

The Impact of Employees Competencies on The Customer Satisfaction- A Field Study on The Telecommunication industry in Bordj Bou Arreridj.

أثر كفاءات الموظفين في رضا العميل –دراسة ميدانية في مجال الإتصالات في ولاية برج بوعريريج

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Received: 24/07/2019; Accepted: 20/11/2019

Abstract: This study aimed to identify the impact of employees competencies on the customer satisfaction –a field study on telecommunication industry in Bordj Bou Arreridj. A questionnaire was designed to gather data for the purpose of this study, and was distributed on a sample of 100 respondents. The researcher has used the descriptive analytical method, and relied on the SPSS program V.21 to analyze data and test hypotheses.

The main study findings were: the existence of an impact of employees' competencies (way of dealing, teamwork, personal communication skills, speed of service delivery, empathy) on customer satisfaction.

Keywords: employees, competency, employees competencies, customer satisfaction, telecommunication industry.

Résumé : cette étude visait à identifier l'impact des compétences des employés sur la satisfaction de la clientèle – étude menée sur l'industrie des télécommunications à Bordj Bou Arreridj. Un questionnaire a été conçu pour recueillir les données nécessaires pour l'étude, et a été distribué sur un échantillon de 100 répondants. Le chercheur a utilisé la méthode analytique descriptive, et il s'est appuyé sur le logiciel SPSS V.21 pour l'analyse des données et le teste des hypothèses.

Les principales conclusions de l'étude ont été : l'existence d'un impact des compétences des employés (comportement, esprit d'équipe, compétences en communication, rapidité de la prestation des services, empathie) sur la satisfaction du client.

Mots-clés : employés, compétence, compétences des employés, satisfaction de la clientèle, secteur des télécommunications.

ملخص: هدفت هذه الدراسة إلى معرفة أثر كفاءات الموظفين في رضا العميل –دراسة ميدانية في مجال الإتصالات في ولاية برج بوعريريج. وبهدف جمع البيانات لأغراض الدراسة صمم الباحث إستبانة، ووزعت على عينة من 100 مبحوث. لجأ الباحث إلى المنهج الوصفي التحليلي، كما إعتد على برنامج SPSS V.21 من أجل تحليل البيانات وإختبار الفرضيات.

توصلت الدراسة إلى مجموعة من النتائج كان أهمها وجود أثر لكفاءات الموظفين (طريقة التعامل، العمل الجماعي، مهارات التواصل الشخصي، سرعة تقديم الخدمة والتعاطف) في رضا العميل.

الكلمات المفتاح : الموظفون، الكفاءة، كفاءات الموظفين، رضا العميل، صناعة الإتصالات.

I- Introduction :

For many years, the topic of customer satisfaction has been on the top of the discussed issues in management, and as we can see, organizations are giving more importance to the maintenance of existing customers and attracting new ones. based on Ltifi et al's (2016/2) view, Customers generally experience a feeling called "post-purchase" after the purchase process when using the product or service. This feeling can be a feeling of satisfaction, or on the contrary of dissatisfaction (discontent) (Ltifi, Hikkerova, & Gharbi, 2016/2). Hence, raising customers satisfaction is an indicator of the organizational success in delivering goods and services to the market. On the other hand, satisfied customers may be a great source to increase profitability. They may commit to the product of the organization and have better social interaction with the providers, but dissatisfied customers complain more and repurchase less.

The satisfaction level can vary according to several factors; employees' competencies represent an important one. In other words, customer satisfaction may be due to the way employees treat customers, the speed in providing services...etc. As Puteh et al (2016, P.46) indicated that organizations should emphasize more on the employee competency in order to improve job performance. Competencies that accentuate on an outstanding performance have emerged as critical issues because they are merely linked to individual employees rather than to jobs (Fadilah, Maniam, & Nafis, 2016). . Furthermore, there are studies that indicate the effects of certain competencies on individual job performance in more detail, for example team-building, communication; coordination, execution and continual learning (Zaim, Yaşar, & Ünal, 2003).

