

## The Influence of Internal Customer Care Management on Service Quality - A Case of Kilombero Sugar Company Limited (KSCL) in Tanzania

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### ABSTRACT

The study examined the influence of internal customer care management on service quality at Kilombero Sugar Company Limited (KSCL). Specifically, the study assessed how the working environment, supervisor behavior, and serving employees contributed to service quality. The study employed an explanatory research design and the survey strategy to establish a relationship between variables. A structured questionnaire was engaged to collect data from a sample of 92 randomly selected respondents. The data were analyzed using descriptive and regression analysis. The results from descriptive and multiple regression analysis found that working environment, supervisor behavior, and serving employees' behavior positively and significantly ( $p < 0.05$ ) promoted the service quality at KSCL. However, the descriptive analysis portrayed favoritism in service provision for both serving employees and supervisors as reported by 52.3% and 42.6% of respondents, respectively. The study recommends that KSCL provide training to all employees on the importance of good internal customer service. It should also improve the working environment and effective communication system. Finally, KSCL should ensure that the supervisors and employees provide service without favoritism.

**Keywords:** Internal Customer Care Management, Service Quality, Tanzania

### INTRODUCTION

Kilombero Sugar Company Limited (KSCL), one of Tanzania's sugar producers, is situated in Kilosa and Kilombero districts in the Morogoro region. Illovo Sugar of South Africa jointly owns KSCL, Fredrick Man aligned with Edward Desborough and the government of Tanzania. The proclaimed stakeholders hold 55%, 20%, and 25% of share capital. Msolwa and Rube are neighboring agricultural estates and sugar factories hosting KSCL. The company encompasses ten departments which are human resource, estate agriculture, commercial, manufacturing, grower agriculture, estate support, finance, business improvement, corporate affairs, and expansion projects. In December 2020, the company had 830 permanent employees and 2,418 seasonal laborers. KSCL was instituted in 1961, and it contributes to about 45% of the total sugar produced in Tanzania (KSCL, 2021).

The Big Results Now (BRN) program ranked the Sugar crop among the three most prioritized commercial crops in Tanzania. The government prioritized the sugar cane crop because it anticipated filling the chronic domestic sugar shortage of

300,000 annual tonnes and producing surplus sugar that would be exported to international markets (Sulle, 2017).

Sugarcane production in Tanzania benefits farmers and Tanzania's economy. Since the Sugarcane sector consists of out-growers, it is vital for reducing poverty in Tanzania. Tanzania had only four commercial sugar companies: Kilombero, Mtibwa, Tanganyika (Kilimanjaro), and Kagera Sugar. All the sugar companies were privatized between 1998 and 2001, but the government retained 25% of the shares (Sulle et al., 2014).

Internal customers are colleagues who work in the same organization (Pawar, 2014). Taking care of both internal and external customers is essential for organizations to flourish. The firm competitive advantage is attributed to the quality of customer care services (Singh, 2016). The term "internal customer" emerged during the middle of 1980 when several organizations strived to improve quality and cut costs (Davis, 1991). Eichorn (2004) argued that internal customer relationship management focuses on variables such as leadership, attitudes, and culture. Also, it focuses on information flow between employees and departments.

Mero et al. (2020) asserted that internal customers work to achieve the same organizational goals. Internal customers, if well handled, become a resource to promote organizational performance (Sameer, 2021). Therefore, the performance of any organization is attributed to good internal customer care services (Abdullah et al., 2021).

Ndubisi and Ndubisi (2013) emphasized that strengthening internal customers for African SMEs promoted better serving of external customers. This encouraged the achievement of the SMEs' targets. Elly (2016) linked the internal customer, employee satisfaction, and firm performance. Vividly, most studies linked the internal customer with employee satisfaction (Rahayu, 2011; Jumadi, 2014; Mosoma, 2014; Sun, 2021).

