



THE ROLE OF DIMENSIONS OF STRATEGIC RECOVERY OF SERVICE IN DEVELOPMENT OF EMPLOYEE LOYALTY (TYPICAL ASIASEL SERVICES)

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Article history:		Abstract:
Received:	January 14 th 2022	Can the strategic recovery dimensions of the service be invested in developing the loyalty of the employees of a sample of the customers of Assail Communications, Al-Qadisiya branch in Iraq? Based on the previous literature, the survey tool was adopted to measure the availability of study variables in the services of the telecommunications company. Thus, 500 survey forms were distributed to selected clients working with the company, and 479 were retrieved for analysis, so the results showed that the dimensions of the strategic recovery of the service play an important role in developing the loyalty of the employees through the satisfaction of the customers. The study recommends that building positive customer relationships will improve customer loyalty toward the use of the company's services and build a positive reputation for them.
Accepted:	February 14 th 2022	
Published:	March 25 th 2022	
Keywords: Strategic Recovery, Employee Loyalty, Compensation, Response And Apology.		

INTRODUCTION

The service recovery was first used by British Airways in 1986 by Zemke & Schaaf, focusing on putting the customer first on the agenda. In a way that aims to enhance customer awareness of the service provided under the most demanding conditions in order to ensure collaboration between the customer and service providers in order to ensure decisions are made at the highest levels of the organization (Sciarelli et al., 2017:26), So the study problem that can be identified in the question of what role do the dimensions of strategic recovery of service play in employee loyalty? Can compensation, response, and apology be invested as the primary foundations for developing employee loyalty and encouraging them to attract and deliver customer satisfaction? Thus, dealing with the concept of strategic service recovery requires clarifying the role of internal service recovery on an organization-wide basis, which focuses on the internal marketing theory that emanates from the basis of tackling complex service problems. By improving the Department's capacity to manage its procedures, achieve justice and equal distribution of bonuses, powers and administrative levels (Kadihem & Hafedh, 2021:2492), in other words, this will help the Organization develop the loyalty of its employees. Moreover, it will motivate organizations to create and devise new methods to make customers happy by creating value for customers, motivating workers and encouraging them to use different strategies to deal with different customer activities and tastes.

THEORETICAL BACKGROUND AND DEVELOPING

HYPOTHESES

Strategic Service Recovery: Strategic Service Recovery indicates how well the organization is able to address the deviations in its forward and backward strategies (Montgomery & Moul, 1966:2). Recovery is a step to improve the organization's reality and performance (Syme & Craven, 2009:576). (Todd et al., 2012:1) the recovery is seen as the process by which individuals can live a satisfactory life despite the onset of symptoms. The strategic recovery of the service can also be seen as a subset of strategic innovation and company-wide adaptation literature, but it is different in that the challenges to decision-making come from failure rather than success (Eggers, 2012:3). According to Nurfauziah et al., 2021:57, **compensation** is compensation for the payment of money or goods, provided directly or indirectly to employees by the Company as evidence of the reward for the work performed by the Company for the benefit of the Company. (B) **response**, the response represents the change in the use of products by customers from the normal consumption pattern in response to changes in product prices (Muller, 2020:1). (C) **apology**, representing the service provider's apology for the poor quality of the products provided and the responsibility to compensate the customer for the service (Zhu et al., 2021:2065).

Employee loyalty: The word "loyalty" means compliance with the laws established by the organization (Hajdin, 2005:259). Thus, satisfied workers are having a positive impact on the customer's satisfaction with the organization and its products. Satisfied customers also

