Managing Internal Service Quality: 
The Motivation to Reciprocate Services

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Abstract

The purpose of this study is to determine the relationships between a company’s internal service culture (ISC), the internal service quality (ISQ), employee satisfaction with the internal service quality, and the motivation for employees to reciprocate internal services, within the cultural setting of Taiwan. The study’s findings show that within companies in Taiwan there are clear influential relationships between ISC and ISQ. Thus, a combination of cultural values and norms, good communication, tools and rewards and recognition help set a strong foundation on which internal service encounters are conducted to a greater extent with friendly attitudes, shared understanding and competence. The quality of these internal service encounters, in turn, help strengthen the service culture within the company. Furthermore, the findings show that Satisfaction plays a central role for internal customers such that when they feel a strong sense of satisfaction with the overall ISQ, it motivates them to reciprocate the internal services to the service provider who provided the high level of ISQ to them.

Keywords: Internal Service Culture, Internal Service Quality, Dyadic Relationship, Motivation, Satisfaction.