The literature discloses scanty studies that align the sugar firms, internal customer care, and service quality. For instance, Biraori et al. (2014) assessed inner customer satisfaction among workers of Nzoia Sugar Company in Kenya. Ogada (2012) analyzed the quality management practices of sugar companies in Kenya. The study revealed that top management supervised the quality practices in the company. Azizi et al. (2014) analyzed the Customers' service gaps (Expectations versus Perceptions) of Pamizfam Sugar Company in Iran. The study revealed service gaps in all customer service variables, except accountability. Sulle et al. (2014) studied the opportunities and challenges in Tanzania's sugar industry. Moreover, Sulle (2017) examined how the local political economy influenced sugar cane outgrowing in Kilombero, Tanzania.

It is indispensable to upgrade working environments to encourage employee's job performance (Chandrasekar, 2011; Kiruja and Kabare, 2013). The studies that aligned work environment and organizational performance include Agbozo (2017), Abdulhamid and Majid (2020), Nazeer et al.(2020), Vadivel et al. (2021). However, these studies did not link the work environment, internal customer care, and service quality. Moreover, the studies were not conducted in sugar companies.

The various studies confirmed that employee behavior correlated with job satisfaction (Kattara et al., 2008; Karatepe, 2014; Malik, 2018) and job commitment (De Carlo et al., 2020). Scholars also have linked the supervisor's behavior with job satisfaction and employees' performance (Hoobler & Brass 2006; Karatepe, 2014;

Mathieu et al., 2016). Furthermore, Kashani (2020) and Kaura and Randhawa (2021) were examples of studies that linked employee behavior and employees' engagement. However, these studies did not link the supervisor's behavior with internal customer care and service quality. The literature showed none of the studies has assessed how internal customer care management influenced the quality of service in sugar companies, which motivated the authors to execute this study. Moreover, the presence of the complaints by some of the employees at KSCL catalyzed us to conduct this study.

## **2. The literature Review**

### **2.1 The cognitive dissonance theory**

The cognitive dissonance theory by Festinger (1957) proposed that individuals are responsible for altering their behaviors and attitudes to overcome dissonance (or disharmony) in organizations. However, this theory does not specify the modes of dissonance, and the role of eliminating dissonance remains to be of an individual (McLeod, 2018).

Hoobler and Brass (2006), Karatepe (2014), and Mathieu et al. (2016) revealed that supervisor behavior influenced job satisfaction which ultimately improved employees' performance. Kiruja and Kabare (2013), Abeid (2015), and Agbozo (2017) asserted that working environments promote the job performance of employees. Therefore, the behavior of employees can encourage performance job if the working environments are conducive. This study used the cognitive dissonance theory to examine how the working environment promotes the employees' performance when combined with employees' behavior. The previous studies have not amalgamated the three variables.

### **2.2 Empirical Literature review**

#### **2.2.1 Supervisor behavior and organizational performance**

Karatepe (2014) indicated that the supervisor's behavior influenced not only employee job satisfaction but also organizational performance. The study was conducted for hospital employees in Cameroon. Mathieu et al.(2016) found that person-oriented leadership behavior affected employees' job satisfaction in Canada. The supervisors' good behavior also promoted the employees' positive feelings, which increased the University of Padua Psychology Research Ethical Committee (De Carlo et al., 2020). Supporting, caring, and treating employees equally by a supervisor enhance employees' engagement, commitment, and collaboration in organizations and hence facilitates the achievement of organizational goals (Kashani, 2020). Nazeer et al. (2014) reported that the teaching staff behavior promoted university goals in Pakistan. Kaura and Randhawa (2021) declared that supportive supervisors develop employees' job involvement and organizational ownership behavior.