positively influence the feelings of employees toward the organization in which they work, so having satisfied customers is likely to lead to high employee satisfaction, improved performance and long-term retention. Accordingly, customer loyalty comes through employee loyalty and therefore employee loyalty must be an administrative priority (Swedan, 2013: 231). (Jun et al, 2006: 791) claimed that loyalty shows that employee empowerment, teamwork, and employee compensation have a significant and positive impact on workers' satisfaction and improved employee satisfaction lead to a higher level of employee loyalty. The loyalty of workers represents the highest levels of performance that an individual worker can reach through the power of a mock-up and a link with the organization (Porter, 1973:63). Najm, 2012, 1055) claimed that the loyalty of workers is the current one at which the goals and values of the workers correspond to the Organization's goals and values and the desire to make a distinct effort to achieve those goals. For Naseri, 2015:28), employee loyalty means employee satisfaction and loyalty to the organization in which they work through a high effort and commitment to providing quality services to the organization's customers. Foster,2008:423 the commitment of employees to deliver quality services brings many benefits to the organization: Reducing employment costs, enhancing customer-employee interaction, creating differentiation and the competitive advantage of the organization, so (AUBKE,2016) has identified five dimensions through which employee loyalty can be measured:-

1. Commitment to managers and organization:- . Loyalty is a psychological state and a regulatory obligation that distinguishes workers' relationship with their organization and which in turn has implications for their decisions to stay in the organization (Turkiylmaz et al,2011:682; Aubke,2016 :28).
2. Conditions of work: Porter believes that the loyalty of employees to the organization must be very strong in achieving the goals and values of the organization (GUILON&Cézanne, 2014:839), the necessity of achieving the maximum effort that an individual worker can reach, and the high desire to maintain the performance and reputation of the organization in the market
3. Personal benefits: - employees' loyalty benefits as it is a source of improvement in regulatory performance (GUILON&cezanne, 2014:840). It also generates the loyalty of employees to the organization in performing their work (IQBAL et al, 2015:1).
4. Service element and location:- Organization staff to make a high effort and commitment to deliver quality services to FAO customers (Nasiri, 2015:28)

5. Profession and situation:- the state of the relationship with workers increases its loyalty to the organization in order to create a competitive advantage by using training and development, improving performance and with the help of a diverse workforce, in order to improve the organization's competitive context and performance of the professions with high performance (Zareei et al., 2014:7 Firooz, 2012:674;). Hence, two hypotheses could be formulated:

The first hypothesis is that the increased interest of Isasil in the dimensions of strategic recovery of service contributes to building a strong connection to the loyalty of workers, which stems from several sub-assumptions:

- The increased interest of Isasil in compensating employees contributes to building a strong correlation that reinforces their loyalty with respect to (commitment to managers and organization, working conditions, personal benefits, service component, occupation and status).
- The increased interest of Isasil in responding to workers contributes to building a strong link that reinforces their loyalty with respect to (commitment to managers and organization, working conditions, personal benefits, service component, occupation and status).
- The increased interest of Isasil in employee apology contributes to building a strong link that reinforces their loyalty with respect to (commitment to managers and organization, working conditions, personal benefits, service component, occupation and status).

The second hypothesis is that the increased interest of Isasil in the dimensions of strategic recovery of service contributes to the impact on employee loyalty, and several sub-assumptions emerge from this hypothesis:

- The increased interest of Isasil in compensating employees contributes to influencing their loyalty with respect to (commitment to managers and organization, working conditions, personal benefits, service component, occupation and status).
- The increased interest of Isasil in responding to employees contributes to influencing their loyalty with respect to (commitment to managers and organization, working conditions, personal benefits, service component, occupation and status).
- The increased interest of Isasil in the apology of employees contributes to influencing their loyalty with respect to (commitment to managers and organization, working conditions, personal benefits, service component, occupation and status). Figure (1) shows the hypothian diagram of the study.

