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Examining Employee Advocacy as a Driver of Frontline Service Excellence in the Algerian Telecommunications Sector: A Mixed-Methods Study

Manel REBBOUH [*1] , Fatima MECHTER[2]

[1]Setif 1 University,Ferhat ABBAS (Algeria),
e-mail: manel.rebbouh@univ-setif.dz

[2]University of M'Sila, Mohamed BOUDIAF(Algeria),
e-mail: fatima.mechter@univ-msila.dz

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Abstract: This study examines the relationship between employee advocacy and frontline service excellence within the Algerian telecommunications sector in Sétif. Using a mixed-methods case study design, data were collected from 58 frontline employees through structured questionnaires, and 8 purposively selected employees through semi-structured interviews. The findings reveal that satisfied and motivated employees are more likely to engage in advocacy behaviors that enhance service delivery standards. Additionally, targeted training and empowerment initiatives significantly contribute to employees' ability to provide exceptional service. The study highlights the importance of fostering an internal marketing that supports both employee well-being and professional development as a pathway to achieving service excellence. These insights provide valuable implications for managers aiming to strengthen customer-facing operations through strategic employee engagement.

Keywords: *Employee Advocacy; Frontline Service Excellence; Internal Marketing; Employee Satisfaction and Motivation; Employee Training and Empowerment; Algerian Telecommunications; Frontline Employees; Service Quality.*

1. INTRODUCTION

In the servicesector, delivering excellent service to a diverse customer becomes even more complex when frontline employees themselves come from varied backgrounds. While existing literature provides operational tactics for achieving customer service excellence, it has not fully examined whether strategies such as training, policies and procedures, and leadership have the same impact on all employees. In today's competitive and uncertain marketplace, businesses must differentiate themselves through effective customer satisfaction

[*]**Corresponding author**

strategies, with service quality serving as a key driver of customer satisfaction and retention. Customer evaluations of service experiences are heavily influenced by the quality of interactions with frontline employees during face-to-face encounters. As the first—and often the only—in-person point of contact, frontline staff play a pivotal role in shaping customers' overall perceptions of service quality. Their ability to recognize and anticipate customer needs is therefore an essential skill that directly impacts the organization's success.

Internal marketing (IM) programs, sometimes called IM practices, can include a variety of human resource activities such as training, rewards, socialisation, participatory decision-making, involvement, empowerment, and structured communication. These programs are often grouped into three main activities: employee empowerment, participation in decision-making and formalised communication. Employees typically experience these three elements together, forming an integrated corporate IM programme aimed at enhancing their understanding of organisational actions and, in turn, improving front-line employees' performance outcomes(Ferdous & Polonsky, 2014).

The quality of frontline service delivery is a critical factor in building customer satisfaction and enhancing the institutional image, particularly in service-oriented organizations. As competition intensifies -especially in the public sector- an organization's ability to deliver exceptional service increasingly relies on the engagement of frontline employees. This engagement goes beyond merely performing assigned tasks; it involves the voluntary adoption of behaviors that reflect commitment to the organization and its values, a concept referred to in contemporary literature as employee advocacy.

1.1 Problem Of the Study

The concept Employee Advocacy represents an advanced extension of internal marketing practices, in which employees are regarded as "internal customers" who must be supported, empowered, and engaged. When employees are convinced of the organization's mission and values, they become capable of representing it positively in their interactions with customers. In the Algerian context, particularly within public institutions, this dimension of internal marketing remains underutilized highlighting the need to investigate its potential influence on service excellence at customer contact points.

This study aims to explore the relationship between employee advocacy behaviors and the excellence of frontline services, through a case study of Algerian telecommunications sector in the province of Sétif. It further seeks to provide a practical framework that can guide public sector managers in fostering

internal practices that promote advocacy behaviors among employees, ultimately enhancing customer experience and service quality. The study question is formulated as follows:

How does employee advocacy influence service excellence among frontline employees in the telecom sector in in the province of Sétif?

Based on the above-mentioned study question, the sub-questions that the study seeks to answer are as follows:

–What forms of employee advocacy are most common among frontline telecom employees in the province of Sétif?

–How does employee advocacy affect service in the telecom sector in the province of Sétif?

–What organizational strategies can enhance employee advocacy to improve service excellence in the telecom sector in the province of Sétif?

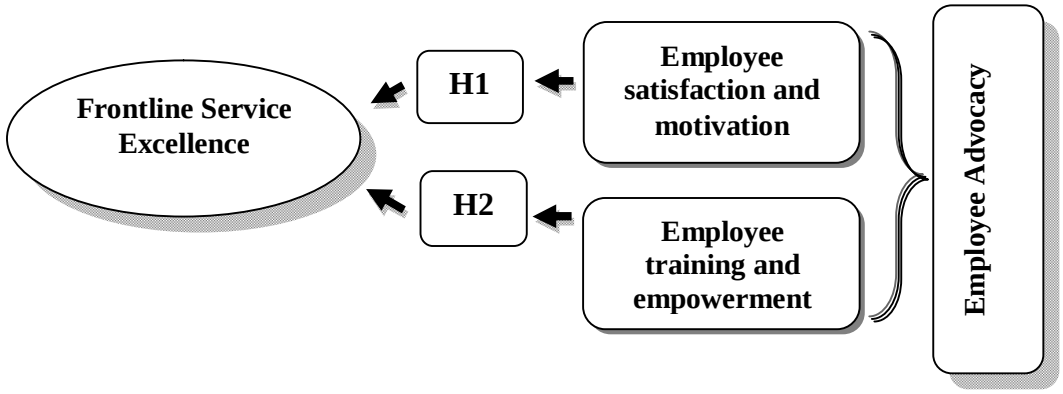
1.2 Hypothesis Outline and Hypotheses of the Study

This study will investigate the hypotheses and aim to construct a model that elucidates and clarifies the dynamics of these hypotheses. The model will explore the relationships, whether correlational or causal, between the variables.