Moreover, most previous studies did not link the supervisor behavior and the internal customer care quality. However, the studies stressed that supervisor behavior could influence service quality. For instance, Farrell and Jayawardhena (2011) revealed that supermarket employees serving oriented behaviors positively influenced the service quality in India. Ariani (2015) found that job satisfaction was not affected by hospital employee service quality in central Java, Indonesia. The literature depicts that most studies commingle behavior and customer care was carried out in higher

learning institutions and hospitals. In this study, we assessed how internal customer care influenced the service quality at KSCL.

### **2.2.2 Serving employee behavior and customer satisfaction**

Kattara et al.(2008) argued the overall customer satisfaction of the Egyptian 5-star hotel customers was primarily correlated with serving employees' behaviors. Similarly, Al-Zoubi and Alomari (2017) maintained that the demeanor of the internal customers positively influenced external customers' quality service in Jordan hotels. Malik (2018) revealed a positive association between serving employees' behavior and the satisfaction of hotel customers in India. Again, the studies were done in hotels, not in the sugar sector.

### **2.2.3 Working environment and employee satisfaction**

The work environment and employee performance for the Kenyan public institutions middle category, industrial, technical, entrepreneurship, vocational, and training institutions in Kenya were intertwined (Kiruja & Kabare, 2013). Agbozo (2017) linked the Ghanaian banking sector's job satisfaction and work environment. Chandrasekar (2011) reported that the environment at the workplace impacted the organizational performance in public sector institutions in India. Vadivel et al. (2021) revealed that the operational performance of India's mail service was influenced positively and significantly by lean workplace environment practices.

Abdulhamid and Majid (2020) showed that physical work environmental factors positively and significantly influenced the job performance of the private sector employee at Erbil City, Iraq. Raziq and Maulabakhsha (2015) unveiled a positive association between working environment and banking sector employee's job satisfaction in Pakistan's telecommunication industry. Nazeer et al. (2020) elucidated that a supportive working environment positively and significantly influenced employees' retention of restaurant employees in Lahore, Pakistan. The literature indicates that there is missing information on how internal customer care determined the service quality for sugar companies in Tanzania.

### **2.2.4 Customer care management and service quality**

Tawiah (2017) established that customer care service management at the Cape Coast Water Unit staff would be strengthened by improving the organizational technology, structure, customers' focus, and knowledge management. Internal promotion, process, and purpose were determinants of service quality for Omani Islamic banking employees' (De Bruin et al., 2021). Mosoma (2014) disclosed that internal customer care promoted hotel employees' commitment and morale and, consequently, increased job satisfaction for Small and Medium Enterprises (SMEs) and the hotel sector in Tanzania.

In Tanzania, studies on the effects of workplace environment on performance have been conducted in different sectors. For instance, Abeid (2015) analyzed the impact of the workplace environment on the performance of the small and micro and manufacturing firms in Tanzania. Similarly, Mosoma (2014) evaluated how employee satisfaction is influenced by internal customer care in the Tanzanian hotel sector. However, none of the studies has been done in the agriculture sector, particularly in the sugarcane industry. This study analyzed how supervisor behavior, serving employees behavior, and working environment influence the internal customer care

services at KSCL. This is the first study that coalesced the three variables and focused on the Tanzanian sugar sector to the authors' best knowledge.

### METHODS

#### 3.1 Research Design, Strategies, and Approach

This study was carried out in KSCL, the biggest sugar manufacturer in Tanzania, in the Morogoro region. The study used the explanatory research design to apply the survey strategy and the quantitative data collection.

#### 3.2 Survey Population and Sample Size

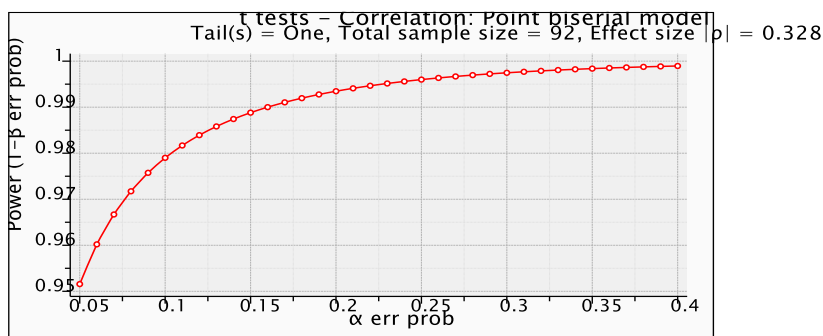
The survey population for the study involved 3,248 employees (830 permanent and 2,418 seasonal) of KSCL. The respondents were drawn from supervisors, front-line managers, senior managers, and employees, as shown in Table 3.1.

