1.7	52.2
	A	38	33.0	33.0	85.2
	SA	17	14.8	14.8	100.0
	Total	115	100.0	100.0	

## Y2.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	20	17.4	17.4	17.4
	D	39	33.9	33.9	51.3
	UD	8	7.0	7.0	58.3
	A	35	30.4	30.4	88.7
	SA	13	11.3	11.3	100.0
	Total	115	100.0	100.0	

## Y2.6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	22	19.1	19.1	19.1
	D	37	32.2	32.2	51.3
	UD	2	1.7	1.7	53.0
	A	33	28.7	28.7	81.7
	SA	21	18.3	18.3	100.0
	Total	115	100.0	100.0	

## Y2.7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	28	24.3	24.3	24.3
	D	43	37.4	37.4	61.7
	UD	2	1.7	1.7	63.5
	A	30	26.1	26.1	89.6
	SA	12	10.4	10.4	100.0
	Total	115	100.0	100.0	

## Y2.8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	28	24.3	24.3	24.3
	D	37	32.2	32.2	56.5
	UD	3	2.6	2.6	59.1
	A	28	24.3	24.3	83.5
	SA	19	16.5	16.5	100.0
	Total	115	100.0	100.0	

## Y2.9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	18	15.7	15.7	15.7
	D	31	27.0	27.0	42.6
	UD	3	2.6	2.6	45.2
	A	39	33.9	33.9	79.1
	SA	24	20.9	20.9	100.0
	Total	115	100.0	100.0	

## Y2.10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	20	17.4	17.4	17.4
	D	38	33.0	33.0	50.4
	UD	6	5.2	5.2	55.7
	A	35	30.4	30.4	86.1
	SA	16	13.9	13.9	100.0
	Total	115	100.0	100.0	

## Y2.11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	21	18.3	18.3	18.3
	D	37	32.2	32.2	50.4
	UD	2	1.7	1.7	52.2
	A	40	34.8	34.8	87.0
	SA	15	13.0	13.0	100.0
	Total	115	100.0	100.0	



**Y2.12**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	22	19.1	19.1	19.1
	D	42	36.5	36.5	55.7
	UD	3	2.6	2.6	58.3
	A	35	30.4	30.4	88.7
	SA	13	11.3	11.3	100.0
	Total	115	100.0	100.0	

**Y2.13**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	24	20.9	20.9	20.9
	D	36	31.3	31.3	52.2
	UD	7	6.1	6.1	58.3
	A	30	26.1	26.1	84.3
	SA	18	15.7	15.7	100.0
	Total	115	100.0	100.0	

**Y2.14**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	18	15.7	15.7	15.7
	D	32	27.8	27.8	43.5
	UD	5	4.3	4.3	47.8
	A	40	34.8	34.8	82.6
	SA	20	17.4	17.4	100.0
	Total	115	100.0	100.0	

**Y2.15**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	21	18.3	18.3	18.3
	D	32	27.8	27.8	46.1
	UD	6	5.2	5.2	51.3
	A	40	34.8	34.8	86.1
	SA	16	13.9	13.9	100.0
	Total	115	100.0	100.0	



## Y2.16

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	18	15.7	15.7	15.7
	D	34	29.6	29.6	45.2
	UD	5	4.3	4.3	49.6
	A	37	32.2	32.2	81.7
	SA	21	18.3	18.3	100.0
	Total	115	100.0	100.0	

## Y2.17

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	30	26.1	26.1	26.1
	D	33	28.7	28.7	54.8
	UD	6	5.2	5.2	60.0
	A	36	31.3	31.3	91.3
	SA	10	8.7	8.7	100.0
	Total	115	100.0	100.0	

## Y3.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	27	23.5	23.5	23.5
	D	34	29.6	29.6	53.0
	UD	4	3.5	3.5	56.5
	A	34	29.6	29.6	86.1
	SA	16	13.9	13.9	100.0
	Total	115	100.0	100.0	

## Y3.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	22	19.1	19.1	19.1
	D	35	30.4	30.4	49.6
	UD	2	1.7	1.7	51.3
	A	38	33.0	33.0	84.3
	SA	18	15.7	15.7	100.0
	Total	115	100.0	100.0	



## Y3.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	24	20.9	20.9	20.9
	D	29	25.2	25.2	46.1
	UD	5	4.3	4.3	50.4
	A	36	31.3	31.3	81.7
	SA	21	18.3	18.3	100.0
	Total	115	100.0	100.0	

## Y3.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	26	22.6	22.6	22.6
	D	33	28.7	28.7	51.3
	UD	4	3.5	3.5	54.8
	A	33	28.7	28.7	83.5
	SA	19	16.5	16.5	100.0
	Total	115	100.0	100.0	

## Y3.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	25	21.7	21.7	21.7
	D	39	33.9	33.9	55.7
	UD	4	3.5	3.5	59.1
	A	27	23.5	23.5	82.6
	SA	20	17.4	17.4	100.0
	Total	115	100.0	100.0	

## Y3.6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	28	24.3	24.3	24.3
	D	32	27.8	27.8	52.2
	UD	3	2.6	2.6	54.8
	A	32	27.8	27.8	82.6
	SA	20	17.4	17.4	100.0
	Total	115	100.0	100.0	



**Y3.7**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	26	22.6	22.6	22.6
	D	34	29.6	29.6	52.2
	UD	3	2.6	2.6	54.8
	A	33	28.7	28.7	83.5
	SA	19	16.5	16.5	100.0
	Total	115	100.0	100.0	

**Y3.8**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	28	24.3	24.3	24.3
	D	32	27.8	27.8	52.2
	UD	4	3.5	3.5	55.7
	A	21	18.3	18.3	73.9
	SA	30	26.1	26.1	100.0
	Total	115	100.0	100.0	

**Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	87	75.7	75.7	75.7
	Female	28	24.3	24.3	100.0
	Total	115	100.0	100.0	

**Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 20	3	2.6	2.6	2.6
	From 20 to 35	21	18.3	18.3	20.9
	From 35 to 50	60	52.2	52.2	73.0
	From 50 to 60	31	27.0	27.0	100.0
	Total	115	100.0	100.0	