1.2.1 Hypothesis Outline: Figure 1 shows the relationship between study variables based on the issue and objectives.

Figure 1

Hypothesis Outline of the study



Source: Prepared by the student relying on previous studies

From Figure 1, the following hypotheses can be formulated:

1.2.2 Main Hypothesis

There is a statistically significant positive relationship between employee advocacy and frontline service excellence as a dependent variable among Algerian Telecom employees in the province of Sétif.

1.2.2.1Sub-Hypotheses

There is a statistically significant positive effect of employee motivation and satisfaction on frontline service excellence among the sampled employees of Algerian Telecommunications in the province of Sétif.

There is a statistically significant positive effect of employee training and empowerment on frontline service excellence among the sampled employees of Algerian Telecommunications in the province of Sétif.

1.3 Significance of the Study

This study is significant at the theoretical, methodological, and practical levels. Theoretically, it extends the literature on employee advocacy by examining its direct relationship with frontline service excellence in a public telecommunications organization in an emerging economy, a context that remains underrepresented in prior research. By linking employee advocacydimensions (employee satisfaction and motivation, training and empowerment) to frontline service outcomes, the study refines understanding of how internal employee attitudes translate into external service performance. Methodologically, the research adopts a mixed-methods case study design that combines a structured survey with semi-structured interviews among frontline employees. This triangulated approach provides both statistical evidence and contextual insight, strengthening the robustness and relevance of the findings for North African service settings.

Practically, the results offer actionable guidance for managers in the Algerian telecommunications sector and similar service organizations. By identifying which aspects of employee advocacy most strongly influence frontline service excellence, the study provides a concrete evidence base for designing HR policies, training programs, and empowerment initiatives aimed at enhancing customer satisfaction and organizational competitiveness.

1.4 Study Objectives:

–To identify and describe the primary forms and manifestations of employee advocacy among frontline employees in Algerian telecommunications, examining both internal advocacy (commitment to organizational values) and external advocacy (positive representation to customers);

–To analyze the statistical relationship between employee advocacy dimensions, specifically employee satisfaction/motivation, employee training/empowerment and frontline service excellence, testing hypothesized positive relationships through correlation and regression analyses;

–To examine how organizational strategies such as targeted training programs, empowerment initiatives, and recognition systems enhance employee

advocacy and subsequently improve frontline service performance, drawing on both quantitative correlations and qualitative employee perspectives;

–To provide empirically grounded recommendations for strengthening internal marketing practices in the Algerian telecommunications sector, enabling managers to design interventions that cultivate advocacy behaviors.

1.5 RESEARCH METHODOLOGY

1.5.1 Study Design and Approach

This study adopts a mixed-methods case study design, combining quantitative and qualitative approaches to provide a comprehensive examination of employee advocacy and frontline service excellence. The quantitative component employs a survey methodology to test hypothesized relationships between independent variables (employee advocacy dimensions) and the dependent variable (frontline service excellence). The qualitative component utilizes semi-structured interviews to contextualize and validate quantitative findings, providing deeper insight into the mechanisms through which advocacy behaviors influence service delivery. This triangulation approach enables both statistical validation and contextual understanding of advocacy practices as they manifest in real organizational settings.

1.5.2 Study Population, Sample, and Selection Criteria

–**Target Population:** The target population consists of all frontline employees working in customer-facing roles within Algerian telecommunications companies in the province of Sétif, including customer service representatives, sales associates, and technical support staff.

–**Study Sample:** A purposive sampling strategy was employed to select 58 frontline employees (out of 60 questionnaires distributed) who met the following inclusion criteria: (a) minimum of one year of service with the organization; (b) direct and frequent involvement in customer interaction; and (c) willingness to participate in the study. Employees in administrative or purely technical roles without daily customer contact were excluded.

1.5.3Data Collection Tools:

1.5.3.1Structured Questionnaire: Comprised of three parts:

–Demographic information.

–Measures of Employee Advocacy (divided into: Satisfaction & Motivation, Training & Empowerment)

Measures of Frontline Service Excellence (derived/adapted from reliable scales such as SERVQUAL(Obioma, 2016) and other service performance metrics).All items were rated on a **5-point Likert scale** (1 = Strongly disagree … 5 = Strongly agree).

The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS, version 26). Descriptive statistics were used to summarize the demographic characteristics of the sample, while inferential statistical techniques, including correlation and regression analyses, were applied to test the research hypotheses.

1.5.3.1.1 Questionnaire (Quantitative Component) Objectives:

- Provides statistical evidence of relationships between variables;
- Tests hypotheses across the full sample (n=58);
- Enables generalization of findings within the case;
- Offers standardized measurement across respondents.

