

Impact Of Hearing the Customer Voice and Ability to Make Strategic Changes - Empirical Research at Ministry of The Iraqi Communications

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Abstract

customer Is the subject of hearing the voice of the customer from a relatively modern management thought the subjects, as it won the attention of a lot of organizations of different classes of, and because it is important to achieve success and to continue and excel her, so there was a need to study this term and attempt to diagnose impact of hearing or not hear the voice of the events its can that strategic changes this on.

This research aims to assess the availability of the dimensions of strategic changes in the Ministry of Communications, and this effect in strengthening the sound of the customer, and to achieve the goal of the research the researcher distributed a questionnaire to a sample of workers in the upper and middle departments in fact, (69) forms are valid for analysis. The research found that all dimensions of strategic changes were largely available, and that there was a direct moral and positive impact on the customer's voice on the process of strategic change in the Ministry of Communications.

Keywords: Voice of the Customer, Strategic Change, Ministry of Communications.

1. Introduction

Strategic change occurs due to the various changes in the external environment of any organization which organizations need to sense, seize and adapt to in order to maintain their competitive edge. This requires a realignment of the organization's strategy along with its valuable capabilities to be able to respond to these changes in an agile manner (Nummela, 2019:9) . The business world requires a lot of demands to reach the competitive advantage of organizations depending on the strategic changes they make, and many specialists in strategic change show that right is a normal event in the organization (Kipesha & Koech, 2020:2) Strategic change is the critical process of adapting to a dynamic environment in order to achieve a sustainable competitive advantage (Wei & Zhang, 2020:811). In order to adapt to the changing external environment and gain or maintain competitive advantages, organizations tend to implement strategic changes. Gradually the ability to make appropriate strategic change decisions quickly has become a potential competitive advantage for organizations in the digital age (Wu, 2021:153). To get to know the customer's expectations,

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there should be permanent contact with customers through the application of methods that help in this, as well as knowing the customer's satisfaction with the services provided by measuring it at intervals to determine the gap in the service provision process and address it, Listening to the customer's voice attracts customers to the organization and pushes them away from competitors and helps identify product or process flaws, which is important to maintain customer loyalty to the organization. Listening refers to one act or one activity. In fact, listening to the customer's voice is a process that begins with listening, It then proceeds to organizing, prioritizing, analyzing, and applying the information obtained from listening. This effort goes beyond the expressed needs of the customer and his entire experience from the initial introduction of the product to the experience and communication after the experience from the customers. The current research will address the introduction, then the literature review, field research, the results of the analysis, and finally the results and recommendations.

1.1. Research Problem

The ability of any organization to survive stems from its ability to adapt to its environment, and this adaptation is achieved only when the organization is able to obtain acceptance in its appropriate environment. Since this environment is attractive to a group of resources, there are many organizations wishing to acquire a part of this environment, and therefore the issue of acquiring this part is determined only in light of the organization's ability to meet the requirements of that favorable environment. Customers are considered the most important resource, as the goal of any organization is to serve these customers. Customers ensure that the organization achieves the cycle of selling products, starting from the purchase of these products and ending with the acquisition of money from customers, which ensures the continuation of the process of acquiring financial resources to spend on various aspects. The challenge is making sense of the customer's voice is to reduce confusion about who customers really are and to understand what they want so that we can predictably generate satisfaction and excitement (Lawton, 2011:1). The challenges of customer voice analysis can be attributed to the lack of intelligent systems that can interpret and provide compelling data that enables leaders to take action (Aguwa et al., 2012:10112) . Accordingly, the issue of first-hand listening is a very important issue, as it ensures continuous adaptation to the environment, and in order for the listening process to perform what is required of it to the fullest extent, this calls for strategic changes.

1.2. Importance Of Research

The importance of the research emerges through what provides a service to the community and the organization under study:

1. Introducing the mechanism that originates from the organization's loophole From bringing about the change process by listening to the customer's voice.
2. Looking at the importance of the change that stems from the most important element that the organization has found to serve, of all kinds, namely the customer.
3. Determining the areas in which a process of resistance to change occurs, and whether this resistance stems from a personal perspective or from the perspective of concern for the general interest of the organization.
4. Guiding the organization under study to open up to the customer and invest feedback to meet the maximum investment.