**Table 3.1: Sample Size Distribution**

Category	Poulation	Sanple size	Percent
Front Line Manager	111	21	23%
Middle manager	54	10	11%
Ordinary employee	4004	28	30%
senior manager	37	5	5%
Supervisor	46	28	30%
Total	<b>4252</b>	92	100%

The GPower statistical software was deployed to determine the actual sample size for the study, and a sample of 92 participants was determined to be ideal for this study, as indicated in Figure 3.1.

**Figure 3.1: Sample size as determined by G\*Power software**



#### 3.3 Sampling Design and Procedures

Random sampling, which focuses on the uniqueness of a specific population under investigation as described by Taherdoost (2016), was used to select appropriate

study areas and study participants. Also, purposive samplings and snowballing were utilized to get the study's participants.

**3.4 Data Collection Methods**

The structured questionnaires were used to collect the primary data for the study. The survey technique was used to collect quantitative data from the participants (Saunders et al., 2019). The internal customer care variables were categorized into 5-Likert scales: five strongly agree, four agree, 3 neutral, two disagree, and one strongly disagree.

**3.5 Data Processing and Analysis**

Collected data were adequately organized, cleaned, and coded. The data were analyzed by employing descriptive analysis and multiple linear regression analysis. The regression model permitted the researcher to account for all vital factors in one model. According to Al-Zoubi and Alomari (2017, the regression model was written as:

$$QICS = \beta_0 + \beta_1 SB + \beta_2 SEB + \beta_3 WE + \epsilon$$

Where:

QICS = Quality of Internal Customer Service  
 SB = Supervisor Behavior  
 SEB = Serving Employees Behavior  
 WE = Working Environment  
 $\beta_i$  = Regression coefficients  
 $\epsilon$  = Error term

We also tested the assumptions of the Multivariate Regression model as follows:

**a. Normality Test**

The Shapiro Wilk test in Table 1 shows that the null hypotheses for the data sets on serving employees behavior, supervisor behavior, work environment, and quality of internal customer service are not rejected ( $p > .05$ ) and consequently affirmed that all data sets are typically distributed.

**Table 3.2: Normality test**

	Tests of Normality					
		Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk	
	Statistic	df	Sig.	Statistic	df	Sig.
Serving employees behavior	.378	92	.182	.732	92	.170
Work environment	.343	92	.252	.661	92	.260
Supervisor behavior	.390	92	.221	.622	92	.225
Quality of internal customer service	.403	92	.231	.710	92	.228

a. Lilliefors Significance Correction

**b. Multicollinearity:**

Results in Table 2 demonstrates that the mean VIF for the independent variables is less than ten and tolerance error is above 0.2, indicating that the multicollinearity problem does not exist.

**Table 3.3: Multicollinearity diagnostic**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Correlations			Coefficients Collinearity Statistics	
	B	Std. Error				Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	.398	.074		5.38	.00					
Serving employees behavior	.357	.055	.458	6.55	.00	.673	.573	.41	.808	1.237
Work environment	.233	.041	.393	5.71	.00	.620	.520	.359	.837	1.195
Supervisor behavior	.166	.053	.211	3.11	.00	.473	.315	.196	.861	1.161

a. Dependent Variable: Quality of internal customer service

**c. Autocorrelation:**

According to Gujarat and Porter (2010), autocorrelation happens when the error terms are correlated. Durbin Watson's (DW) statistics measured the existence of autocorrelation in the regression model. The rule of thumb is when  $d > 2$  means absence of autocorrelation in the data. The DW coefficient from Table 3 is 2.173, proving the absence of autocorrelation in the model.