1.5.3.2 Semi-structured Interviews:

Conducted with a small subset of employees (8) to provide qualitative verification and enhance understanding of questionnaire responses during the interpretation of results.These participants wereselected from the survey respondents based on maximum variation criteria, in order to capture diverse perspectives in terms of age, years of experience, and job role (customer service representatives, sales staff, and technical support employees). All interviewees had at least one year of frontline experience and reported direct, frequent contact with customers. Participation in the interviews was voluntary, and each participant provided informed consent prior to the interview.Each interview lasted approximately 30–45 minutes and was conducted in Arabic or French, according to the participant's preference, to allow for rich and accurate expression. The interviews followed a semi-structured guide focusing on employees' perceptions of organizational support, satisfaction and motivation, training and empowerment, and concrete experiences of advocating for the organization in customer interactions.

The semi-structured interviews were audio-recorded with participants' consent and transcribed verbatim. The transcripts were then analyzedusing thematicanalysis, involvingrepeatedreading, coding of relevant segments, and grouping codes intobroaderthemesrelated to employeeadvocacy and frontline service excellence. The codingschemewasreviewed by anotherresearcher to enhance the credibility of the qualitative findings, and

illustrative quotes were selected to support and contextualize the quantitative results

1.5.3.2.1 Semi-Structured Interviews (Qualitative Component)purposes:

- Provides rich narrative data explaining HOW and WHY advocacy influences service excellence;
- Captures nuanced perspectives not possible through Likert scales;
- Contextualizes quantitative findings with real-world examples;
- Enables exploration of unexpected findings ;
- Validates and triangulates survey results ;
- Provides employee voice and lived experiences.

Ethical considerations were observed throughout the study, ensuring voluntary participation, confidentiality of responses, and the use of data solely for academic purposes.

1.6 The Study Structure/ Sections

1.6.1 Study Literature Section

This section reviews research on employee advocacy and frontline service excellence, focusing on theoretical frameworks, key models, and relevant findings. It emphasizes how employee advocacy improves service quality, customer satisfaction, and organizational reputation, especially in telecommunications, linking advocacy behaviors to strong service outcomes.

1.6.2 Applied Study Section

This section addresses the empirical dimension of the research through a case study of Algerian telecommunications employees in Sétif. It outlines the research methodology, data collection tools, and sampling approach, followed by a detailed analysis of survey results. The section focuses on assessing the relationship between employee advocacy practices and frontline service performance, drawing conclusions from the actual experiences, challenges, and strategies implemented by Algerian telecom.

2. Theoretical and Conceptual Framework

2.1 Concept of Employee Advocacy

Employee advocacy can be understood as "a verbal and nonverbal behavior driven by three factors: individual (e.g., job attitudes, person-organization fit, personality), group (e.g., leader-member relationship and group cohesion), and organizational (e.g., communication management, top management, and organizational culture)" (Men & Verčič, 2021). This definition emphasizes the

multifaceted nature of advocacy behavior, distinguishing it from related concepts like organizational citizenship behavior by its external focus.Research of (Tao, Lee, Li, & He, 2023)demonstrates that employee advocacy manifests through various channels, including social media engagement, word-of-mouth recommendations, and public support for organizational initiatives. The behavior is characterized as voluntary and discretionary, representing employees' willingness to "spread positive information about their employer" (Walden & Westerman, 2018).

Empowerment encourages idea generation, discretion, and skill utilization, positioning employees as valuable assets essential to organizational success. It is an ongoing process, not a one-time task, requiring continuous support, training, and the creation of conditions that enhance competencies, prepare employees for challenges, and reduce workplace anxiety.(Chikazhe & Nyakunuwa, 2022)

Training is a structured learning process aimed at improving employees' knowledge, skills, abilities, and attitudes to perform tasks efficiently and achieve organizational goals. It not only enhances technical competencies but also develops creativity, decision-making, and problem-solving skills, enabling employees to work more effectively under pressure. Organizations that invest in effective training programs not only boost employee productivity but also strengthen employer-employee relationships, ultimately improving overall organizational performance(Iftikhar & Manzoor, 2017).

2.2 Antecedents and Drivers

2.2.1 Corporate Social Responsibility

Multiple studies identify corporate social responsibility (CSR) as a significant driver of employee advocacy behavior. Ahmad et al. found that "CSR perceptions of hotel employees can drive their advocacy behavior"(Naveed , et al., 2022). The relationship operates through employee engagement as a mediating mechanism, where CSR initiatives enhance employee engagement, which subsequently motivates advocacy behaviors(Naveed , et al., 2022).

2.2.2 Leadership and Communication

Leadership support and internal communication emerge as critical organizational factors. Research shows that "servant leadership and symmetrical communication" significantly influence employee advocacy through mediating factors of employee empowerment and organizational citizenship behavior(Prabawa & Andrias, 2024). Additionally, dialogic communication approaches enhance employees' advocacy behaviors, particularly in contexts requiring public

health promotion (Tao, Lee, Li, & He, 2023).

2.2.3 Employee Engagement

Employee engagement serves as both an antecedent and mediator in advocacy relationships. Studies consistently demonstrate that engaged employees are more likely to engage in advocacy behaviors (Naveed , et al., 2022), (Hazarika, 2024).