1.3. Research Objectives

The research seeks to achieve the following objectives, which stem from an attempt to understand and solve research problems:

1. Determining the current positions of the organization and the mechanisms used in carrying out strategic change.
2. Determining the plans that will be followed in order to put the strategic change process into practice.
3. Determining the implementation mechanisms for the necessary changes in the work of the organization in order to ensure the achievement of the goals sought by the organization.
4. Providing the mechanisms that will be followed in order to ensure that the process of strategic change is carried out in the fullest manner.
5. Verify the degree of influence of listening to the customer's voice in bringing about a strategic change.

1.4. Hypothesis Diagram for Research and Hypotheses

1.14. The main hypothesis (the availability of dimensions of strategic changes (organizational structure, strategic changes, ministry culture, ministry leadership) affects the enhancement of customer voice behaviors in the Ministry of Communications).

1.4.1.1. The first sub-hypothesis: "The availability of the dimensions of strategic changes (organizational structure, strategic changes, ministry culture, ministry leadership) affects the enhancement of customer needs in the Ministry of Communications".

1.4.1.2. The second sub-hypothesis: "The availability of the dimensions of strategic changes (organizational structure, strategic changes, ministry culture, ministry leadership) affects the enhancement of customer desires in the Ministry of Communications".

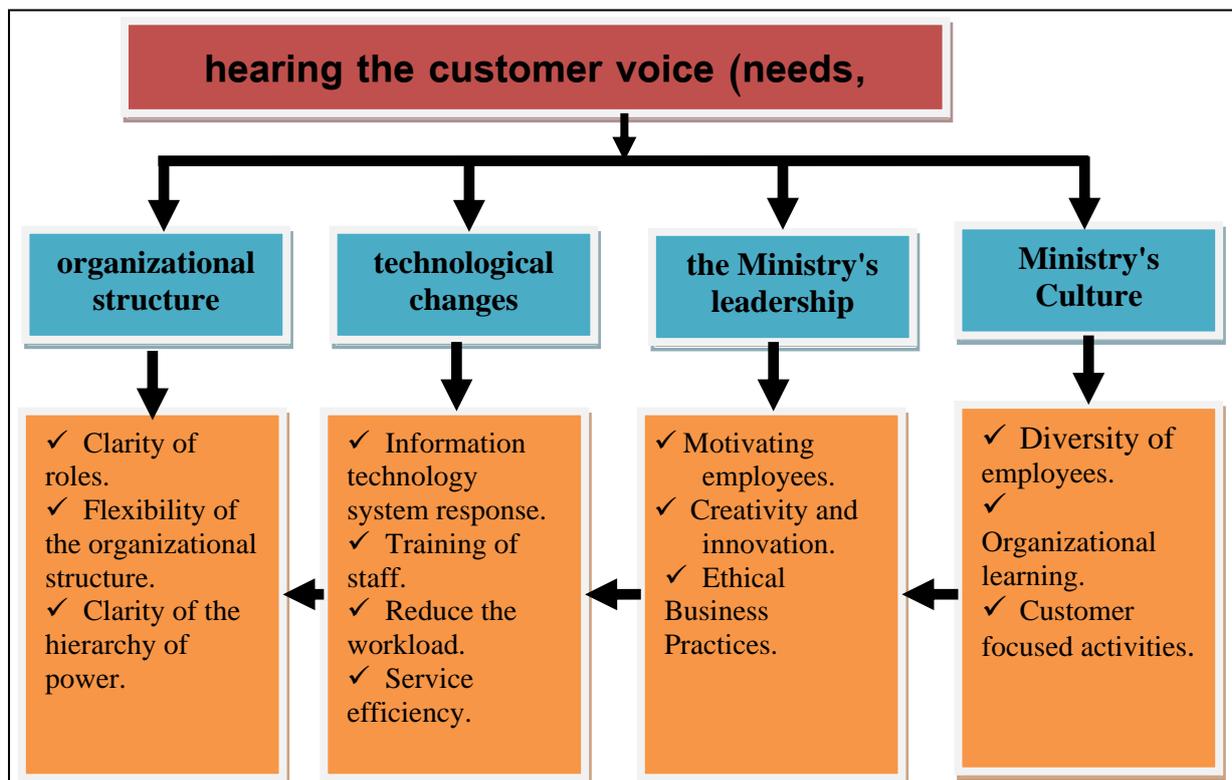


Figure (1) The hypothesis of the research prepared by the researcher

2. Literature review

2.1. Theoretical framework

2.1.1. The concept of hearing the customer's voice

The voice of customer (VOC) is a critical process that accurately records customer input that describes their needs and expectations for products and services. Voice of the customer is a market research technique that produces a detailed set of customers' wants and needs, organized into a hierarchical structure, and then prioritized in terms of materiality and satisfaction with existing alternatives. Customers' voice studies usually showed qualitative and quantitative research steps (Griffin & Hauser, 1993). It is generally conducted at the beginning of any new product, process, or service design initiative in order to better understand the wants and needs of the customer, and as key inputs for new product definition (Aguwa et al., 2017:3) Voice of the Customer has made significant advances in the digital sphere, such as blogs, social media posts and online reviews. It has been a resounding success as a source of information because it is free, accessible and trustworthy (Ozdoglu et al., 2018) Digital customer audio has proven to be a promising alternative to customer interviews as a source of useful information for identifying customer needs (Barravecchia et al., 2021:1) Therefore, it is attractive to consider investing customer voice analysis in the forecasting task. However, little research has been conducted in this direction. One exception is a survey showing that consolidating call center email information led to an increase in predictive performance (Wang et al., 2015:816) Extracting customers' needs from the customer's voice requires detailed analysis, regardless of the method of data collection. The real needs of