**Experience**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	5	4.3	4.3	4.3
	From 5-10 years	30	26.1	26.1	30.4
	From 10-20 years	55	47.8	47.8	78.3
	20 years and over	25	21.7	21.7	100.0
	Total	115	100.0	100.0	







## Educational level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary school	14	12.2	12.2	12.2
	Bachelor	36	31.3	31.3	43.5
	Master	46	40.0	40.0	83.5
	Doctoral	19	16.5	16.5	100.0
	Total	115	100.0	100.0	

## Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Libyan	95	82.6	82.6	82.6
	Foreigner	20	17.4	17.4	100.0
	Total	115	100.0	100.0	

## Correlations

### Correlations

		X1	X2	X3	X4	X1.1
X1	Pearson Correlation	1	.882**	.846**	.805**	.939**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	40	40	40	40	40
X2	Pearson Correlation	.882**	1	.881**	.834**	.954**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	40	40	40	40	40
X3	Pearson Correlation	.846**	.881**	1	.840**	.947**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	40	40	40	40	40
X4	Pearson Correlation	.805**	.834**	.840**	1	.925**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	40	40	40	40	40
X1.1	Pearson Correlation	.939**	.954**	.947**	.925**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	40	40	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Reliability

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.957	.957	4

#### Item Statistics

	Mean	Std. Deviation	N
X1	2.6250	1.31437	40
X2	2.7750	1.22971	40
X3	2.9000	1.25678	40
X4	3.1000	1.29694	40

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.850	2.625	3.100	.475	1.181	.040	4
Item Variances	1.625	1.512	1.728	.215	1.142	.010	4

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.4000	23.015	4.79744	4

## Correlations

### Correlations

		X5	X6	X7	X8	X1.2
X5	Pearson Correlation	1	.766**	.773**	.833**	.921**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	40	40	40	40	40
X6	Pearson Correlation	.766**	1	.766**	.746**	.892**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	40	40	40	40	40
X7	Pearson Correlation	.773**	.766**	1	.809**	.915**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	40	40	40	40	40
X8	Pearson Correlation	.833**	.746**	.809**	1	.931**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	40	40	40	40	40
X1.2	Pearson Correlation	.921**	.892**	.915**	.931**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	40	40	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Reliability

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.934	.935	4

**Item Statistics**

	Mean	Std. Deviation	N
X5	2.8750	1.32409	40
X6	3.1250	1.30458	40
X7	2.8250	1.35661	40
X8	2.8500	1.49443	40

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.919	2.825	3.125	.300	1.106	.019	4
Item Variances	1.882	1.702	2.233	.531	1.312	.058	4

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
11.6750	25.148	5.01479	4

**Correlations****Correlations**

		X9	X10	X11	X12	X1.3
X9	Pearson Correlation	1	.753**	.778**	.711**	.895**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	40	40	40	40	40
X10	Pearson Correlation	.753**	1	.805**	.731**	.904**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	40	40	40	40	40
X11	Pearson Correlation	.778**	.805**	1	.795**	.936**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	40	40	40	40	40
X12	Pearson Correlation	.711**	.731**	.795**	1	.890**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	40	40	40	40	40
X1.3	Pearson Correlation	.895**	.904**	.936**	.890**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	40	40	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Reliability

Scale: ALL VARIABLES

### Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.927	.928	4

### Item Statistics

	Mean	Std. Deviation	N
X9	2.6750	1.28876	40
X10	3.4750	1.21924	40
X11	2.9750	1.42302	40
X12	3.2250	1.22971	40

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.088	2.675	3.475	.800	1.299	.117	4
Item Variances	1.671	1.487	2.025	.538	1.362	.062	4

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
12.3500	21.926	4.68248	4

## Correlations

## Correlations

		X13	X14	X15	X16	X1.4
X13	Pearson Correlation	1	.865**	.870**	.757**	.939**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	40	40	40	40	40
X14	Pearson Correlation	.865**	1	.892**	.799**	.952**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	40	40	40	40	40
X15	Pearson Correlation	.870**	.892**	1	.784**	.950**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	40	40	40	40	40
X16	Pearson Correlation	.757**	.799**	.784**	1	.893**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	40	40	40	40	40
X1.4	Pearson Correlation	.939**	.952**	.950**	.893**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	40	40	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Reliability

## Scale: ALL VARIABLES

## Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

## Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.950	.951	4

## Item Statistics

	Mean	Std. Deviation	N
X13	2.8500	1.45972	40
X14	3.0000	1.32045	40
X15	2.9750	1.34903	40
X16	3.1000	1.33589	40

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.981	2.850	3.100	.250	1.088	.011	4
Item Variances	1.870	1.744	2.131	.387	1.222	.031	4

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.9250	26.020	5.10097	4

## Correlations

### Correlations

		X17	X18	X19	X20	X1.5
X17	Pearson Correlation	1	.843**	.658**	.806**	.913**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	40	40	40	40	40
X18	Pearson Correlation	.843**	1	.728**	.872**	.949**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	40	40	40	40	40
X19	Pearson Correlation	.658**	.728**	1	.690**	.839**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	40	40	40	40	40
X20	Pearson Correlation	.806**	.872**	.690**	1	.931**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	40	40	40	40	40
X1.5	Pearson Correlation	.913**	.949**	.839**	.931**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	40	40	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Reliability

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.930	.929	4

**Item Statistics**

	Mean	Std. Deviation	N
X17	2.4250	1.43021	40
X18	2.6500	1.42415	40
X19	3.1250	1.30458	40
X20	2.8750	1.47087	40

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.769	2.425	3.125	.700	1.289	.090	4
Item Variances	1.985	1.702	2.163	.462	1.271	.039	4

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
11.0750	26.225	5.12104	4

**Correlations****Correlations**

		X21	X22	X23	X24	X1.6
X21	Pearson Correlation	1	.758**	.857**	.708**	.904**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	40	40	40	40	40
X22	Pearson Correlation	.758**	1	.832**	.864**	.935**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	40	40	40	40	40
X23	Pearson Correlation	.857**	.832**	1	.771**	.938**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	40	40	40	40	40
X24	Pearson Correlation	.708**	.864**	.771**	1	.908**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	40	40	40	40	40
X1.6	Pearson Correlation	.904**	.935**	.938**	.908**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	40	40	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).