2.3 Organizational Outcomes

2.3.1Performance Impact

Employee advocacy significantly impacts organizational performance through multiple pathways. Research indicates that advocacy behaviors lead to "improved organizational outcomes, including higher efficiency, better customer service, and enhanced job satisfaction among employees". The performance benefits extend to reduced operational inefficiencies, lower turnover rates, and decreased recruitment costs.(Hazarika, 2024)

2.3.2 Reputation Enhancement

Organizations benefit from enhanced reputation when employees serve as authentic advocates. Studies show that "personal information source is preferred over company-generated information sources," making employee advocacy particularly valuable for reputation management.The authenticity of employee endorsements provides credibility that traditional marketing approaches cannot achieve.(Naveed , et al., 2022)

2.3.3 Customer and Stakeholder Relations

Employee advocacy positively influences customer satisfaction and stakeholder relationships. Research demonstrates that organizations with strong employee advocacy programs experience "improved service delivery and customer satisfaction, which are likely to enhance the corporation's reputation and, in turn, increase ridership and revenue" (Hazarika, 2024).

2.4 Frontline Service Excellence

The literature review highlights several key areas that impact customer satisfaction and the performance of front-line staff. These include workplace climate, service training, job satisfaction, and recognition/reward.

2.4.1 The Service Excellence

The Service Excellence concept focuses on delivering a superior and satisfying customer experience, which is vital for improving service quality. It is guided by principles such as responsiveness, responsibility, reliability, sustainability, and empathy. Responsiveness involves providing quick, efficient solutions to customers' needs, enhancing service time and satisfaction. Responsibility emphasizes offering clear, accurate, and easily understood information, supported by transparent procedures and open communication. Reliability ensures consistent application of policies and procedures, fostering predictability and trust among customers.(Hardini & Digdowiseiso, 2023)

In a service excellence context, providers are expected to be well-trained, approachable, responsive, knowledgeable, honest, trustworthy, dependable, engaged, and consistent. Achieving this requires individuals who can effectively justify current practices, with their abilities perfectly aligned to the demands of the task, fostering both motivation and commitment. Ultimately, service excellence reflects a culture of expertise, competence, collaboration, empathy, respect, reputation, and individuality (Kasim, Umar, & Martin, 2018).

2.4.2 Frontline Employees

Service literature frequently presumes that frontline employees (FLEs) share a consistent understanding of 'customer service'. This perspective has resulted in variations in FLE attitudes, behaviours, and performance being predominantly attributed to factors such as organisational characteristics, social environments, job roles, or individual personality traits (Mascio, 2010).

Frontline employees in service organizations typically serve as the firstand sometimes only point of contact between the company and its customers. This close interaction gives them direct access to valuable, first-hand customer insights, making them the individuals most attuned to customer needs within the organization. Given the diversity of these needs, frontline staff must be creative in identifying and addressing the core issues customers face. Consequently, generating innovative ideas and solutions becomes essential for meeting customer expectations and delivering the precise services they require(Lages & Piercy, 2012).

2.5 Service Quality

Service quality is defined as the gap between customers' perceptions and their expectations of a service. When perceived service matches expectations, customer satisfaction is achieved, and exceeding expectations ensures excellent

service quality. Key dimensions of service quality include responsiveness, assurance, tangibility, empathy, and reliability. In competitive markets, customers often choose providers based on service quality differences, making it a critical factor that can determine a firm's success or failure.(Chikazhe & Nyakunuwa, 2022)

3. The Applied Framework

3.1 Study Variables

3.1.1 Independent Variable (IV): Employee Advocacy

Employee Advocacy refers to the extent to which employees support, promote, and represent their organization positively, both internally and externally.

3.1.1.1 Dimensions

–**Employee Satisfaction and Motivation** – the degree to which employees are content with their work and driven to perform well.

–**Employee Training and Empowerment** – the extent to which employees receive adequate training and autonomy to serve customers effectively.

3.1.2 Dependent Variable (DV): Frontline Service Excellence

Frontline Service Excellence represents the quality of customer service delivered by employees who interact directly with customers, reflecting professionalism, responsiveness, and problem-solving skills.

3.1.2.1 Possible dimensions: Service quality, responsiveness, empathy, problemsolving ability, and customer satisfaction.

3.2 Statistical Analysis Procedures (Considering Sample Size): Proposed statistical steps:

– Descriptive Analysis: Frequencies, percentages, means, standard deviations.

– Reliability Testing: Cronbach's Alpha for each scale.

– Hypothesis Testing (depending on hypothesis type and sample size):

– t-test: To compare the mean with a hypothetical value or between two groups.

– ANOVA: To detect differences across more than two demographic categories, with tests for normality and variance homogeneity.

– Simple/Multiple Linear Regression: To test the effect of Employee Advocacy dimensions (Satisfaction & Motivation, Training & Empowerment) on Frontline Service Excellence.

3.2 Instrument Validity and Reliability

3.3.1 Face / Content Validity

The questionnaire was reviewed by 3–5 experts in human resources management and service marketing to adjust wording and ensure the suitability of items for the local context.

3.3.2 Pilot Test

Conducted with 8–10 employees outside the study sample to improve item clarity and estimate completion time.

3.3.3 Reliability

Cronbach's Alpha will be calculated for each dimension; a value of ≥ **0.70** will be considered acceptable.