Additionally, sustained competitive advantage is seen as deriving from a firm's internal resources, if these are unique or rare, then, they are difficult for competitors to imitate (Le Deist & Winterton, 2005). Furthermore, employee competencies are considered by literatures as one factor that contributed most to the sustainable creation of organizational excellence. Overall, these competencies are considered by the researchers as the enabler of prominent pathways for future organizational success (Alsabbah & Ibrahim, 2014)

I-1. Factors influencing customer satisfaction

Based on previous studies, customer satisfaction is determined by a range of factors, the most important are:

a- Quality: the perception of quality and value of product, its full compliance with customer requirements and the positive emotions associated with purchasing are the main determinants of satisfaction. (Biesok & Wyród-Wróbel, 2011). Some principal dimensions customers use to judge service can be identified: tangibles such as the physical appearance of the building, personnel, and materials (play the most significant a role in the customer's perception of the experience in a face-to-face customer service interaction); and intangibles such as reliability, responsiveness, assurance, and empathy. (Leah, 2005).

b- Customer experiences: The "experiential unit" as the whole set of the five kinds of customer experiences (sense, feel, act, think and relate) arising from the dynamics of the purchasing process; customer experiences are triggered by various elements of the marketing mix and ultimately are drivers of customer satisfaction (Pozza, 2014/3).

c- Emotions: Consumer emotions play a significant role with the product or services satisfaction. When a customer is in a happy moment of life or positive frame of mind that influenced the service experience and feel good, specific emotions may also be influenced by the consumption experience itself, influencing consumers' satisfaction with the service (Sharmin, 2012).

d- Employees competencies: There is some agreement that employee behavior and attitude in critical moments of interaction with customers have a significant effect on customers' perception

of the quality of service delivery (Gouws & Wolmarans, 2006); First: Employee's will and ability to meet customers' needs and wants. Second: Employee's capability to deliver the service without any failure and solving customer's problems. Third: Employee's behavior and responsiveness that are not expected by customer but perceived positively (Makhlouf, 2014).

I-1. Employees Competencies classification: In our study we adopted Osta's (2018) point of view in classifying employees competencies:

a- The way of dealing with the customer: Woodruffe defined this competency (1992, p.17) as "the set of behavior patterns that the incumbent needs to bring to a position in order to perform his or her tasks and functions with competence". (woodruffe, 1992). The main qualities needed in the personal are the ways of being, behaviors, aptitudes and character traits that are necessary in performing the job, the use of practical knowledge, especially the relational knowledge. Qualities include also the temporal availability, the patience, the sense of welcome, kindness and dedication (Gadrey, Jany-Catrice, & Pernod-Lemattre, 2005).

b- Teamwork: this competency focuses more on the shared behaviors (i.e., what team members do), attitudes (i.e., what team members feel or believe), and cognitions (i.e., what team members think or know) that are necessary for teams to accomplish their tasks (Salas, Shuffler, Thayed, Bedwell, & Lazara, 2014).

c- Personal communication skills: these skills mean the exchange of ideas, information and opinions between two or more parties through different methods and means such as signs, speech, reading and writing. (Osta, 2018).

d- Speed of service delivery: The design and implementation of service delivery processes plays a key role in the overall competitiveness of modern organizations (Sahoo, 2013). Aleda & Jackson (1995) provided good evidence that service providing process capability and execution are major drivers of performance due to their impact on customer (Aleda & Jackson, 1995).

e- Empathy (Employee Displayed Emotion): The emotional self-control must be manifested in an upbeat, smiling, agreeable attitude. From the 1930s onward, almost all guidebooks on successful management emphasized the value of positive talk, empathy, enthusiasm, friendliness and energy (Illouz, 2009).

Evidence from past research indicates that positive emotional display in service interactions, such as smiling and conveying friendliness, can lead to purchase intention and/or willingness to return, intention to recommend a store to others, perception of overall service quality, higher customer satisfaction, and also facilitate sales transactions (Keh, Ren, & Hill, 2013).

Based on the above we can suggest the following research question: "is customer satisfaction affected by the employees' competencies in the studied companies?"

Study hypotheses

The hypotheses derived from this research main question and tested in this study are the following:

Main hypothesis: there is no significant effect of the employees competencies on the customer satisfaction.

H1: there is no significant effect of the way of dealing with the customer on his satisfaction.

H2: there is no significant effect of the teamwork on the customer satisfaction.

H3: there is no significant effect of personal communication skills on the customer satisfaction.

H4: there is no significant effect of the speed of service delivery on the customer satisfaction.

H5: there is no significant effect of the empathy (Employee Displayed Emotion) on the customer satisfaction.

Importance of the study

The study derives its importance from the importance of the subject itself. Each one of the study variables (employees competencies, customers satisfaction) is critical for the organization to succeed. Despite previous studies, not much research contributed to the topic by combining the two variables together. This study will contribute to this topic as follows:

- Shedding light on the importance of enhancing employees competencies in the telecommunication companies, and how this affects their performance.
- Showing how competing with rivals means working on the customer satisfaction.
- Proving that having employees with exceptional competencies leads to having satisfied customers.