customers cannot be extracted from customer complaints in general, reviews or comments only by calculating their term frequencies (Ozdoglu et al., 2016:2) An access tool was created to collect and track customer feedback data in 2015. There is still no clear procedure for the Voice of the Customer process to create a standardized survey and analyze the data collected (Martínez Dávila, 2016:1) The customer's voice refers to a set of needs and desires suggested by customers, the customer's voice contains various contents such as customer benefits (free coupons and price reductions) or suggestions of ideas for new products or services, or complaints about previous customer experiences (Lee et al., 2014:3) The voice of the customer contains valuable information for organizations in many aspects. It provides a detailed understanding of customer requirements, a common language for the team to move forward in the product development process, and essential input for establishing appropriate design specifications for a new product or service (Fallon, 2014) It forms a solid basis for design and marketing decisions from concept development through product launch, and the customer's voice can help discover important areas needed for evaluation such as which product attributes the customer finds most important, and which features need improvement (Fuadah & Prasetio, 2019:1) (Akao, 1990, & Griffin & Hauser, 1993) postulates Voice of the Customer is a useful methodology for identifying unmet needs and translating those into viable solutions. Crawford & Di Benedetto, 2008 summarize that spreading the customer's voice to understanding customer needs from the customer's point of view may reveal meaningful ideas for product and process innovation (Bharadwaj et al., 2012:1013) Customer voice is understood as any content written or spoken by the customer as comments to the organization in structured form (in the form of assessments in tables or answers to structured questionnaires) and mostly in text form. Customer voice interpretation can usually be divided into automated and manual content analysis. Manual analysis understands the status of human text classification using a pre-defined classification system without the use of advanced methods of text analysis (Šperková, 2019:9) The voice of the customer is a process that is used to obtain and respond to customers' requirements (internal or external) and to

provide them with better services and a high quality of the product (Martínez Dávila, 2016:2) And the customer's voice represents a hierarchical scheme of the customer's needs. Each customer's need is placed from top to bottom according to his priority, which ultimately indicates the importance of the customer's need (Gilani & Shah, 2009:2) Customers' voice is a critical analysis technique that provides accurate information to determine the input of customers' needs to achieve the production of goods/services. Decision makers can understand customers' requirements, demands, perceptions and preferences through the ability to manage and analyze customers' voice, which is gained through direct and indirect questions (Aguwa et al., 2012) Thus, the collected information is converted into strategic objectives, after which the needs of customers are met (Mahdiraji et al., 2020:3) The customer's voice is defined as listing the customer's needs and determining the priority of each need, which indicates its importance to the customer. (Hauser, 2005:5).