Table 1

Alpha- Cronbach's coefficient of stability for questionnaire variables

Value of the reliability coefficient Alpha Cronbach's.	Dimensions
Employee satisfaction and motivation	0.856
Employee training and empowerment	0,752
Frontline Service Excellence	0.937

Source: Prepared by the researchers using SPSS.

Table 1 demonstrates the internal consistency of the study variables as measured by Cronbach's Alpha. The results reveal that all the constructs have acceptable reliability levels, exceeding the recommended threshold of 0.70. Specifically, Employee Satisfaction and Motivation showed a high reliability coefficient of 0.856, indicating strong internal consistency. Employee Training and Empowerment also demonstrated satisfactory reliability with a coefficient of 0.752. The Frontline Service Excellence dimension achieved a very high coefficient of 0.937, reflecting excellent consistency of the measurement items. These results confirm the stability of the questionnaire used in this study

4. Results and Statistical Analysis/ Analysis of Study Variables:

4.1 Respondent's Demographic Profile

Though studying the background information of respondents, variables such as gender, age, education level and professional experience were of great significance as given below.For this study, a total of 60 respondents were given the questionnaire but only 58 questionnaires have been returned safely.

Table 2

Demographics of the respondents

Category	Subcategory	Frequency	Percentage
1. Gender	Male	33	56,9
	Female	25	43,1
	Total	**58**	**100**
2. Age (in years)	18- 30	2	3,4
	31–50	52	89,7
	51 -60	4	6,9
	Total	**58**	**100**
3. Education level	Pre-Secondary Education	2	3,4
	High School	8	13,8
	College	43	74,1
	Graduate Studies (Doctorate)	5	8,6
	Total	**58**	**100**
4. Experience in years	1–5	9	15,6
	6–10	16	27,6
	11–15	26	44,8
	16–20	7	12
	Total	**58**	**100**

Source: Prepared by the researchers

According to table 2, shows that 56.9% of the classes are male and 43.1% are female. This can be explained by the fact that employment in Algerian telecommunications agencies is gender-balanced (it does not focus on one gender over the other but rather offers equal opportunities).

Further in the table several age sets were created. The study comprised of age groups, which is 90%, belonged to the 31-50 age group, while the next group, aged 51 and above, accounted for a negligible 7%. Finally, the 18-30 age group represented 3% of the sample, which is the least common. This can be explained as follows:

–The 31-50 age group can be attributed to the restructuring of the Algerian Telecommunications Corporation and its separation from the Algerian Post Office in 2003, when it was called the Post and Telecommunications Corporation. The Algerian Telecommunications Corporation revolutionized employment and attracted young people.

–The very low percentage of 18–30-year-olds is due to the reduction in the hiring process in 2014 and the move towards a policy of reducing human resources and replacing them with electronic platforms.

–The percentage of those aged 51-60 is low due to the abolition of the proportional retirement law in 2016, which led to the retirement of most employees who met the conditions. It is also specified that most of the respondents are university graduates, with approximately 43 respondents, with 74.1%. Those who pre-secondary education numbered two respondents, with 3.4%. Those who stopped studying at the high school numbered eight respondents, or 14%, while the remaining 9 % stopped studying at the postgraduate level. This can be explained as follows:

–The university level, which represented the largest percentage, is due to the employment policy of Algerian Telecommunications for front office staff, which relies primarily on qualified university graduates through the National Employment Agency, unlike what was the case before 2003.

–As for the high school level, they are holders of vocational training certificates who completed their training within the institution and were integrated into it.

–The post-graduate category, which is a small minority, works as reception supervisors.

–The category pre-secondary education is the oldest category, which was recruited before the restructuring of the institution in 2003.

The distribution of respondents' experience shows that the largest proportions (44.8%) have between 11 and 15 years of experience, indicating a relatively seasoned workforce with significant practical exposure. This is followed by those with 6–10 years of experience (27.6%), while newer employees with 1–5 years of experience represent only 15.6% of the sample. A smaller proportion (12%) has 16–20 years of experience, suggesting a limited number of highly veteran staff. Overall, the data reflect a predominance of mid-to-late career professionals, which may positively influence performance through accumulated skills and expertise.

4.2 Analysis of employee advocacy dimensions statements

The following tables show the results of the analysis of the respondent'sresponses relating to employeeadvocacy dimensions.

4.2.1 *employee satisfaction and motivation.*

Table 3

The results of the respondents concerning the dimension of employee satisfaction and motivation.

Statements	Arithmetic Mean	Standard Deviation	t-Test	Sig. Level	Decision
Working in the current position suits my ambitions	2.8793	1.10941	-0.828	0.411	Neutral
Relying on the front office staff level makes me satisfied	3.2931	1.05977	2.106	0.040	Neutral
Responding to customers makes me feel satisfied with my current position	3.7931	0.89362	6.759	0.000	Agree
The requirements of my current position make me feel somewhat stressed	2.7241	0.89429	-2.349	0.022	Neutral
The provided incentives are commensurate with the effort exerted	2.4483	0.97643	-4.303	0.000	Disagree
I am satisfied with the various privileges provided to front office staff	2.2931	1.02613	-5.246	0.000	Disagree
The wage I receive is commensurate with the tasks assigned to me	2.5690	1.15640	-2.839	0.006	Disagree
Employee satisfaction and motivation (Overall)	**2.8571**	**0.67219**	**-2.619**	**0.011**	Neutral

Source: Prepared by the researchers using SPSS

As for the dimension of employee satisfaction and motivation, the results indicate a generally positive perception among the respondents. The overall mean was 3.4872 with a standard deviation of 0.55921, suggesting a moderate to high level of agreement and a relatively low variability in responses. The t-test value of 6.640 with a significance level of 0.000 confirms that this mean is significantly higher than the test value of 3, implying that the surveyed employees are, on average, satisfied and motivated in their roles.