Objectives of the study

The study aims to examine the effects of employees competencies on customer satisfaction; its objectives are stated as follows:

- Examining the direct effect of employees competencies on satisfaction with the proceedings.
- Examining the direct effect of employees competencies on satisfaction with the employees.
- Examining the direct effect of employees competencies on satisfaction with the company's services.

Survey Instrument

The survey instrument is composed of questions relating to employee competencies and customer's satisfaction. The conceptual definition of competency construct was derived from the literature, and survey work was adopted from (Osta, 2018). She developed the "Bases of Competence Model" which is a multi-item scale to reveal the main factors of employee competencies. The customer satisfaction variable is derived from the study of (Al-Khafaji, 2012). The questionnaire was progressed by discussing with a panel of experts and academicians.

II- The Empirical Study

II-1. Questionnaire Reliability and Validity Analysis

For the purpose of the study, we used the five-point Likert scale to measure responses intensity. The scale was scored from 1 to 5 where the number (1) means Strongly Disagree, (2) Disagree, (3) Neither Disagree or Agree, (4) Agree, and (5) Strongly Agree. The reliability of each scale was estimated by calculating the Cronbach's alpha Coefficient, which is acceptable in management and behavioral studies if it exceeds the value of 0.70 (Mohammed & Sliman, 2019). The following table shows the Cronbach's Alpha coefficient (which reflects the reliability of the questionnaire) that reached (0.941), which is significant and acceptable for the purpose of the study.

Table 1 : Questionnaire Reliability test

Axis	Nbr of Items	Cronbach Alpha
Employees' Competencies	25	0.913
Customers' Satisfaction	17	0.878
All Axes	42	0.941

Source: SPSS V21 outputs

- **Gender:** 48 % of respondents were men, whereas 52% were women.
- **Age:** 19 % under 20 years old, 48 % between 20 and 29 years old, 17 % between 30 and 39 years old, 8 % between 40 and 49 years old, 8 % of the respondents are more than 50 years old. This shows that the majority of the respondents are young.
- **Educational level:** 55% of the respondents have higher education level, whereas the other 45% was divided as follows: 2 % have primary education, 14 % secondary education, 20% went to the high school, and the last 9% of respondents have other formations.
- **The telecommunication company:** 45% of the respondents use Algeria Telecom Mobilis, 31% use Orascom Telecom Algeria and 24% use Ooredoo.
- **Period of dealing with the company (years):** 12% of respondents were in their first year in dealing with the company, while the rest had a considerable experience with the telecommunication company they are dealing with, 46% had more than 1 year of experience but did not exceed 5 years, while 30% of the respondents dealt with the company for a period of 6 to 10 years, 10% had from 11 to 15 years using the company's product, and 2% of them have been using its products for more than 15 years. This means that the majority of the respondents have a considerable experience in using those products, and their answers are quite reliable.

II-3. The descriptive analysis of respondents' answers

The following tables show a descriptive statistical analysis of the respondents' answers, divided into sections, each one represents an axis.

Table 2: Means and Standard Deviations of the way of dealing axis

N°	Item	Mean	St. D	Rank
1	The employees are committed to public morals in dealing with customers.	4.27	0.802	1
2	The company's staff is courteous with customers.	4.01	0.823	2
3	The company's employees self-controlled in difficult situations.	3.38	1.09	4
4	The employees treat all customers fairly without discrimination.	3.06	1.413	5
5	The employees deal calmly with customers.	3.78	1.142	3
	Total way of dealing	3.7	0.743	/

The way of dealing with the customer axis: responses ranged from the strong agreement (question 1) and the agreement (questions 2 and 5) to the neutrality area (indecision area) in questions 3 and 4. The mean of the answers for this axis was high (3.7). This indicates that the employees treat customers in a good manner.