## Reliability

Scale: ALL VARIABLES

### Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.940	.941	4

### Item Statistics

	Mean	Std. Deviation	N
X21	3.2000	1.48842	40
X22	2.9750	1.36790	40
X23	2.9500	1.39505	40
X24	2.9250	1.47435	40

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.013	2.925	3.200	.275	1.094	.016	4
Item Variances	2.052	1.871	2.215	.344	1.184	.028	4

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
12.0500	27.792	5.27184	4

## Correlations

### Correlations

		Y1.1	Y1.2	Y1.3	Y1.1.1
Y1.1	Pearson Correlation	1	.844**	.866**	.960**
	Sig. (2-tailed)		.000	.000	.000
	N	40	40	40	40
Y1.2	Pearson Correlation	.844**	1	.777**	.926**
	Sig. (2-tailed)	.000		.000	.000
	N	40	40	40	40
Y1.3	Pearson Correlation	.866**	.777**	1	.938**
	Sig. (2-tailed)	.000	.000		.000
	N	40	40	40	40
Y1.1.1	Pearson Correlation	.960**	.926**	.938**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	40	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Reliability

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.935	.936	3

#### Item Statistics

	Mean	Std. Deviation	N
Y1.1	2.7500	1.48064	40
Y1.2	2.8000	1.43581	40
Y1.3	2.9250	1.52564	40

#### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.825	2.750	2.925	.175	1.064	.008	3
Item Variances	2.194	2.062	2.328	.266	1.129	.018	3

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
8.4750	17.487	4.18169	3

### Correlations

#### Correlations

		Y1.4	Y1.5	Y1.6	Y1.7	Y1.1.2
Y1.4	Pearson Correlation	1	.819**	.864**	.833**	.950**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	40	40	40	40	40
Y1.5	Pearson Correlation	.819**	1	.800**	.754**	.905**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	40	40	40	40	40
Y1.6	Pearson Correlation	.864**	.800**	1	.809**	.937**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	40	40	40	40	40
Y1.7	Pearson Correlation	.833**	.754**	.809**	1	.916**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	40	40	40	40	40
Y1.1.2	Pearson Correlation	.950**	.905**	.937**	.916**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	40	40	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Reliability

#### Scale: ALL VARIABLES

##### Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

##### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.945	.946	4

## Item Statistics

	Mean	Std. Deviation	N
Y1.4	2.8500	1.54505	40
Y1.5	2.8250	1.35661	40
Y1.6	2.6500	1.47718	40
Y1.7	3.1000	1.44648	40

## Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.856	2.650	3.100	.450	1.170	.034	4
Item Variances	2.125	1.840	2.387	.547	1.297	.051	4

## Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.4250	29.225	5.40602	4

## Correlations

## Correlations

		Y1.8	Y1.9	Y1.10	Y1.1.3
Y1.8	Pearson Correlation	1	.801**	.766**	.937**
	Sig. (2-tailed)		.000	.000	.000
	N	40	40	40	40
Y1.9	Pearson Correlation	.801**	1	.716**	.922**
	Sig. (2-tailed)	.000		.000	.000
	N	40	40	40	40
Y1.10	Pearson Correlation	.766**	.716**	1	.890**
	Sig. (2-tailed)	.000	.000		.000
	N	40	40	40	40
Y1.1.3	Pearson Correlation	.937**	.922**	.890**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	40	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Reliability

## Scale: ALL VARIABLES

## Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.903	.905	3

**Item Statistics**

	Mean	Std. Deviation	N
Y1.8	3.2250	1.42302	40
Y1.9	2.7250	1.44980	40
Y1.10	2.0750	1.20655	40

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.675	2.075	3.225	1.150	1.554	.332	3
Item Variances	1.861	1.456	2.102	.646	1.444	.125	3

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
8.0250	14.025	3.74500	3

**Correlations****Correlations**

		Y1.11	Y1.12	Y1.13	Y1.1.4
Y1.11	Pearson Correlation	1	.771**	.941**	.955**
	Sig. (2-tailed)		.000	.000	.000
	N	40	40	40	40
Y1.12	Pearson Correlation	.771**	1	.821**	.913**
	Sig. (2-tailed)	.000		.000	.000
	N	40	40	40	40
Y1.13	Pearson Correlation	.941**	.821**	1	.973**
	Sig. (2-tailed)	.000	.000		.000
	N	40	40	40	40
Y1.1.4	Pearson Correlation	.955**	.913**	.973**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	40	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Reliability**

**Scale: ALL VARIABLES**

**Case Processing Summary**

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.942	.942	3

**Item Statistics**

	Mean	Std. Deviation	N
Y1.11	2.5750	1.46563	40
Y1.12	2.8000	1.48842	40
Y1.13	2.7000	1.52248	40

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.692	2.575	2.800	.225	1.087	.013	3
Item Variances	2.227	2.148	2.318	.170	1.079	.007	3

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
8.0750	17.969	4.23894	3

**Correlations**

### Correlations

		Y2.1	Y2.2	Y2.3	Y2.2.1
Y2.1	Pearson Correlation	1	.848**	.871**	.963**
	Sig. (2-tailed)		.000	.000	.000
	N	40	40	40	40
Y2.2	Pearson Correlation	.848**	1	.777**	.930**
	Sig. (2-tailed)	.000		.000	.000
	N	40	40	40	40
Y2.3	Pearson Correlation	.871**	.777**	1	.934**
	Sig. (2-tailed)	.000	.000		.000
	N	40	40	40	40
Y2.2.1	Pearson Correlation	.963**	.930**	.934**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	40	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Reliability

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.937	.937	3

#### Item Statistics

	Mean	Std. Deviation	N
Y2.1	2.7000	1.43581	40
Y2.2	2.6500	1.40603	40
Y2.3	2.8750	1.34331	40

#### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.742	2.650	2.875	.225	1.085	.014	3
Item Variances	1.948	1.804	2.062	.257	1.142	.017	3