When examining the items individually, the highest mean was observed in the second item ($M = 3.7241$, $SD = 0.71883$) with a t-value of 5.840 ($p < 0.01$), followed by the fifth item ($M = 3.6207$) with a significant t-value (4.525, $p < 0.01$). These results reflect strong agreement among respondents concerning the institution's ability to provide a motivating work environment. Other items, such as the first and sixth, also showed statistically significant results, reinforcing the trend of employee satisfaction.

However, the third and fourth items presented lower mean values (3.2586 and 3.3103, respectively), with t-values that were still statistically significant ($p < 0.05$), yet they suggest comparatively lower levels of agreement, potentially pointing to areas that could benefit from managerial attention and improvement.

Table 4:

The results of the respondents concerning the dimension of employee training and empowerment.

Statements	Arithmetic Mean	Standard Deviation	T-Test	Significance Level	Decision
I can complete the tasks assigned to me without direct supervision.	4.3448	0.78476	13.051	0.000	Strongly Agree
My performance meets the basic requirements of my job description.	3.8148	1.20608	5.117	0.000	Agree
I express my opinion and propose ideas to solve various problems.	3.8448	0.98767	6.514	0.000	Agree
My professional skills are compatible with the needs of the work environment.	3.8198	1.04949	6.433	0.000	Agree
I strive to develop my skills to keep pace with technological developments in the field of media and communication.	3.6073	1.10545	4.276	0.000	Agree
I seek to diversify my work methods to achieve my professional tasks effectively.	3.3793	1.16135	2.613	0.011	Agree
I complete my tasks according to what the job requires.	3.7898	1.07082	3.175	0.003	Agree
My efficiency contributes to achieving the organization's goals.	4.0103	0.93212	6.359	0.000	Agree
I believe that continuous professional development positively affects my job performance.	3.8238	0.58203	10.779	0.000	Agree
Employee training and empowerment (Overall)	3,8238	,58203	10,779	,000	**Agree**

Source: Prepared by the researchers using SPSS

Regarding the Employee Training and Empowerment dimension, the analysis revealed an overall mean of 3.8238 and a standard deviation of 0.58203,

indicating a high level of agreement among respondents and relatively low variability. The t-test result ($t = 10.779$, $p < 0.001$) confirms that this average is statistically significant, implying that employees perceive the institution's training and empowerment efforts positively.

The item with the highest agreement was: "I can complete the tasks assigned to me without direct supervision" ($M = 4.3448$, $SD = 0.78476$, $t = 13.051$, $p < 0.001$), reflecting a strong sense of autonomy and confidence among employees. Another highly rated item was: "My efficiency contributes to achieving the organization's goals" ($M = 4.0103$, $SD = 0.93212$, $t = 6.359$, $p < 0.001$), suggesting that employees believe their performance aligns with institutional objectives.

All other items also scored means above the neutral value (3), with statistically significant t-test results ($p < 0.05$), confirming that respondents largely agreed with statements related to job performance, skill compatibility, and continuous development. The item with the lowest mean ($M = 3.3793$) pertained to the diversification of work methods yet still indicated agreement and statistical significance ($t = 2.613$, $p = 0.011$), highlighting a potential area for targeted improvement.

Overall, these results suggest that the institution provides effective training and empowerment mechanisms, fostering self-confidence, alignment with job roles, and a commitment to continuous professional development among employees.

Table 5

The results of the respondents concerning the dimensions of employee training and empowerment.

Statements	Arithmetic Mean	St Dev	T-Test	Sig Level	Decision
Front office employees are keen to answer customer inquiries.	4.3966	0.64725	16.432	0.000	Strongly Agree
Customer complaints are handled effectively at the front office level.	4.3448	0.73870	13.865	0.000	Strongly Agree
Services are delivered correctly the first time at the front office.	4.0517	0.94447	8.481	0.000	Agree
Speed of service delivery at the front office level.	4.1034	0.96772	8.684	0.000	Agree
The tasks of front office staff require trust in service delivery.	4.5000	0.53803	21.232	0.000	Strongly Agree
Front office employees ensure respectful treatment and understand client needs.	4.3793	0.64421	16.306	0.000	Strongly Agree
Front office employees inform clients of new services.	4.2414	0.82314	11.485	0.000	Strongly Agree
The agency places the customer's interest as a top priority.	4.3276	0.84579	11.954	0.000	Strongly Agree
Front office employees show courtesy and politeness.	4.2414	0.73294	12.899	0.000	Strongly Agree
Front office performance reflects competence and precision in service delivery.	4.2241	0.87946	10.601	0.000	Strongly Agree
Services are delivered on time by front office staff.	4.2241	0.70195	13.281	0.000	Strongly Agree
The flexibility of services provided by Algeria Telecom (tailored to the situation).	4.1207	0.85998	9.925	0.000	Agree
Front office employees aim to provide uniform service to all customers.	4.3448	0.68956	14.853	0.000	Strongly Agree
Frontline Service Excellence.	**4.2692**	**0.58923**	**16.405**	**0.000**	**Strongly Agree**

Source: Prepared by the researchers using SPSS

The analysis of the Frontline Service Excellence dimension reveals that all items obtained high arithmetic means ranging from 4.05 to 4.50, indicating a strong level of agreement among respondents. The highest-rated statement was: "The tasks of front office staff require trust in service delivery" with a mean of 4.50, a t-value of 21.232, and a significance level of 0.000, reflecting the strong emphasis placed on trust in frontline service roles.