**Table 3.4: Regression model summary**

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate	R Square Change	F Change	Model Summary Change Statistics			Durbin-Watson
							df1	df2	Sig. F Change	
1	.807 <sup>a</sup>	.652	.640	.09431	.652	54.947	3	88	.000	2.173

a. Predictors: (Constant), Supervisor behavior, Work environment, Serving employees behavior

b. Dependent Variable: Quality of internal customer service

**d. Heteroscedasticity**

From the data analysis,  $R^2 = 0.652$ ,  $N = 92$ , therefore the calculated Chi-square is given by  $N * R^2 = 0.652 * 92 = 59.984$ . The tabulated Chi-Square findings in Table 5 indicate that the observed Chi-square is  $X^2(92, 3) = 103.217$ ,  $p < .05$ . Consequently, since the observed Chi-Square (103.217) is greater than the computed Chi-square (59.984), there is no heteroscedasticity problem.

**3.6 Data Validity**

in this study, the validity of the research instrument was enhanced by adequately framing the questions by considering the variables from the previous studies (Saunders et al., 2019). A pilot study was also carried out to pretest the data collection instruments before administering the questionnaire to many respondents. To realize these, 10 KCL workers participated in pretesting of the questionnaire.

### 3.7 Data Reliability

The study used the Cronbach's alpha coefficients reliability test in SPSS. The alpha coefficient value ranges from 0 to 1, and acceptable values lie from 0.7 and above imply (Mohajan, 2018). The reliability test reveals that the mean value of a Cronbach's alphas was 0.842, indicating that the data were reliable.

### 3.8 Research ethics consideration

The researchers ensured the confidentiality of the collected information, obtained clearance before data collection, and sought the respondents' consent. Moreover, researchers avoided presenting fake data, and all used references were cited appropriately (Arnold, 2021).

## RESULTS AND DISCUSSIONS

### 4.1 Demographic Characteristics of Respondents

Table 4.1 indicated that the majority (63%) of the respondents were males. The findings match Adam (2020), who revealed that at Mbulu town hospital, the female employees were 66%. The results indicated that 28%, 55%, 15%, and 1% of the respondents belonged to 18 - 29 years, 30 - 49 years, 50 - 60years, and above 60 years, respectively. The findings further revealed that 20.7%, 28.3%, 28.3%, and 22.8% of employees served KSCL for 0 to 2, 2 to 5, 5 to 10, and more than ten years correspondently. The findings show that majority of the respondents were young and middle-aged. Moreover, the majority (79.3% ) of the respondents stayed with KSCL for a relatively long time, which may have implications in employee experience sharing. Farner et al. (2001) expressed the high correlation between internal service and age. The findings indicated that the less experienced staff might learn from professional staff on issues related to service quality.

The results further showed that 4.3%, 25%, 21.7%, and 48.9% of the respondents possessed primary, secondary, college, and university education, respectively. The findings suggested that the majority of the respondents were adequately educated and hence might be trained on the essential elements of the internal customer care services. Mero et al. (2020) revealed that education level was positively correlated with internal customer service in Ecuador.