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
8.2250	15.563	3.94506	3

**Correlations****Correlations**

		Y2.4	Y2.5	Y2.6	Y2.7	Y2.2.2
Y2.4	Pearson Correlation	1	.854**	.803**	.689**	.923**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	40	40	40	40	40
Y2.5	Pearson Correlation	.854**	1	.874**	.735**	.951**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	40	40	40	40	40
Y2.6	Pearson Correlation	.803**	.874**	1	.668**	.921**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	40	40	40	40	40
Y2.7	Pearson Correlation	.689**	.735**	.668**	1	.844**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	40	40	40	40	40
Y2.2.2	Pearson Correlation	.923**	.951**	.921**	.844**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	40	40	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Reliability****Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.931	.931	4



## Item Statistics

	Mean	Std. Deviation	N
Y2.4	2.7750	1.45862	40
Y2.5	3.1000	1.33589	40
Y2.6	3.2500	1.42775	40
Y2.7	2.4000	1.31656	40

## Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.881	2.400	3.250	.850	1.354	.142	4
Item Variances	1.921	1.733	2.128	.394	1.227	.037	4

## Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.5250	25.435	5.04334	4

## Correlations

## Correlations

		Y2.8	Y2.9	Y2.10	Y2.2.3
Y2.8	Pearson Correlation	1	.724**	.774**	.902**
	Sig. (2-tailed)		.000	.000	.000
	N	40	40	40	40
Y2.9	Pearson Correlation	.724**	1	.830**	.923**
	Sig. (2-tailed)	.000		.000	.000
	N	40	40	40	40
Y2.10	Pearson Correlation	.774**	.830**	1	.942**
	Sig. (2-tailed)	.000	.000		.000
	N	40	40	40	40
Y2.2.3	Pearson Correlation	.902**	.923**	.942**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	40	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Reliability

## Scale: ALL VARIABLES

## Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.912	.912	3

**Item Statistics**

	Mean	Std. Deviation	N
Y2.8	2.9500	1.44914	40
Y2.9	3.1000	1.44648	40
Y2.10	2.9000	1.48151	40

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.983	2.900	3.100	.200	1.069	.011	3
Item Variances	2.129	2.092	2.195	.103	1.049	.003	3

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
8.9500	16.305	4.03796	3

**Correlations****Correlations**

		Y2.11	Y2.12	Y2.13	Y2.14	Y2.2.4
Y2.11	Pearson Correlation	1	.778**	.817**	.841**	.921**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	40	40	40	40	40
Y2.12	Pearson Correlation	.778**	1	.895**	.804**	.932**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	40	40	40	40	40
Y2.13	Pearson Correlation	.817**	.895**	1	.801**	.943**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	40	40	40	40	40
Y2.14	Pearson Correlation	.841**	.804**	.801**	1	.928**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	40	40	40	40	40
Y2.2.4	Pearson Correlation	.921**	.932**	.943**	.928**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	40	40	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Reliability**

## Scale: ALL VARIABLES

### Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.948	.949	4

### Item Statistics

	Mean	Std. Deviation	N
Y2.11	2.6250	1.39021	40
Y2.12	2.7250	1.39574	40
Y2.13	2.8750	1.47087	40
Y2.14	2.9500	1.51826	40

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.794	2.625	2.950	.325	1.124	.021	4
Item Variances	2.087	1.933	2.305	.372	1.193	.032	4

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.1750	28.917	5.37748	4

## Correlations

### Correlations

		Y2.15	Y2.16	Y2.17	Y2.2.5
Y2.15	Pearson Correlation	1	.818**	.873**	.951**
	Sig. (2-tailed)		.000	.000	.000
	N	40	40	40	40
Y2.16	Pearson Correlation	.818**	1	.796**	.929**
	Sig. (2-tailed)	.000		.000	.000
	N	40	40	40	40
Y2.17	Pearson Correlation	.873**	.796**	1	.945**
	Sig. (2-tailed)	.000	.000		.000
	N	40	40	40	40
Y2.2.5	Pearson Correlation	.951**	.929**	.945**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	40	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Reliability

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.935	.936	3

#### Item Statistics

	Mean	Std. Deviation	N
Y2.15	3.0000	1.35873	40
Y2.16	3.0250	1.47609	40
Y2.17	2.6250	1.42662	40

#### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.883	2.625	3.025	.400	1.152	.050	3
Item Variances	2.020	1.846	2.179	.333	1.180	.028	3

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
8.6500	16.079	4.00992	3

**Correlations****Correlations**

		Y3.1	Y3.2	Y3.3.1
Y3.1	Pearson Correlation	1	.815**	.948**
	Sig. (2-tailed)		.000	.000
	N	40	40	40
Y3.2	Pearson Correlation	.815**	1	.957**
	Sig. (2-tailed)	.000		.000
	N	40	40	40
Y3.3.1	Pearson Correlation	.948**	.957**	1
	Sig. (2-tailed)	.000	.000	
	N	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Reliability****Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.896	.898	2

**Item Statistics**

	Mean	Std. Deviation	N
Y3.1	2.5500	1.39505	40
Y3.2	2.9250	1.52564	40

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.738	2.550	2.925	.375	1.147	.070	2
Item Variances	2.137	1.946	2.328	.381	1.196	.073	2

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
5.4750	7.743	2.78262	2

## Correlations

### Correlations

		Y3.3	Y3.4	Y3.3.2
Y3.3	Pearson Correlation	1	.835**	.958**
	Sig. (2-tailed)		.000	.000
	N	40	40	40
Y3.4	Pearson Correlation	.835**	1	.958**
	Sig. (2-tailed)	.000		.000
	N	40	40	40
Y3.3.2	Pearson Correlation	.958**	.958**	1
	Sig. (2-tailed)	.000	.000	
	N	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Reliability

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.910	.910	2

### Item Statistics

	Mean	Std. Deviation	N
Y3.3	2.8000	1.55580	40
Y3.4	2.9500	1.55167	40

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.875	2.800	2.950	.150	1.054	.011	2
Item Variances	2.414	2.408	2.421	.013	1.005	.000	2