Other highly rated items include: "Front office employees are keen to answer customer inquiries" (4.39), "Front office employees ensure respectful

treatment and understand client needs" (4.37), and "The agency places customer interest as a top priority" (4.32), all of which reflect a commitment to customer-centric service delivery.

The relatively lower—but still positive—means were observed in the items "Services are delivered correctly the first time" (4.05) and "Flexibility of services provided by Algeria Telecom" (4.12), both falling within the "Agree" category.

All statements showed statistically significant results at the 0.000 level, indicating that the perceptions of respondents significantly differ from neutrality and confirm a positive assessment of service excellence at the front line.

4.3 Testing the Hypotheses of the Study

4.3.1 Sub-hypothesis 1

– **Null Hypothesis (H0):** Employee motivation and satisfaction have no statistically significant positive effect on frontline service excellence among the sampled employees of Algerian Telecom in Sétif

– **Alternative Hypothesis (H1):** Employee motivation and satisfaction have a statistically significant positive effect on frontline service excellence among the sampled employees of Algerian Telecom in Sétif.

Table 6

Results of the simple regression analysis test for employeesatisfaction and motivation

Independent Variable	R^2	F Value	Sig. Level (F)	Regression Coefficient (A)	T Value	Sig. Level (T)	Decision
Employee satisfaction and motivation	0.919	5.809	0.019	0.192	2.676	0.000	Statistically Significant

Source: Prepared by the researchers using SPSS

Based on the statistical analysis provided, the results indicate that employee motivation and satisfaction have a statistically significant positive effect on frontline service excellence among the sampled employees of Algerian Telecom in Setif. The coefficient of determination (R^2) is 0.919, meaning that 91.9% of the variation in frontline service excellence can be explained by employee motivation and satisfaction. The F value of 5.809 with a significance level of 0.019 indicates that the overall statistical model is significant. The regression coefficient (A) is 0.192, suggesting that each unit increase in employee motivation and satisfaction leads to an increase of 0.192 in frontline service excellence. The T value of 2.676 with a significance level of 0.000 shows that the regression coefficient is highly significant. Therefore, the null hypothesis (H□□) that employee motivation and satisfaction have no statistically significant positive effect on frontline service excellence is rejected, and the alternative hypothesis (H□□) is accepted. This means that improving employee motivation and satisfaction can lead to significant

improvements in frontline service excellence.

4.3.2 Sub-hypothesis 2

– **Null Hypothesis (H0):** Employee training and empowerment have no statistically significant positive effect on frontline service excellence among the sampled employees of Algerian Telecom in Sétif.

– **Alternative Hypothesis (H1):** Employee training and empowerment have a statistically significant positive effect on frontline service excellence among the sampled employees of Algerian Telecom in Sétif.

Table 7

Results of the simple regression analysis test foremployee training and empowerment

Independent Variable	R^2	F Value	Sig. Level (F)	Constant (B)	Regression Coefficient (A)	T Value	Sig. Level (T)	Decision
Employee training and empowerment	0.606	32.574	0.000	1.922	0.614	5.707	0.000	Statistically Significant

Source: Prepared by the researchers using SPSS

Based on the statistical analysis provided, the results indicate that employee training and empowerment have a statistically significant positive effect on frontline service excellence among the sampled employees of Algerian Telecom in Setif. The coefficient of determination (R^2) is 0.606, meaning that 60.6% of the variation in frontline service excellence can be explained by employee training and empowerment. The F value of 32.574 with a significance level of 0.000 indicates that the overall statistical model is highly significant. The constant (B) is 1.922, suggesting the value of frontline service excellence when employee training and empowerment are zero. The regression coefficient (A) is 0.614, indicating that each unit increase in employee training and empowerment leads to an increase of 0.614 in frontline service excellence. The T value of 5.707 with a significance level of 0.000 shows that the regression coefficient is highly significant. Therefore, the null hypothesis (H□□) that employee training and empowerment have no statistically significant positive effect on frontline service excellence is rejected, and the alternative hypothesis (H□□) is accepted. This means that improving employee training and empowerment can lead to significant improvements in frontline service excellence.

5. Discussion

The results substantiate the significant and positive impact of both employee satisfaction and motivation and employee training and empowerment on frontline service excellence. Regression models explained a substantial portion of variance in service performance, highlighting the foundational role of internal marketing

practices in service quality.