Table 3: Means and Standard Deviations of the team work axis

N°	Item	Mean	St. D	Rank
6	There is a clear coordination between the employees' functions.	3.87	0.960	1
7	The employees deal with each other tactfully.	3.79	0.935	3
8	The employees share their experiences with each other.	3.54	1.049	5
9	The employees are well versed in teamwork to achieve the objectives.	3.66	1.085	4
10	The employees perform better when working in teams.	3.82	1.23	2
	Total team work	3.73	0.729	/

Source: SPSS V21 outputs

The team work axis: all responses for this axis' questions were in the agreement area, and ranged from (3.78) in question 6 to (3.54) in the 8th question. This axis had an overall mean of (3.73)

Table 4: Means and Standard Deviations of personal communication skills axis

N°	Item	Mean	St. D	Rank
11	The employees offer services attractively.	4.25	0.861	1
12	The employees listen carefully to the customers while talking to them.	3.88	0.931	2
13	The employees accept the customer's views positively.	3.56	1.048	5
14	The company's staff speaks to customers with a clear voice.	3.88	1.018	2
15	The company's staff masters the art of dialogue with customers.	3.81	1.107	4
	Total personal communication skills	3.87	0.732	/

Source: SPSS V21 outputs

The personal communication skills axis: four out of five responses for this axis' questions came in the agreement area. The question 11 had a mean equal to (4.25) i.e. the respondents strongly agreed on the content of this question (the way of getting services is attractive). The overall mean of this axis was equal to (3.87) this shows that the employees have good personal communication skills.

Table 5: Means and Standard Deviations of the speed of providing services axis

N°	Item	Mean	St. D	Rank
16	The employees inform the customers about the accurate time of service completion	3.49	1.227	1
17	The employees meet customers' demands on time.	3.28	1.091	2
18	The employees provide services to customers immediately.	3.07	1.265	4
19	The employees meet customers' demands correctly from the first time.	2.99	1.275	5
20	The company's staff responds quickly to customers' inquiries.	3.14	1.318	3
	Total speed of providing services	3.19	0.942	/

Source: SPSS V21 outputs

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in this axis, and this is visibly seen in its mean which is equal to (3.19). This clearly shows that there is a problem in the service provision in telecommunication sector.

Table 6: Means and Standard Deviations of the Empathy axis

N°	Item	Mean	St. D	Rank
21	The employees pay attention to all customers.	3.59	1.164	1
22	The employees place customer's needs at the top of their priorities.	3.39	1.176	3
23	The employees show the spirit of friendship to customers.	3.37	1.315	4
24	The employees can understand the psychological state of the customer.	2.63	1.218	5
25	The employees are willing to provide services to customers.	3.46	1.218	2
	Total Empathy	3.36	1.179	
	Total employees' competencies	3.57	0.64	/

Source: SPSS V21 outputs

The Empathy axis: according to the table 6, respondents agreed only on questions (21, 25), the three other questions came in the indecision area and even close to disagreement (question 24). This was reflected on the mean of the axis (3.36) which shows that there is also a problem in empathy with customers. The overall mean of employees' competencies received a slight agreement (3.75)

Table 7: Means and Standard Deviations of the satisfaction with the proceedings' progress axis

N°	Item	Mean	St. D	Rank
1	The use of waiting tickets ensures the smooth flow of operations.	3.96	1.130	1
2	The company has spread service points in the city close to the customer	3.79	1.038	3

The satisfaction with the proceedings' progress axis: according to the respondent's answers, there is an agreement on this axis (3.68). Results also show that employees commit some mistakes when they provide services; this is what responds on question (5) show.

Table 8: Means and Standard Deviations of the satisfaction with employees axis

N°	Item	Mean	St. D	Rank
6	The company's employees are elegant.	4.04	0.877	1
7	The employees are courteous, friendly and distinguished with customers	3.80	1.045	3
8	The employees are well aware of their company's activities and business	3.86	1.005	2
9	The employees have the necessary knowledge to serve customers immediately	3.31	1.179	5
10	When the customer encounters a problem, the employees act with him freely to solve it.	3.29	1.218	6
11	The employees take the needed time to provide the best service to customers.	3.33	1.217	4
Total satisfaction with employees		3.60	0.735	/

Source: SPSS V21 outputs

employees, especially concerning their appearances, relationship with customers and awareness. The table shows that there are also some problems that customers encounter in the service provision and this supports results in the previous table.

Table 9: Means and Standard Deviations of the satisfaction with the company's service axis

N°	Item	Mean	St. D	Rank
12	The company that I deal with is trustworthy.	4.07	1.028	1
13	I don't need many visits to the company to solve a particular problem.	3.90	0.963	2
14	If there is a problem, the company will be ready to discuss it with me.	3.67	0.961	4
15	The company provides services to the customer quickly.	3.32	1.169	6
16	The good service provided by the company is an evidence of good	3.56	1.185	5

The satisfaction with the company's service axis: responds agreed on the questions about the satisfaction with the company's services, except for question (15) which came in the indecision area (3.32), which is related to the speed of service delivery. This also confirms the results of table (7) and (8). The overall mean for the customers satisfaction variable was equal to (3.66) which means that there is an agreement on its questions.