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
5.7500	8.859	2.97640	2

## Correlations

### Correlations

		Y3.5	Y3.6	Y3.3.3
Y3.5	Pearson Correlation	1	.880**	.968**
	Sig. (2-tailed)		.000	.000
	N	40	40	40
Y3.6	Pearson Correlation	.880**	1	.971**
	Sig. (2-tailed)	.000		.000
	N	40	40	40
Y3.3.3	Pearson Correlation	.968**	.971**	1
	Sig. (2-tailed)	.000	.000	
	N	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Reliability

### Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.936	.936	2

**Item Statistics**

	Mean	Std. Deviation	N
Y3.5	2.8000	1.48842	40
Y3.6	2.8500	1.56156	40

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.825	2.800	2.850	.050	1.018	.001	2
Item Variances	2.327	2.215	2.438	.223	1.101	.025	2

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
5.6500	8.746	2.95739	2

**Reliability****Scale: ALL VARIABLES****Case Processing Summary**

		N	%
Cases	Valid	40	100.0
	Excluded <sup>a</sup>	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.919	.923	2



## Item Statistics

	Mean	Std. Deviation	N
Y3.7	2.9500	1.46672	40
Y3.8	2.9750	1.67160	40

## Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.963	2.950	2.975	.025	1.008	.000	2
Item Variances	2.473	2.151	2.794	.643	1.299	.207	2

## Scale Statistics

Mean	Variance	Std. Deviation	N of Items
5.9250	9.148	3.02458	2

## Correlations

## Correlations

		Y3.7	Y3.8	Y3.3.4
Y3.7	Pearson Correlation	1	.857**	.959**
	Sig. (2-tailed)		.000	.000
	N	40	40	40
Y3.8	Pearson Correlation	.857**	1	.968**
	Sig. (2-tailed)	.000		.000
	N	40	40	40
Y3.3.4	Pearson Correlation	.959**	.968**	1
	Sig. (2-tailed)	.000	.000	
	N	40	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).



# University of Brawijaya

An investigation the relationship between  
Organizational Culture and External Customer satisfaction Orientation



POSTGRADUATE PROGRAM FACULTY OF ECONOMICS  
BRAWIJAYA UNIVERSITY  
MALANG  
2019

## Dear Employee: Greetings

In the framework of the preparation of the doctoral thesis, (An investigation the influence relationship between Organizational Culture and External Customer satisfaction Orientation: internal Customer Orientation and Internal Service Quality as mediating variables), an applied study on the hotel sector in Libya.

Thank you very much in advance for your valuable contribution and your active participation in enriching this subject with your answer to the questions of this questionnaire, knowing that your answer will be treated confidentially and will uses only for scientific research purposes.

**The Researcher**



Please read the following terms carefully and tick (✓) the appropriate box for the answer.

**Personal information:**

- Gender** Male  Female
- Age** Less than 20  20 to 35  35 to 50  50 to 60
- Over than 60
- Education level:** Secondary school  Bachelor
- Master  Doctoral
- Occupation:** Employee
- Experience:** less than 10 years  10-20 years
- 20-30 years  more than 30 years
- Nationality:** Libyan  Foreigner

Please read the following terms carefully and tick (✓) the appropriate box for the answer.

**Note: SA= strongly agree. A= Agree. UD= undecided**  
**D= disagree SD= strongly disagree**

No	Statement	SD	D	UD	A	SA
1	The hotel management takes care of the personal aspects of the individual; it serves as a large family.					
2	The management of the hotel is dynamic and innovative, as individuals are taking risks and introducing new and innovative ideas.					
3	The management of the hotel is characterised by a formal nature, where are the fixed procedures that govern the activity of the employee.					
4	The management of the hotel is oriented to production, where the main considerations are focusing on the achieving of the work.					
5	The hotel administration focusing on counselling, facilitation as fatherhood for all employees.					
6	The hotel administration seeks to support the employees to be a pioneer and creative and take the risk.					
7	The hotel administration support employees to maximising the productivity and competitiveness and manages difficulties.					
8	The hotel administration based on organizing, a coordinate with efficient experience.					
9	The hotel style is characterised by team spirit, consensus and participation.					
10	The hotel's management style characterised by innovation, risk, freedom and discrimination.					
11	The hotel's management style characterised by performance monitoring, seniority and direction.					
12	The administrative style of the hotel characterised by achievement, competition and direction to achieve the goals.					
13	The prevailing trend in the hotel is to focus on loyalty, respect habits, mutual trust and high commitment.					



No	Statement	SD	D	UD	A	SA
14	Management is committed to encouraging individuals on innovation, development and Excellence.					
15	The hotel management is concerned of publishing the rules and official policies and maintaining them.					
16	The hotel management focuses on increasing the production, achievement of drew goals.					
17	The hotel management keen to develop human resources, high confidence, openness and continuous participation.					
18	The hotel management is keen to acquire new resources, meet challenges, experience new things and explore valuable opportunities.					
19	The hotel management focuses on performance, stability, efficiency.					
20	The hotel management focuses on competitive actions, achievement, and the extent to which the goals achieved.					
21	The Department is keen to develop human resources, teams and attention to human aspects.					
22	The hotel management is keen to provide the latest and distinguished services to both employees and customers.					
23	The hotel management is keen to penetrate the market, maximising market-share and lead the competitive market.					
24	The hotel management is concerned with efficiency, reduced production costs, scheduling and timely delivery.					
25	Our hotel offers workers a vision that they can believe in.					
26	We deliver our hotel's vision well to the workers.					
27	We measuring employee performance and reward who has a large contribution to the hotel vision.					
28	We have training programmes for all employees to improve their services skills.					
29	We collect data from employees in order to develop the hotel strategy and the workers' jobs.					
30	We develop our workers to well performance.					
31	Our hotel seeks to develop the employee's knowledge skills as an investment rather than a cost.					
32	Our system of the reward and the measurement of performance encourage staff to work as one team.					
33	Our hotel gives rewards workers who spending efforts to introduce excellent services.					
34	The communication with our staff takes the considerable emphasis because of their importance.					
35	The administration deals all department in the hotel as an independent customer.					
36	High administration seeking to develop the quality of services the providing to employees.					
37	All the departments collaborate to ensure the understanding employees' requirements.					
38	Hotel administration seeks to maximise employees' feeling safe.					
39	Hotel administration is always available to serve employees in any problem they face.					