Notably, recent research underscores the pivotal role of training and empowerment in enhancing perceived service quality. For instance, the employee training and empowerment substantially improve service delivery, with employee motivation and internal communication serving as partial mediators of this effect(Chikazhe & Nyakunuwa, 2022). This aligns closely with our findings, confirming that skill development and autonomy enable frontline employees to deliver better customer experiences.

Moreover, research from the telecommunications context reinforces these insights. A study from Pakistan's telecom sector revealed that teamwork, empowerment, and training positively affect employee performance, recommending organizations adopt such HR practices to gain competitive advantage(Iftikhar & Manzoor, 2017). Similarly, in Somalia's telecom firms, training was shown to significantly enhance staff performance, reinforcing the broader relevance across regional telecommunication environments(Mohamud, Ma'rof, & Mohamed, 2023).

Collectively, these studies affirm the necessity of multi-dimensional internal marketing strategies that integrate fair reward systems, robust training, and genuine empowerment. When implemented effectively, these practices not only elevate frontline service excellence but also foster employee loyalty and competitive differentiation—prerequisites in today's uncertain market.

Furthermore, this study sheds light on how satisfaction and motivation serve as the emotional foundation for advocacy behaviors. When employees feel valued and acknowledged, they are more likely to internalize organizational goals and represent the brand authentically in customer-facing interactions.

Overall, the results reinforce the necessity of integrated internal marketing strategies combining fair reward systems, meaningful training, and genuine empowerment to cultivate frontline service excellence. Not only do these measures enhance performance, but in competitive and evolving markets, they also provide organizations like Algerian Telecom with a sustainable advantage by nurturing employees who are both capable and engaged.

6. CONCLUSION

This study examined the impact of key internal marketing dimensions specifically employee satisfaction and motivation, as well as training and empowerment on frontline service excellence within Algerian Telecom in Setif. Through rigorous statistical analysis, the results confirmed that both sets of factors exert a significant and positive influence on service quality as perceived at the

customer interface. The regression models demonstrated high explanatory power, with statistically significant F- and T-test values, thereby supporting the proposed hypotheses.

The findings highlight that investing in employees' well-being, skills, and autonomy not only enhances their performance but also translates into superior service experiences for customers. Frontline employees, who represent the organization's primary point of contact with clients, play a decisive role in shaping customer perceptions and loyalty. This underscores the necessity of developing transparent incentive systems, offering clear career development pathways, and implementing targeted training and empowerment programs.

The study's results serve as both empirical evidence and a practical guide for service firms seeking to align internal marketing strategies with sustainable competitive advantage.

6.1. Limitations of the Study

This study, while providing valuable insights into employee advocacy in the Algerian telecommunications context, is subject to several important limitations that should be acknowledged:

–**Sample Limitations:** The sample of 58 frontline employees, while appropriate for exploratory case study research, limits the generalizability of causal inferences. Findings may not be representative of larger populations, other telecommunications organizations, different provinces, or international contexts.

–**Temporal Limitations:** The cross-sectional design captures employee perspectives at a single point in time (first quarter 2025). This precludes definitive causal inference regarding temporal relationships or the persistence of observed effects over time. Longitudinal follow-up would strengthen causal claims.

–**Measurement Limitations:** Reliance on self-reported questionnaire data introduces the possibility of social desirability bias, particularly regarding positive advocacy behaviors. Employees may overstate advocacy engagement or satisfaction when aware of the study's organizational focus.

–**Organizational Limitations:** The study focuses on a single telecommunications organization in one province. Findings may not generalize to the broader Algerian telecommunications sector (other operators with different cultures, structures, or competitive positions) or to service organizations in other industries.

–**Qualitative Scope Limitations:** While semi-structured interviews provided valuable contextual depth, the inclusion of only 6–8 participants provides limited breadth of qualitative perspectives relative to the larger quantitative sample and may not capture all viewpoints within the organization.

–**Unmeasured Variables:** The study does not account for potential moderating or mediating variables that may influence the observed relationships, including organizational leadership style, corporate culture and organizational identity, external market conditions, customer satisfaction metrics, employee tenure effects, and gender and demographic interactions.

6.2 Recommendations

Based on the study findings, several recommendations can be proposed to enhance employee advocacy and improve service excellence among frontline employees. These recommendations are also supported by previous research, such as (Masoud & Alzayat , 2012), which emphasizes the importance of continuous training and empowerment initiatives to strengthen frontline performance.

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–The study recommends that top management develop plans to determine appropriate training types, methods, and duration.

–Ensuring attention to all dimensions of employee advocacy—particularly satisfaction and motivation, as well as administrative support.

–Revise the incentive system to make it more transparent, objective, and fair, linking it directly to employees' motivations and needs.

–Focus on frontline employees by establishing a clear policy for career development, aiming to retain skilled staff and utilize their talents to achieve organizational goals.

–Develop and implement clear strategies for frontline operations, setting a maximum time limit for employees to remain in these positions, while recognizing that they are the most exposed to pressure—both from management and customers—which can lead to significant physical and psychological strain, increased sick leave and disability cases, and ultimately reduced productivity.

–Encourage senior management to experience frontline work firsthand to appreciate the effort invested by their employees.

–Provide opportunities for other employees in different roles to understand frontline operations through job rotation programs. Compensation for frontline positions should be sufficiently competitive to reduce turnover from these roles.

–Allow the most experienced and well-trained employees to take on leadership positions, ensuring maximum benefit from their expertise.

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