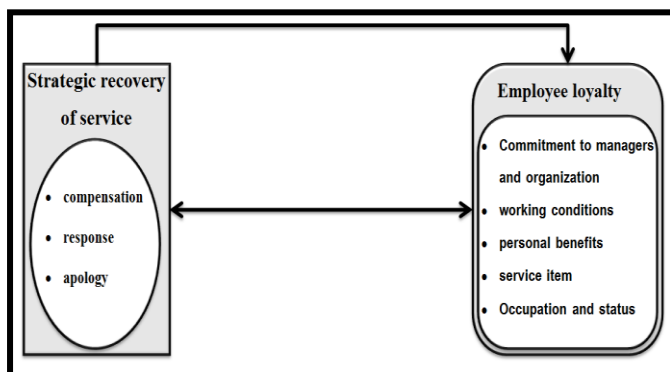


Figure (1) Study hypothesis Chart

METHODOLOGY OF THE STUDY

1. Study dimensions

The study looked at the measurement of two variables that represent the autonomous variable in the strategic service recovery (SRS) by (12) three-dimensional (after compensation (SRA) (4) item, after response (SRB) (2), after apology (SRC) (6) item and based on KaDehem& HAFEDH,2021). The subsidiary variable in employee loyalty (LM) is (21) five-dimensional (commitment to Managers and Organization (LL) (5) item, work conditions (LJ) (5) item, personal benefits (LI) (4) item, service element and location (LS) (4) item, occupation and status (LW) (3) item) and has been based on the Aubke,2016 scale.

2. Study Sample

The study community was the Asiacel Company of Iraq Radio Communications Company, while the sample study involved its employees and in fact its employees. 500 workers in the Middle Euphrates of Iraq (Diwaniyah, Najaf al-Ashraf, Karbala al-Holy, Babylon and Muthanna)The sample response rate was 0.958. The remaining 0.042 is due to the current circumstances of what the country is experiencing as a result of the 1999 Corona epidemic, and some workers are reluctant to respond to the resolution paragraphs. As a result, the questionnaire tool achieved a stable rate. (Kronbach Alpha) exceeded (70%) by (SRA = 0.844, SRB = 0.817, SRC = 0.793, SRS = 0.837, LM = 0.799, LL = 0.833, LJ = 0.769, LI = 0.773, LS = 0.773)The total persistence of Kronbach was alpha (0.851), indicating consistency and consistency of the opinions of the employees with the requirements of the company considered.

3. Results

3-1 Description of the study sample

The results of table (1) show that the strategic recovery of the service has achieved its level of availability. 3.14, which is higher than the hypothetical mean of 3, with a fairly low standard deviation of. (0.377) To reflect the consensus of Asiacel's employees to be interested in developing and improving the company's services and making them more attractive,

as well as to respond to clients who are in contact with the company about the problems that may arise in the services provided.

The results also showed the availability of employee loyalty to the company at a value of 3.07, which is higher than the hypothetical average of 3. This means that the data dispersion rate is low (0.299) to show the consistency and harmony of the employee's views on the interest in the service provided by an average calculation of 3.35 to show that the company shows a high interest in gaining the satisfaction of its employees in exchange for their loyalty and achieving its long-term objectives.

Table (1) arithmetic circles and standard variations of study item and variables

No.	Mean	S.D
SRA1	3.68	0.665
SRA2	2.92	0.924
SRA3	3.13	0.868
SRA4	3.55	0.689
SRA	3.32	0.568
SRB1	3.21	0.758
SRB2	3.31	0.767
SRB	3.26	0.63
SRC1	3.1	0.786
SRC2	3.4	0.794
SRC3	3.25	0.856
SRC4	2.54	0.969
SRC5	2.48	1.014
SRC6	2.34	0.917
SRC	2.85	0.584
SRS	3.14	0.377
LL1	2.48	1.026
LL2	3.3	0.771
LL3	2.43	1.018
LL4	2.43	0.863
LL5	2.71	0.883
LL	2.67	0.639
LJ1	3.26	0.733
LJ2	2.91	0.724
LJ3	3.13	0.725
LJ4	2.96	0.831
LJ5	2.87	0.872
LJ	3.03	0.606
LI1	3.81	0.507
LI2	2.95	0.86
LI3	3.12	0.854
LI4	3.5	0.69
LI	3.34	0.51
LS1	3.28	0.709
LS2	3.35	0.731