No	Statement	SD	D	UD	A	SA
40	Hotel administration dealing confidently with all employees.					
41	Hotel administration spends the time required to serve employees.					
42	Hotel administration always focuses a personal interest with each employee.					
43	Hotel administration is always capable to address employees' requests.					
44	Hotel administration always serves employees at the time promised.					
45	Hotel administration is always interested in the employees' interests.					
46	If a problem arises in one of the departments, hotel administration shows a sincere interest in solving it.					
47	Hotel administration tries hard to avoid mistakes with the employees.					
48	Hotel administration communicates with employees in a polite manner.					
49	Hotel administration offers services to employees as promised.					
50	Hotel administration is never too busy to address any problem that employees facing.					
51	Hotel administration always informs employees about new services available.					
52	The hotel administration introduces modern and contemporary equipment to meet up to date needs for all departments.					
53	Hotel administration seeks to appear facilities' aesthetics in a nice view.					
54	The equipment in all departments (hotel technology equipment) is adequately advanced.					
55	Our employees feel pleasure to give personal attention to solve the problems of each customer					
56	Our employees feel pleasure when they make each customer feels, as he/she is the only customer.					
57	Our staff have a high ability to read the clients and know his/her needs.					
58	Our employees have the ability to expect services that customers need before ordering.					
59	Our employees keen to deliver intended services on time.					
60	Our employees feeling full satisfied when they completing tasks precisely for customers.					
61	We are keen that our employees getting to know our customers personally.					
62	We are giving full attention to build a strong relationship with our customer.					



المشاركة في المعارض والمهرجانات الدولية لسنة 2014  
participate In International Exhibitions and Festivals , 2014

Category	2014	البيان
The Number of participants From the Tourism Sector In International Activities	38	عدد المشاركين من قطاع السياحة في المناشط الخارجية
The Number of participants From the Tourism Sector In promoting the Domestic Activities	31	عدد المشاركين من قطاع السياحة في المناشط الداخلية
The Number of the International participation In the Tourism Sector During the period	5	عدد المشاركات الدولية لقطاع السياحة خلال الفترة
The Number of Local participation In the Tourism Sector During the period	5	عدد المشاركات المحلية لقطاع السياحة خلال الفترة

فاعلية الخدمات الفندقية والمؤسسات المشابهة لسنة 2014  
The Effectiveness of Hotel Services and Similar Institutions , 2014

Category	2014	البيان
The Total Number of Hotels	326	العدد الكلي للفنادق
The Total Number of Rooms	17,066	العدد الكلي للغرف
The Total Number of Beds	30,606	العدد الكلي للأسرة
The Total Number of Classified Hotels	142	العدد الكلي للفنادق المصنفة
The Total Number of Classified Rooms	9,945	العدد الكلي للغرف المصنفة
The Total Number of Classified Beds	16,567	العدد الكلي للأسرة المصنفة
The Total Number of Cafes and Restaurants	1,062	العدد الكلي للمقاهي والمطاعم
The Workforce In the Hotels	10,920	القوى العاملة في الفنادق



مقدمي الخدمات السياحية لسنة 2014  
Tourism Service Providers , 2014

Category	2014	البيان
The Total Number of Companies and Tourism Offices	1,444	العدد الكلي للشركات والمكاتب السياحية
The Total Number of Tourism Companies	1,331	العدد الكلي للشركات السياحية
The Total Number of Tourism Offices	113	العدد الكلي للمكاتب السياحية
The Workforce In The Tourism Companies and Offices	13,536	القوى العاملة في الشركات والمكاتب السياحية

Source General Authority for Tourism

المصدر: الهيئة العامة للسياحة



المناطق التي تم تخطيطها وتحديدتها سياحياً حسب المدن لسنة 2014  
Areas That Have Been Identified and Mapped Tourism by Cities , 2014

Region	المناطق المحددة سياحياً Identified as Turism		المناطق المخرطة سياحياً Mapped Tourism Area		المنطقة
	المساحة بالهكتار Area by Hectares	عدد المناطق Number of Places	المساحة بالهكتار Area by Hectares	عدد المناطق Number of Places	
Tripoli	0.000	0	395.000	21	طرابلس
Banghazi	1,845.000	5	1,040.000	8	بنغازي
Al - Zawiyah	0.000	0	144.000	2	الزاوية
Zuwarah	0.000	0	176.000	2	زواره
Al - Khums	0.000	0	3,668.000	14	الخمس
Misratah	0.000	0	543.000	4	مصراة
Al Beida	589.000	5	469.000	3	البيضاء
Tobruk	14,875.000	13	442.000	2	طبرق
Al - Marj	2,406.000	5	54.000	3	المرج
Darnah	1,914.000	7	728.000	4	درنة
Surt	700.000	1	979.000	4	سرت
Ajdabiya	1,850.000	3	250.000	1	إجدابيا
Ghat	0.000	0	1.500	1	غات
Al - Jfarah	0.000	0	210.000	16	الجفارة
Sabratha	0.000	0	1,128.000	10	صبراتة
<b>TOTAL</b>	<b>24,179.000</b>	<b>39</b>	<b>10,227.500</b>	<b>95</b>	<b>الإجمالي</b>

Source General Authority for Tourism

المصدر: الهيئة العامة للسياحة





مرافق الإيواء العاملة بليبيا حسب المدن لسنة 2014  
Accommodation Facilities Classified by Cities , 2014