2.1.2. The importance of the customer's voice

Realizing the importance of the voice of customers, organizations are beginning to use it in conjunction with structured data to gain insights that can be used to improve performance in terms of quality, operational efficiency, and revenue. However, organizations today resort to the manual process to derive insights from the voice of customers (Subramaniam et al.,2009:1391) The main idea of customer briefing and voice analysis is to be able to provide vital information to the product development process and to understand how the product development process works So that the best approach to capture and analyze the customer's voice can be achieved. The beginning of the research on the customer's voice originated from research (Parasuraman et al.,1988) He stated that the customer's voice can be collected from customer identification and customer surveys. Since it greatly affects the analysis stage, he emphasized the importance of the method of collecting the customer's voice. (Aguwa et al.,2012:10113) Organizations need to engage customers to gain valuable insights. One of the techniques many well-established organizations use is to solicit customer input in their product development and innovation processes. It relates to the integration of the customer's voice (or feedback) into the development of new or improved products. (York,2019:3) A customer's voice is recognized as important in marketing and organizational communication. (Aguwa et al.,2017) states that customers' voice is a valuable contribution that describes their needs and expectations for products and services. As such, it is a major source of insight, intelligence, and response for organizations to market products and services. Hearing the voice of the customer is critical in organizations and therefore it is necessary to adopt more efficient strategies (Salcido-Delgado et al.,2019:75) The voice of the customer drives decisions and determines which people, products, or processes should be targeted to improve value. Customer value replaces customer satisfaction as a measure of leadership (Grijalvo et al.,2020:280).

2.1.3. How to get the customer's voice

Listening to the customer's voice is a process, not a single project or event. We listen to voices, but the information we get from those voices should be organized, prioritized, analyzed and applied (Griffin and Hauser's,1993) identified four stages on this sound of the customer journey (1) Determining customer needs, (2) Organizing customer needs,(3) Measuring or estimating the relative importance of needs so that they can be prioritized, (4) Applying results to customer satisfaction (Freeman & Radziwill, 2018:4). The customer's voice can be obtained using different techniques that depend on the target and the information required from the customer. There are several methods, including (Al-Diwaji,103:2000) and (Gouda,2004:77 & Masronardi, 2001:15-20)

- A. Focus group: A group of workers who are gathered together in a specific place on purpose in order to obtain an idea or opinion about a particular thing.
- B. Customer survey: The use of customer survey to get the customer's voice comes through an organization setting a set of questions and distributing them to a target group of customers or randomly so that they represent the research community correctly to get different points of view on a particular topic.
- C. Personal interview: It is one of the most widely used methods for collecting primary data, and the researcher can use a number of visual aids such as pictures, shapes, products, or the possibility of re-displaying the advertising message in personal interviews.

2.2. Strategic change

2.2.1. The concept of strategic change

(Mantere et al.,2016:5) asserts that strategic change is either a redefinition of the organization's mission or a major shift in priorities, which is the restructuring of strategic intent to include goals and reorientation. Therefore, we see that strategic change is a method in which organizational and strategic transformation is achieved in order to achieve predetermined goals. Change involves trying to change the current way of thinking and behaving on the part of the members of the organization. More specifically, “strategic change involves an attempt to change existing ways of perceiving and acting to enable the organization to take advantage of significant opportunities or deal with the consequent environmental threats” (Coccia,2017:86) Having a robust change management strategy that reaches out to the entire organization is critical to the successful implementation and use of a new system. The results of strategic change are the results of changing the organizational vision, mission and goals (Jeff,2007) The state of the organization in collaboration influences new strategies and the outcomes of strategic change. When organizations face financial meltdowns, They tend to adapt to new strategies to catch up on horrific conditions and get back to them. In other scenarios, organizations tend to maintain structural inertia, meaning that they maintain their previous strategy and structure (Jeff,2007) The process of strategic change usually occurs after the organization has identified the need for change. Over the years, strategic change has shifted in sophistication, degree and speed. Initiating change generates a great deal of clash and resistance with the top management. Any form of change in the "status quo" causes caution because it has been met with much uncertainty, especially with regard to the future (Okello & Ngala,2019:444) In the direction of defining the concept of strategic change, it is described by (Quigley & Hambrick,2012) as a change in the strategic direction of the organization through the reallocation of its resources along multiple strategic components.Examining strategic change rather than consistent performance enables scholars of strategic management to look more closely at direct and agency effects at the executive level (Richard et al., 2019:989) Many researchers view a shift in perception about an organization and their environment as the main purpose of strategic change. And one of the most important processes of strategic change happens when members of an organization, faced with change, and gaining a new meaning for the organization. This process by which people work to understand the new and unexpected elements involved in change is called “Making the senses” is becoming a research topic of increasing interest in the context of organizational theory (Langenmayr,2019:173) A contextual understanding of the strategic change process allows recognition of the dynamics of change, by including experiences, past conditions, and contextual factors as well as their similar impact on each other (Lekaj & Qirezi,2020:58) Based on the theory of organizational ecology, (Zhang & Rajagopalan,2010) It is suggested that private organizations resulting from resource allocation may lead to two