**Table 4.1: Demographic Variables (N=92)**

Sex	Frequency	Percent
Males	34	37
Females	58	63
<b>Age ranges</b>		
18-29	26	28
30-49	51	55
50-60	14	15
Above 60	1	1
<b>Education level</b>		
Primary	4	4.3
Secondary	23	25
College	20	21.7



Sex	Frequency	Percent
Males	34	37
Females	58	63
University	45	48.9
<b>Duration of Service at KSCL</b>		
0-2 years	19	20.7
2-5 years	26	28.3
5-10	26	28.3
More than ten years	21	22.8

#### **4.2 Influence of Supervisor Behavior on the Internal Customer Care Services**

The study assessed how supervisors' politeness to subordinates, listening to their needs and serving them equally promoted internal customer care services. The findings in the Table 4.2 revealed that most (82.6%) of the respondents agreed that their supervisors were polite to them. The respondents, therefore, believed that courtesy from their superiors motivated them to perform better. Fox and Stallworth (2005) noted the negative relationship between supervisor bullying and the commitment of minorities in America. Also, Mathieu et al. (2016) found person-oriented leadership behavior affected employees' job satisfaction in Canada.

The findings in Table 4.2 further revealed that 87% of the respondents agreed that supervisors at KSCL listened to their subordinates, which promoted their better work performance. The findings indicated that the majority of employees were heard. These findings corresponded to Demirel (2008), who revealed that internal customer relationship management for manufacturing and industrial organization employees in Turkey depended on the supervisor's types of management practice. Furthermore, Table 4.2 revealed that 57.6% of the respondents asserted that their supervisors served all employees equally without favoritism. However, the results showed a certain level of bias at KSCL because nearly half of the respondents did not agree with the statement. In this case, the study emphasizes that dealing with all staff was essential for promoting the employees' performance. Gilbreath and Benson (2004) supported the findings, who noted that supervisor behavior is associated with employees' well-being in the USA.

#### **4.3 Influence of Serving Employees Behavior on the Internal Customer Care Services**

Serving employees' behavior was contextualized by giving prompt service, helping equally, and cooperating with other employees needing various services. The findings indicated that most respondents (72.8%) agreed that they received fast services. The results showed no big issue in offering the prompt service, despite some employees (27.2%) who were dissatisfied with immediate service provision. The findings relate to Farrell and Jayawardhena (2011) who found that Indian supermarkets customers were positively satisfied with employees serving behaviours. Kattara et al. (2008) argued that serving employees behaviour may positively or negatively affect the service quality and customers' satisfaction.

The results from Table 4.2 showed that only 47.7% of the respondents agreed that serving employees at KSCL serve them equally with no favouritism. The findings illustrate that there was some sort of favouritism in serving employees and this

tendency might demoralize the employees which were not served equally. Favouritism usually decreases work morale and reduces the employees' job performance. Al-Zoubi and Alomari (2017) asserted that internal customer behaviour improved the quality of the service of hotel customers in Jordan.

The findings revealed that the majority (76%) of the respondents agreed that serving employees at KSCL provided adequate cooperation in case they needed services. The findings indicated that at least the level of serving employees cooperation was high, despite 24% of employees expressed a low level of cooperation. Nazeer, et al. (2014) established that smooth interaction among the university teaching staff and other employees in Pakistan promoted service quality and satisfaction. Hence, promoted the attainment of organizational goals.

#### **4.4 Influence of the Working Environment on the Internal Customer Care Services**

The study assessed how the presence of adequate working tools and equipment, unthreatened mode of carrying tasks and proper communication procedures contributed to better internal customer service. The findings from Table 4.2 indicated that 70.7% of the respondents agreed that the working tools were adequate at KSCL. However, the data indicated that 29.3% of the respondents asserted that the working equipment was not adequate. The results showed that to large extent, the existence of working tools contributed to the internal customer care services despite the working tools were not meeting the needs of the employees. Kyengo (2011) found that the lack of adequate resources restrained the provision of optimal customer care services for public service employees in Kenya.

The findings from Table 4.3 further demonstrated that 71.8% of the respondents agreed that they were carrying their tasks freely without being threatened. The findings indicated that the organisation should work to improve this variable since the score was not 100%. Szeliga-Kowalczy and Goranczewski (2016) ascertained that employees' freedom and happiness contributed to employees satisfaction. Hence, this contributed positively to higher education institution achievement in Poland.