Region	فنادق خمس نجوم Five Stars Hotels	فنادق أربعة نجوم Four Stars Hotels	فنادق ثلاثة نجوم Three Stars Hotels	فنادق نجمتان Two Stars Hotels	فنادق نجمة واحدة One Stars Hotels	نزل ثلاثة نجوم Three Stars Motels	نزل نجمتان Two Stars Motels	نزل نجمة واحدة One Stars Motels	المنطقة
Tripoli	1	4	4	6	21	17	6	3	طرابلس
Banghazi	0	1	2	2	2	3	2	1	بنغازي
Zawiyah	1	0	0	0	1	0	1	0	الزاوية
Sabratha	0	0	0	3	0	0	0	1	صبراتة
Komis	0	0	0	0	3	1	0	0	الخمس
Yafran	0	1	0	0	0	0	0	0	يفرن
Misratah	3	2	0	1	2	1	0	0	مصبراتة
Nalut	1	0	0	0	0	0	0	0	نالوت
Al Beida	0	0	1	1	2	1	2	0	البيضاء
Tobruk	1	0	2	0	1	1	0	0	طبرق
Al - Marj	0	0	0	1	0	0	0	0	المرج
Darnah	0	2	2	0	0	2	0	0	درنة
Surt	0	0	0	0	1	2	1	1	سرت
Al - Jufrah	0	0	0	0	0	1	0	0	الجفرة
Awbari	0	0	0	0	0	0	0	0	أوباري
Al Ajaylat	0	0	0	0	0	0	0	0	العجيلات
Sabha	0	0	0	1	3	3	0	0	سبها
Ghat	0	0	0	0	0	0	0	0	غات
Bani Walid	0	0	0	0	1	0	0	0	بني وليد
Morzok	0	0	0	0	0	0	0	0	مرزق
Al shaty	0	0	0	0	0	0	0	0	الشاطي
Ghudamis	1	2	1	0	0	1	0	0	غدامس
Wadi Al Hayaa	0	0	0	0	0	0	0	0	وادي الحياة
Zliten	0	0	0	0	0	1	0	0	زليتن
Gharyan	0	0	2	0	1	0	0	0	غريان
Zuwarah	0	0	0	0	0	0	0	0	زواره
Ajdabiya	0	1	0	0	0	0	1	0	إجدابيا
Janzur	0	0	0	0	0	0	1	0	جنزور
Al Swani	0	0	0	0	0	0	0	0	السواني
Al Kufra	0	0	0	0	0	0	0	0	الكفرة
Jalu	0	0	0	0	0	0	0	0	جالو
<b>TOTAL</b>	<b>8</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>38</b>	<b>34</b>	<b>14</b>	<b>6</b>	<b>الإجمالي</b>

Source General Authority for Tourism

المصدر: الهيئة العامة للسياحة



إحصائية المرشدين السياحيين لسنة 2014  
Statistics of The Tour Guides , 2014

Category	عدد المرشدين Number of Guides	Type النوع	البيان
Tour Guides for Libya	25	kind (A) فئة ( أ )	المرشدين السياحيين على مستوى ليبيا
Ghat's Tour Guides	10		المرشدين السياحيين غات
Sabratha & Surman's Tour Guides	62		المرشدين السياحيين صبراتة صرمان
Tobruk & Al -Butnan's Tour Guides	30		المرشدين السياحيين طبرق والبطنان
Ghadames's Tour Guides	51		المرشدين السياحيين غدامس
Al Jabal Alakhdar's Tour Guides	12		المرشدين السياحيين الجبل الأخضر
Al-Marqab's Tour Guides	70	kind (B) فئة ( ب )	المرشدين السياحيين المرقب
Al-Jufrah's Tour Guides	17		المرشدين السياحيين الجفرة
Sabha's Tour Guides	23		المرشدين السياحيين سبها
Tripoli's Tour Guides	11		المرشدين السياحيين طرابلس
Misratah's Tour Guides	1		المرشدين السياحيين مصراتة
Al-Marj's Tour Guides	1		المرشدين السياحيين المرج
<b>TOTAL</b>	<b>313</b>		<b>الاجمالي</b>

Source General Authority for Tourism

المصدر: الهيئة العامة للسياحة



ادارة شؤون المهن والرقابة السياحية  
قسم التصنيف السياحي  
كشف بالفنادق المصنفة في ليبيا 2014

ت	اسم المرفق	درجة التصنيف	الجهة التابع لها	المدينة	العنوان	عدد الغرف	عدد الاسرة	الهاتف
1	فندق برج كورنثيا	*****	شركة ليبية مالطية مشتركة	طرابلس	المدينة القديمة	299	344	0213351990/92
2	فندق المهاري رانسون بلو	*****	شركة الضمان للاستثمارات	طرابلس	شهداء الشط	351	395	213407878/88
3	فندق الكبير	****	شركة الضمان للاستثمارات	طرابلس	شارع الفتح	322	444	0214445940/49
4	فندق باب البحر	****	شركة الضمان للاستثمارات	طرابلس	مقابل برج طرابلس	403	492	0213350676-710
5	فندق بلازما	***	ملك خاص	طرابلس	ش. عمر المختار	39	48	213331172/0213331762
6	فندق الواحات	***	شركة الضمان للاستثمارات	طرابلس	ش. عمر المختار	304	554	0213340445-49
7	فندق نوبة لقريقا	***	ملك خاص	طرابلس	المسيرة الكبرى	50	108	214447086/0214446847
8	فندق هارون	****	قطاع خاص	طرابلس	الظهرة	119	128	213345245
9	فندق الثريا	***	ملك خاص	طرابلس	المدينة القديمة	48	88	0213333343- 0213333711
10	فندق الضيافة	**	شركة الضيافة	طرابلس	ش. الرازي	32	62	214442195-4448182
11	فندق طيبة	*	شركة طيبة	طرابلس	المدينة القديمة	22	45	213333575/0213337911
12	فندق الكندي	***	شركة الكندي للخدمات السياحية	طرابلس	ش. الكندي	45	92	213342510-0214448123
13	نزول سرايا الليبو	**	ملك خاص	طرابلس	ساحة بالخير	19	34	214448621
14	نزول النهر	**	ملك خاص	طرابلس	ش. الرشيد	45	80	214444690
15	نزول التتمصل	***	ملك خاص	طرابلس	المدينة القديمة	21	42	927000696
16	نزول الزهور	***	ملك خاص	طرابلس	ميدان الشهداء	36	75	213338163
17	فندق توباكس	***	ملك خاص	طرابلس	ش. عمر المختار	96	192	0213344519/ 0214442205
18	نزول كليوبترا	**	مصلحة الاملاك العامة	طرابلس	الظهرة	36	60	214441886
19	فندق اتوفيق	***	ملك خاص	طرابلس	الظهرة	49	69	0214447253- 0214443192
20	فندق اليسر	**	ملك خاص	طرابلس	الظهرة	32	50	213330911/0213341352
21	فندق الاندلس	**	شركة الاندلس للخدمات السياحية	طرابلس	شارع الكندي	22	30	0213343777-3341455
22	فندق الفتح	*	شركة الفتح	طرابلس	المدينة القديمة	105	297	213343219-3333161
23	فندق الفصول الاربعة (1)	***	ملك خاص	طرابلس	ش. عمر المختار	52	72	214441815/3332151
24	فندق اللورس	**	ملك خاص	طرابلس	الظهرة	35	65	0214446408-3332409
25	فندق ديكتة	**	ملك خاص	طرابلس	ش. جمال عبد الناصر	38	56	0214444403-3339674
26	فندق الراحب	**	ملك خاص	طرابلس	المدينة القديمة	53	121	0214449279-4449794
27	فندق الدوحة	*	ملك خاص	طرابلس	ش. الرازي	30	54	214449373
28	فندق لاسمة	*	ملك خاص	طرابلس	المسيرة الكبرى	32	54	213338037/3343734