different outcomes in operational performance, the first being a good adaptive effect, while the other being a destructive effect (Hsu et al.,2018:9) (Hill & Jones,2001) notes that strategic change aims to align structures, systems, processes, and behavior with the new strategy (Mongare,2020:3) Strategic change refers to the organization's allocation of resources to achieve future goals, and is thus a critical means of long-term performance (Helfat & Martin,2015) Strategic change is often seen as challenging to executives because it involves strong tensions between novelty and feasibility (Back et al.,2020:3) This selection will not only define many relevant decisions such as resources and capabilities needed for successful operations, but will also define the limits of the organizations' growth potential until the product market scope is redefined as part of strategic change efforts. Therefore, the ability to make strategic changes in the product market scope is vital to the long-term performance and growth vector of organizations (Süsi & Lukason,2020:2) With the increasing prevalence of strategic change, the scope of management control research has expanded to understand the use of formal systems during periods of extreme change. And the role of management control systems as catalysts for change (Chenhall & Moers, 2015) Whereas these systems, with their built-in procedures and procedures, can harden organizational inertia and increase resistance to change (Simons & Dávila,2020:1) Given the strategic change within the organization, we can employ many subtle methods established by experts and scholars. The most employed and well-known practice for a successful strategy shift is the Lewin model, which represents a structured technique consisting of phases of change freeze, This method depicts changing the structure as a block of ice, which first needs to melt, which means that the existing structure should be “destroyed.” (Maár,2019:389) As for strategic change outside the organization, it focuses on the strategy that must deal with societal identity and administrative systems. Managing the path of renewal and the paradox of renewal does not only mean wrestling with radical uncertainty. Rather, it should also be understood as the acquisition of new assets and potential assets in the process of renewal (Van Assche et al.,2021:11) Strategic change refers to a change that is consciously initiated by senior managers and leads to a major shift in the main activities of the organization (Gioia et al.,1994, Canato et al.,2013:1744) asserts that successful implementation of strategic change requires a shift in the meanings that employees attribute to the organization and the environment, and recognition of the importance of this dynamic has led scholars to study strategic change that unfolds through “sensory-making processes.” (Weiser,2021:815) Strategic change means changing the scope of the organization, deploying resources, or competitive advantage to adapt to changing environmental requirements. Three common assumptions for strategic change have been identified. The first assumption is that strategic change is affected by managers through their interpretation and control over decision-making in the organization. As for the second assumption, strategic change is seen as a measure to correct an imbalance or shift from the ecological balance. Finally, strategic change is a process that proceeds from initiation, after realizing the existence of a catalyst for change and the decision of strategic change, to implementation (Belling et al.,2021:384) Strategic change has been studied as an important phenomenon, especially in emerging economies, because it represents the means by which organizations maintain their competitiveness in light of environmental disruptions. Rapid organizational and economic change in emerging economies is putting pressure on organizations on whether to respond in a volatile and dynamic environment, and how to respond to these changes by implementing strategic change (Choi et al.,2021:255).

2.2.2. The importance of strategic change

Strategic change refers to modifications made to the coordination of resources, to better align the organization with the external environment. Strategic change may take the form of changes in the products, services and/or markets the organization is focusing on.