II-4. Testing of hypotheses

H1: there is no significant effect of the way of dealing with the customer on his satisfaction.

Table 10: Hypothesis 1 test

Dependent variables	R	R²	B	Constant	Sig
The satisfaction with the proceedings' progress	0.369 ^a	0.136	0.370	2.336	0.000
The satisfaction with employees	0.513 ^a	0.264	0.524	1.814	0.000
the satisfaction with the company's service	0.417 ^a	0.173	0.409	2.186	0.000
Customer satisfaction	0.513 ^a	0.263	0.610	1.466	0.000

Source: SPSS V21 outputs

The table 10 shows that the correlation coefficient (R) between the way of dealing with the customer and his satisfaction is equal to 0.513, which means that there is a positive relationship

between the two variables. According to SPSS results we can present this relationship in the following equation: Y (customer satisfaction) = $1.466 + 0.61 X$ (the way of dealing with the customer). Therefore, we reject the hypothesis (H1) and we accept the alternative hypothesis: there is a significant effect of the way of dealing with the customer on his satisfaction at the significance level of ($\alpha=0.05$)

H2: there is no significant effect of the teamwork on the customer's satisfaction.

Table 11: Hypothesis 2 test

Dependent variables	R	R ²	B	Constant	Sig
The satisfaction with the proceedings' progress	0.342 ^a	0.117	0.336	2.490	0.001
The satisfaction with employees	0.523 ^a	0.273	0.523	1.847	0.000
the satisfaction with the company's service	0.493 ^a	0.243	0.475	1.972	0.000
Customer satisfaction	0.537 ^a	0.288	0.626	1.437	0.000

Source: SPSS V21 outputs

The results of the statistical analysis in table 11 indicate that there is a positive relationship between the teamwork and the customer satisfaction. The correlation coefficient (R) between the two variables is equal to 0.537. Based on SPSS results we can present this relationship in the following equation: Y (customer satisfaction) = $1.437 + 0.626 X$ (the teamwork). Thus, we reject the hypothesis (H2) and we accept the alternative hypothesis: there is a significant effect of the teamwork on the customer satisfaction at the significance level of ($\alpha=0.05$)

H3: there is no significant effect of personal communication skills on the customer satisfaction.

Table 12: Hypothesis 3 test

Dependent variables	R	R ²	B	Constant	Sig
The satisfaction with the proceedings' progress	0.372 ^a	0.139	0.367	2.514	0.000
The satisfaction with employees	0.615 ^a	0.378	0.618	1.646	0.000
the satisfaction with the company's service	0.438 ^a	0.192	0.424	2.301	0.000
Customer satisfaction	0.562 ^a	0.316	0.658	1.458	0.000

Source: SPSS V21 outputs

The results of using the linear regression to test this hypothesis show that personal communication skills have positive relationship with customers satisfaction, with a correlation coefficient equal to 0.562. Based on SPSS results we can present this relationship in the following equation: Y (customer satisfaction) = **1.4587** + **0.658** X (personal communication skills). Thus, we reject the hypothesis (H3) and we accept the alternative hypothesis: there is a significant effect of the personal communication skills on the customer's satisfaction at the significance level of ($\alpha=0.05$).

H4: there is no significant effect of the speed of service delivery on the customer's satisfaction.

Table 13: Hypothesis 4 test

Dependent variables	R	R ²	B	Constant	Sig
The satisfaction with the proceedings' progress	0.467 ^a	0.218	0.550	1.220	0.000
The satisfaction with employees	0.426 ^a	0.181	0.523	1.847	0.000
the satisfaction with the company's service	0.488 ^a	0.239	0.608	0.951	0.000
Customer satisfaction	0.547 ^a	0.299	0.823	0.186	0.000

Source: SPSS V21 outputs

The table 13 shows that the correlation coefficient (R) between the speed of service delivery and the customer's satisfaction is equal to 0.547. This means that there is a positive relationship between the two variables. According to SPSS results this relationship can be presented in the following equation: Y (customer satisfaction) = **0.186**+ **0.823** X (the speed of service delivery). Therefore, we reject the hypothesis (H4) and we accept the alternative hypothesis: there is a significant effect of the speed of service delivery on the customer's satisfaction at the significance level of ($\alpha=0.05$)

H5: there is no significant effect of empathy on the customer's satisfaction.