0214449595-3344518	134	70	الظهرة	طرابلس	ملك خاص	****	فندق للشجرة	29
213696061	304	152	تاجوراء	طرابلس	مصلحة الاملاك العامة	***	قرية تاجوراء	30
0213334422-4443257	46	28	ش. البلدية	طرابلس	شركة الامل للخدمات السياحية	***	الصفوة للشقق الفندقية	31
912125988/0214448362	40	20	المدينة القديمة	طرابلس	ملك خاص	***	فندق الشاطين الذهبي	32
213335611	47	27	ش. بلخير	طرابلس	ملك خاص	***	نزل الساحل الغربي	33
0913111555-4444653	57	33	ش. عمر المختار	طرابلس	ملك خاص	*	فندق الديار	34
0214449521-3334824	96	48	المدينة القديمة	طرابلس	ملك خاص	**	فندق للمختار	35
0214447105-3343162	128	64	ش. احمد شوقي	طرابلس	ملك خاص	****	فندق الدبلوماسي	36
0213331283-0213337521	104	52	المدينة القديمة	طرابلس	ملك خاص	**	فندق النصول الاربعة (2)	37
213336222	144	72	المدين القديمة / ش. الرافعي	طرابلس	ملك خاص	**	فندق الاخوة	38
0213345193-3345117	72	42	الظهرة	طرابلس	قطاع خاص	**	فندق اكاكوس	39
912182153	31	21	ش. البوصيري المتفرع من ش. عمر المختار	طرابلس	قطاع خاص	**	فندق اليقوتة	40
092503377-3341355	39	26	الظهرة	طرابلس	قطاع خاص	**	فندق دار طرابلس	41
214443185	78	42	المدينة القديمة	طرابلس	ملك خاص	**	فندق السفير	42
0217230897/021727386	93	56	ش. عمر المختار	طرابلس	ملك خاص	**	فندق السلاسل الذهبية	43
214446864	52	26	المدينة القديمة	طرابلس	ملك خاص	**	فندق السندباد	44
213333008	96	52	ش. طارق بن زيد	طرابلس	شركة سفاري للخدمات السياحية	**	فندق سفاري	45
21331346	75	36	ش. ابن الرومي	طرابلس	ملك خاص	***	نزل زهرة الخليج	46
214445544/3342897	98	49	ش. عمر المختار	طرابلس	ملك خاص	***	فندق الريان	47
214444011/444248	68	49	المسيرة الكبرى	طرابلس	ملك خاص	***	فندق الصافي	48
214444505	163	83	ش. الرشيد	طرابلس	ملك خاص	*	نزل الرشيد	49
0213336464-65	98	61	الظهرة	طرابلس	ملك خاص	**	نزل مرحبا	50
213345184/7140501	40	32	الظهرة	طرابلس	ملك خاص	**	فندق الزيتونة	51
0213345051-0213345052	90	63	ش / عمر المختار	طرابلس	ملك خاص	***	فندق برج المدينة	52
0213622901-05/0217201153	154	120	باب بن عشر	طرابلس	شركة الاتماء للاستثمارات السياحية	*****	فندق ريكوس	53
217176898	45	35	المسيرة الكبرى	طرابلس	ملك خاص	*	فندق سارة	54
0213445551-52	54	30	الظهرة	طرابلس	ملك خاص	**	فندق فورينا	55
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0213345617-0217102998	96	48	المدينة	طرابلس	ملك خاص	***	فندق الصولجان	57
0912125337-0213345389	90	45	ش. عمر المختار	طرابلس	ملك خاص	***	فندق صحراء ليبيا	58
0213409733-35	50	28	زاوية الدهماني	طرابلس	ملك خاص	**	فندق ريباس	59
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312625086 - 87	32	16	الخمس / ش. الفتح	الخمس	ملك خاص	**	فندق سيفيروس	71
312620798	67	32	الخمس / ش. بن جحا	الخمس	ملك خاص	**	فندق المدينة	72
316169071	96	56	الخمس / ليدة	الخمس	مصلحة الاملاك العامة	***	القرية السياحية الخمس	73
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512627622	43	34	ش. الغدير	مصراتة	ملك خاص	*	نزل فريقتا	82
925208986	36	18	ش. الشهيد على التريس	مصراتة	ملك خاص	*	نزل شاطئ النخيل	83
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051629002-03-04	52	26	ش. بنغازي	مصراتة	ملك خاص	*	فندق الامتياز	85
512632602	426	213	المحجوب / شاطئ البحر	مصراتة	ملك خاص	***	القرية السياحية منتزه شاطئ الامان العائلي	86
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0521620121/2620124	128	64	محلة المنطرحة	زليتن	شركة الضمان للاستثمارات	***	فندق زليتن	88
912139199	40	20	غدامس	غدامس	ملك خاص	**	نزل بن بدر	89
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484633556	18	12	غدامس	غدامس	ملك خاص	*	نزل باب الفتح	92
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0613380445-3371029	163	94	الصابري	بنغازي	ملك خاص	*	فندق الريفا	105
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0545260100-60100-104	67	54	سرت	سرت	جمعية الدعوة الاسلامية	****	فندق المهاري	128	
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