Based on open systems theories of organization, the importance of strategic change as a means for organizations to achieve and maintain a sustainable competitive advantage is indicated, which often provides a response to external threats and/or a way to explore additional markets for products and services (Bentley & Kehoe,2018:10) The managerial staff's perspectives regarding trust and change management in the context of strategic change make the issue all the more important. This has prompted researchers to develop problems that, when solved, To provide a greater understanding of the concept of organizational trust to enhance employee commitment and thus support successful business practices and increase productivity (Komodromos et al.,2019:3) Strategic change is an important factor for the successful growth and development of an organization (Ng & Kee,2018) It is important to have a change in strategy that leads to an overall success plan. Managing strategic change generates many growth opportunities and thus allows employees to learn and explore new skills and capabilities in order to create innovative goods.Strategic change becomes necessary when the organization switches to new technology in order to help workers. (Rusmardiana et al.,2020:536)

2.2.3. Change Strategies

There are many strategies and approaches that organizations follow to deal with change, and among those strategies and approaches are the following (Hareem,2003:290), (Al-Wazi, 51:2003),(Mahjoub,2002:4),(Dagher & Saleh,2000:546).

- A. **Experimental Mind Strategy:** It assumes that the agent is rational in nature, so he responds to change if he is convinced of the facts and logical reasons presented to him and that he has a self-interest related to the change.
- B. **Coercive force strategy:** that is, the use of force of all kinds to change the factor.
- C. **Standards and Re-Learning Strategy:** This strategy is based on the fact that the worker's behavior and actions are influenced by values, customs and traditions, and focuses on learning through experience and experience, worker re-education, openness, and trust among workers.
- D. **Camouflage and evasion strategy.**
- E. **Persuasion strategy:** This strategy relies on making change through persuasion based on logical discussion in order to ensure that change is made based on efforts to provide information based on correct knowledge and show the facts.
- F. **Participation strategy:** It is done by providing support for change by participating in the formulation and implementation of change.

Each of the strategies has mechanisms that are employed either to reduce resistance to change or to help support it. One of the most successful strategies may be to follow the method of participation and persuasion. Many applied studies and organizations' experiences have proven the importance of workers' participation and finding the conviction to support change and reduce resistance. Participation may take many aspects (such as participation in work teams, seminars, interviews, survey, etc.) and these strategies are linked to the diagnostic process carried out by organizations to identify strengths, weaknesses, opportunities and threats, The diagnostic process provides leaders with important basic dimensions to start implementing change or postponing implementation, with the aim of addressing weaknesses or overcoming them. The choice of the appropriate strategy is related to the effect of change by providing the basic requirements for the change process (organizational / technical / human / financial) The organization may also resort to an inappropriate strategy in the absence of the basic ingredients for change. The factor of time, costs and potential effects are essential elements for choosing the appropriate strategy.

2.2.4. Dimensions of Strategic Change

2.2.4.1. Ministry Structure

When an organization encounters difficulty in repaying its debt, it often standardizes and adjusts the terms of the debt in a debt restructuring process, which generates a means to repay bondholders' debts. An organization restructures its operations or structure by reducing costs, such as salaries, or reducing its size through the sale of assets (Balogun,2012:54) Whereas (Gibbons,2015) defined strategic change as a change in organizational functions and structures in order to face environmental risks and raise the level of organizational performance. The organization takes measures to modify the financial and operational aspects of the organization significantly, especially when it faces financial pressures. Restructuring is a type of action taken by organizations that involves a significant modification of the debts, operations, or structure of the organization as a means of reducing financial damage and improving business (Szymczyk,2017:2) Strategic change entails restructuring the organization's marketing plan to achieve an important goal. Strategic change within an organization involves shifts in its corporate policies, mission, target market, and organizational structure. It seeks to improve the competitive position of the organization by improving certain elements such as distinguishing it and placing its cost over competitors. It also entails restructuring the activities of the organization in order to achieve important goals. (Gachugu Ehad & Awino,2019:430) Performance enhancement strategies cover a broad range of organizational modification that is likely to affect work standards, decision-making hierarchies and work-related behaviors within an organization (Schmidt et al.,2017) As any strategic change would reveal two possible outcomes in the long term, which could gain performance in the long term and could be detrimental to performance in the short term (Naranjo-Gil,2015) However, organizations should learn how to implement strategic change that suits their business environment to achieve high performance and maintain competitive advantage (Abubakar & Ibrahim,2021:180) .