LS3	3.16	0.782
LS4	3.61	0.662
LS	3.35	0.523
LW1	3.3	0.769
LW2	2.82	0.914
LW3	2.7	0.932
LW	2.94	0.653
LM	3.07	0.299

3-2 Test hypotheses

Table 2 results indicate a statistically significant correlation between strategic recovery and worker loyalty (0.523) at a moral level below (1%) that is, at a confidence level (99%), which means study variables for Asiacel Mobile Communications, as well as a relationship between strategic recovery dimensions of service and employee loyalty dimensions ranging from (0.840) for the response, occupation and status dimension to 0.909 for the compensation and personal interest dimension, showing the consistency and consistency of the views of the study sample towards the improvement of the services provided by the company. The foregoing supports the validity of the first hypothesis.

Table (2) Link matrix

	LL	LJ	LI	LS	LW	LM
SRA	.476**	.482**	.909**	.440**	.368**	.571**
SRB	.411**	.527**	.760**	.620**	.196**	.690**
SRC	.644**	.558**	.840**	.390**	.483**	.361**
SRS	.428**	.599**	.720**	.601**	.380**	.840**
LL	1	.587**	.490**	.567**	.716**	.523**
LJ		1	.670**	.519**	.636**	.529**
LI			1	.812**	.258**	.731**
LS				1	.349**	.312**
LW					1	.513**
LM						1

The results of table (3) and figure (2) show that strategic recovery of service has a direct impact on employee loyalty, as increasing the strategic recovery of service by one standard weight increases employee loyalty by one. (0.670) Showing loyalty to the telecom company 0.670 to indicate that workers are interested in providing services on a high scale in order to avoid any errors or collisions with customers with respect to the service provided. This is what the results show at a rate of error. (0.034) With a certain critical value, this result is (19.706), which means that the strategic recovery of the service contributes to the handling of customer complaints, reflecting positively on the loyalty of the employees as having a high motivation towards their reputation and that of the company in general, while the remainder is outside the limits of the study.

Table (3) Standard results of the impact of strategic recovery of service on employee loyalty

path		Estimate	S.E	C.R	R ²	P
SRS	--> LM	0.670	0.034	19.706	0.450	**

The strategic recovery of the service has also contributed to an explanation (0.450) of why employees are encouraged to be loyal to the company, the residual value is outside the limits of the study, and the above supports the validity of the second hypothesis.

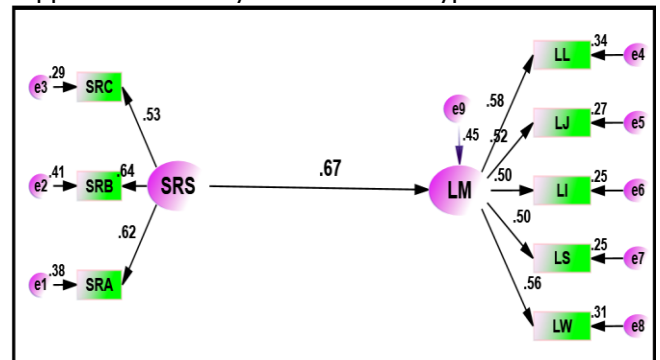


Figure 2 Standard model of the impact of strategic service recovery on employee loyalty

4. Discuss the results

The study provided a set of substantive results that could benefit the company considered by improving its strategic recovery capacity, particularly with regard to the development and development of employee loyalty, with a view to improving service delivery. This contributes to increasing customer awareness and experience of the services provided by Asiacel, as it plays a significant role in taking into account the income of its client and providing services, rewards and material compensation, particularly during the use of Internet and communication services.

The study recommends that customer requirements should be invested and responded to through the development of services that meet these requirements, thereby significantly increasing customer demand for the company as compared to its competitors in the same telecommunications sector. As well as the need for the company to take care to address customer complaints as much as possible and to open a customer awareness development service on how to improve and educate customers on how to invest as much of the benefits of the service as possible, which would benefit customers personally and enhance their loyalty and satisfaction and would have a positive impact on improving the loyalty of the company's employees.

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