The findings further indicated that the majority (71.7%) of the respondents agreed that there was a good communication procedure at KSCL. Again, the data depicted that there were some employees (29.3%) who were not fully satisfied with the communication procedures. For instance, this group complained that the working timetables were not released early as required. Elly (2016) reported that appropriate communication procedures enhanced internal customers service satisfaction.

**Table 4. 2: Descriptive variables**

Variable (s)	Frequency	Percent
<b>Influence of Supervisor Behavior on the Internal Customer Care Services (N=92)</b>		
Supervisor politeness to subordinates	75	82
Supervisor listen to jobs related needs of subordinates	80	87
The supervisor serves all staff equally without favouritism	53	57.6
<b>Influence prompt service to all of Serving Employees Behavior on the Internal Customer Care Services (N=92)</b>		
Serving employees provides prompt service to all	67	72.8
Serving employees serves all staff equally without favouritism	44	47.7

Serving employees shows enough cooperation in case someone needs service	70	76
<b>Influence of the Working Environment on the Internal Customer Care Services (N=92)</b>		
Availability of adequate working tools and equipment	65	70.7
Employees freedom to carry out assigned tasks without threats	66	71.8
Good communication procedure at KSCL	66	71.7

#### 4.5 The regression analysis

The findings from Table 4(a-c) shows that the adjusted R Square is 0.652 which suggested that working environment, supervisor behaviour and serving employee behaviour accounted for about 65.2 and F statistics is 54.947. The standard error was also small and F value was significant at 0.000. The data signified that the model was well specified and explained a better correlation between the dependent and independent variables. Table 4c's findings showed that the coefficients of the three variables were positive and significant. It implied that the supervisor behaviour, work environment, serving employees behaviour contributed significantly and positively to internal customer care quality at KCL. The findings articulated that on average, the supervisor and serving employees behaviour were at the level that stimulated the service quality at KCL. Moreover, the data implied that on average the working tools and equipment were adequate and in this case they facilitated the provision of the internal service quality. Kiruja and Kabare (2013) unveiled that working environments promoted the job performance for Technical industrial vocational and entrepreneurship training institutions employees in Kenya. Karatepe (2014) disclosed that the working environment supported the performance of hotel employees in Cameroon.

**Table 4.3a: Regression model summary**

				Model Summary
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807 <sup>a</sup>	.652	.640	.09431

a. Predictors: (Constant), Supervisor behaviour, Work environment, Serving employees behaviour

**Table 4.3b: ANOVA for the regression model**

						ANOVA <sup>b</sup>
Model	Sum of Squares	df	Mean Square	F	Sig.	
1 Regression	1.466	3	.489	54.947	.000 <sup>a</sup>	
Residual	.783	88	.009			
Total	2.249	91				

a. Predictors: (Constant), Supervisor behavior, Work environment, Serving employees behavior

b. Dependent Variable: Quality of internal customer service

**Table 4.3c: Regression model coefficients**

Model		Coefficients			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.398	.074		5.382	.000
	Serving employees behavior	.357	.055	.458	6.552	.000
	Work environment	.233	.041	.393	5.714	.000
	Supervisor behavior	.166	.053	.211	3.116	.002

a. Dependent Variable: Quality of internal customer service

### CONCLUSION AND RECOMMENDATIONS

The study revealed that the elements of internal customer services; supervisor behaviour, serving employees behaviour and working environment promoted the internal service quality at KSCL. However, to a certain extent, the study found that employees were not served equally and this reduced the level of internal service quality. The study recommends that KSCL should train serving employees on issues related to service quality. They should also improve the working environment to promote the internal service quality and hence organizational performance. The study contributed to the cognitive dissonance theory by revealing that in the employees' internal service quality can be fully attained if the supervisors and serving employees behaviour matches with the working environment. The study revealed all of the three variables contributed to the internal customer service quality. The study is unique because the previous study did not intermingle the three variables.

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