2.2.4.2. Technological changes

Organizations need a systematic framework to understand consumer and purchasing decisions made by customers, both before and after operational and technological changes (Kumar & Sun,2018:7) Cummings & Worley (2008) argue that planned change is not effective in implementing in organizations because unexpected events can occur through different demand, different stakeholder expectations, and technological changes (Mahmutaj & Grubi,2020:411) Thus, a turbulent environment can be defined as one in which frequent and unpredictable market and technological changes within an industry exacerbate risks and uncertainties. Technological and market knowledge are critical sources of prior knowledge in organizational learning processes (dos Santos et al.,2020:7) .

2.2.4.3. Ministry leadership

Long-serving leaders become increasingly reluctant to make strategic changes as the organization's strategy becomes unaligned with emerging corporate and competitive conditions. Failure to change can lead to slower growth and slower performance (zhao et al.,2018:2) As a means for organizations to deal with internal and external changes in the environment, the contributions that exist in the determinants of strategic changes for organizations focus mainly on the elements of the internal environment. It is believed that these elements include the duty of senior managers, such as the senior management team, the board of directors, and the CEO (Wang et al.,2019:1) For organizational decisions to be effective in times of difficult change and chaos, and especially in times of crisis, leaders need to be able to access and use these diverse leadership qualities, styles, and procedures as they

adapt to a chaotic and changing environment (Shufutinsky et al.,2020) Leaders who can adapt to extreme, challenging and highly variable conditions will be able to step forward to do so effectively, and thus will be the shock leaders (Burrell,2021:8).

2.2.4.4. *Ministry Culture*

(McElroy,1996) defined strategic change as a change in the culture of the organization, in order to design an appropriate implementation strategy, The organization should be able to define the current and future culture, and for this will be the change in directions and activities in order to influence the way the organization works. (Al-Hamdani & Kadhim,2020:325) While inappropriate organizational culture occurs when the organizational culture is not aligned with the strategy and values of the organization, cultural confusion occurs when there is dissonance between practices in one organization (Lekaj, & Qirezi,2020:67) The organizational determinants on which the success of the organization depends are the areas in which the strategies are implemented effectively to achieve the goals of the organization (Mousa & Salman,2021:4673) The future position of the organization in its business environment depends on the changes that occur in its internal and external environment and the extent to which the organization adapts to it, and then the moderate and decisive factors affecting it should be carefully studied (Shifi & Salman,2020:45).

3. Practical Test

3.1. *Research method*

To achieve the objectives of the research, the researcher used the descriptive analytical approach, and through it the researcher evaluated the availability of the dimensions of strategic changes in the Ministry of Communications, and the level of practicing customer voice behaviors among employees in that ministry.

3.2. *Research community*

The research community includes workers in the upper and middle departments of the Ministry of Communications.

Table (1) *distribution of the study sample*

Gender	Number	Percentage	Academic level	Number	Percentage
Male	27	% 39.1	Bachelor degree	60	% 86.9
Female	42	% 60.9	High Diploma	2	% 2.9
Total	69	% 100	Master degree	5	% 7.2
			Ph.D. degree	3	% 4
			Total	69	% 100
Age	Number	percentage	Years in service	Number	percentage
30 and younger	11	% 16	5 years or less	7	% 10.1
31- 40	16	% 23.2	6-10 years	18	% 26.1
41-50	25	% 36.2	11-15 years	11	% 16
50 and older	17	% 24.6	More than 16 years	33	% 47.8
Total	69	% 100	total	69	% 100

3.3. *The research samples*

A random sample of workers in the Ministry of Communications was selected, as (75) forms were distributed. (73) forms have been recovered, It was found that there are (4) forms that are not valid for analysis, due to the incompleteness of their data, as well as the presence

of repetition in choosing the answers. It was found that there are (69) valid forms for analysis, and Table No. (1) shows the distribution of the sample members in light of the different variables.

3.4. Search tool

The questionnaire consists of two main axes: the first deals with the dimensions of strategic changes in the Ministry of Communications, and the scale (Gichovi, 2019) was used to prepare the statements of this axis. The strategic changes were measured according to four dimensions: the organizational structure of the ministry, technological changes, the leadership of the ministry, and the culture of the ministry through (19) phrases distributed among those dimensions, As for the other axis, it deals with hearing the voice of the customer working in the Ministry of Communications. The scale (Al-Husseini,2020) was relied on to prepare the phrases for this axis. Hearing the customer's voice was measured according to two dimensions: needs and desires through (9) phrases distributed on those dimensions.