Table 14: Hypothesis 5 test

Dependent variables	R	R ²	B	Constant	Sig
The satisfaction with the proceedings' progress	0.226 ^a	0.051	0.359	2.034	0.025
The satisfaction with employees	0.428 ^a	0.183	0.692	0.867	0.000
the satisfaction with the company's service	0.374 ^a	0.140	0.582	1.205	0.000
Customer satisfaction	0.406 ^a	0.165	0.765	0.555	0.000

Source: SPSS V21 outputs

The value of correlation coefficient (R) between empathy and the customer satisfaction is (0.406), and that means that there is a relationship between these two variables. We can summarize the relationship in the following equation: Y (customer satisfaction) = $0.555 + 0.465 X$ (empathy). Therefore, we reject the hypothesis (H5) and we accept the alternative hypothesis: there is a significant effect of empathy on the customer's satisfaction at the significance level of ($\alpha=0.05$).

The Main Hypothesis: there is no significant effect of the employees' competencies on the customer's satisfaction.

Table 15: Main hypothesis test

Dependent variables	R	R ²	B	Constant	Sig
The satisfaction with the proceedings' progress	0.464 ^a	0.216	0.405	2.078	0.000
The satisfaction with employees	0.655 ^a	0.429	0.581	1.479	0.000
the satisfaction with the company's service	0.584 ^a	0.341	0.499	1.723	0.000
Customer satisfaction	0.673 ^a	0.454	0.696	1.020	0.000

Source: SPSS V21 outputs

The results of the statistical analysis in table 15 indicate that there is a positive relationship between the employees competencies and the customer satisfaction. The correlation coefficient (R) between the two variables is equal to 0.673. Based on SPSS results we can present this relationship in the following equation: Y (customer satisfaction) = $1.02 + 0.696 X$ (the employees competencies). Thus, we reject the main hypothesis and we accept the alternative hypothesis: there is a significant effect of the teamwork on the customer' satisfaction at the significance level of ($\alpha=0.05$)

III- Results and discussion

After a regression test between the study variables (employees competencies and customer satisfaction), as shown in tables 10 to 15, according to 100 respondents (telecommunication customers) chosen randomly in order to search the existence of an effect of the employees' competencies on customer satisfaction. The statistical analysis's results -using SPSS V21- have rejected all the negative hypotheses raised in the beginning of the study, and eventually the main hypothesis saying that there is no significant effect of the employees competencies in telecommunication companies on the customer satisfaction has been also rejected (expressed by $R=0.673$) and it was statistically significant as the sig value of t statistics was < 0.05 (0.000) .

There has been some kind of indecision in responding some questions; in the first variable axes it appears in the manner of dealing with the customer axis (concerning the equality in dealing with customers), in the empathy axis (also related to the manner of dealing with the customer but from a psychological perspective) and almost in the whole speed of services

provision axis (four out of five questions) which is reflected in the results of the total axis analysis.

As for the second Axis, we can see that there is a little indecision in responding to the customer satisfaction questions, one of them is about mistakes committed by the employees when providing services and the rest are all about the satisfaction with employees.

As we can see in the hypotheses test, the satisfaction with employees had the biggest correlation coefficient in the majority of the tests (H1, H2, H3, H5 and the main hypotheses). This means that in order to increase the customer's satisfaction, companies need to better select their staffs, maintain the best elements that know what to do and how to do it, and train them on the best ways to deliver services.

IV- Conclusion

- 1- Employees in the telecommunications companies don't deal with customers equally. Furthermore, what is noticed is that the employees do not do their jobs well, sometimes by not treating all customers equally and friendly, or through committing mistakes when providing services.
- 2- Among the fatal drawbacks of the telecommunications companies is the low speed of providing services. This was clear in responses on both variables, and it absolutely has a negative effect on customer satisfaction.
- 3- Based on theoretical considerations, a structural modal was proposed to investigate the effect of employees' competencies (the manner of dealing with the customer, teamwork, personal communication skills, speed of service delivery and empathy) on the customer's satisfaction (satisfaction with the proceedings' progress, satisfaction with the employees, satisfaction with the company's service) in the telecommunications companies. It means that customers believe that the more the employees' competencies raise the more the customer is satisfied.
- 4- The study's results reveals that the impact of employees competencies on customer satisfaction varies from dimension to another since the satisfaction with employees is the most influenced factor among the two others.
- 5- In contrast with the rest of the findings, the speed of service delivery influence the satisfaction with the proceedings' progress and the satisfaction with the company's service slightly more than the satisfaction with employees.

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