3.5. Validity and reliability of the research tool:

To verify the validity of the phenomenon of the research tool, then presenting the tool with the research objectives and its hypotheses to a number of faculty members specializing in business administration, This is to ascertain the extent to which each of its paragraphs is related to the dimension to which it belongs, the degree of clarity of each paragraph, the soundness of its linguistic formulation, and the degree of suitability for achieving the goal for which it was set. All observations of the arbitrators were taken into account, as well as the implementation and modification of the questionnaire and its paragraphs. And to verify the stability of the research tool, it was distributed to a sample from outside the research sample that consisted of (25) individuals working in the Ministry of Communications. The internal consistency coefficient was calculated using Cronbach's alpha coefficient, and it was found that the overall stability coefficient was (0.924), All values confirmed that the research tool has an acceptable degree of stability and internal consistency, and therefore the results of the research can be generalized to the research community.

4. Analysis Results

4.1. Descriptive analysis of the research data:

4.1.1. Dimensions of strategic changes in the Ministry of Communications

Table No. (2) shows the high level of strategic changes in the Ministry of Communications to a clear degree, as the arithmetic mean was (3.75), and the standard deviation was (0.468) This indicates the interest of that ministry in evaluating and enhancing the level of strategic changes. The table also highlights the availability of all dimensions of strategic changes in that ministry. It came after "the Ministry's leadership" in the first place in terms of the highest dimensions available with an arithmetic mean (3.87) and a standard deviation (0.512). It comes in second place after "Ministry's Culture" with an arithmetic mean (3.86) and a standard deviation (0.561) Then it ranked third after the "organizational structure of the ministry" with an arithmetic mean (3.77) and a standard deviation (0.584) Finally, it came in fourth place after "technological changes" with an arithmetic mean (3.49) and a standard deviation (0.634) We note from the arithmetic averages of the dimensions of the strategic changes the convergence in value, which indicates the interest of the Ministry of Communications to provide all of these dimensions without giving preference to one dimension over another.

Table (2) *the degree of availability of the dimensions of strategic changes in the Ministry of Communications*

Phrases	Arithmetic Mean	Standard Deviation	Order
organizational structure	3.77	0.584	3
technological changes	3.49	0.634	4
the Ministry's leadership	3.87	0.512	1
Ministry's Culture	3.86	0.561	2
Overall arithmetic mean for the strategic changes	3.75	0.468	

4.1.2. Customer Voice Dimensions

Table No. (3) shows that employees of the Ministry of Communications practice the behaviors of hearing the customer's voice clearly and significantly, as the arithmetic mean was (3.87), and the standard deviation was (0.527) As for the dimensions of customer hearing behaviors, it came after "needs" as the highest practice dimensions with an arithmetic mean (3.98) and a standard deviation (0.553) It is followed by

"desires" with an arithmetic mean (3.79) and a standard deviation (0.560).

Table (3) *Enhancing customer voice behaviors in the Ministry of Communications*

Phrases	Arithmetic Mean	Standard Deviation	Order
customer needs	3.98	0.553	1
Customer's desires	3.79	0.560	2
Overall Arithmetic Mean for the customer's voice	3.87	0.527	

4.2. Correlation coefficient results

Table No. (4) shows the value of the correlation coefficients between strategic changes and each of its dimensions in enhancing customer voice behaviors.

Table (4) *the Relationship between strategic changes and its dimensions in the behavior of listening to the customer's voice*

Relationship	Value of Coefficient of Correlation	Sig	Degree of Correlation
The relationship between organizational structure and hearing the customer's voice.	0.534**	0.000	Average Significance
The relationship between technological changes and hearing the customer's voice.	0.631**	0.000	Average Significance
The relationship between the Ministry's leadership and hearing the customer's voice	0.637**	0.000	Average Significance
The relationship between the Ministry's Culture and hearing the customer's voice	0.712**	0.000	High Significance
The relationship between the strategic changes and hearing the customer's voice	0.781**	0.000	High Significance

It is evident in Table No. (4) that there is a significant and direct correlation between the independent variable and the dependent variable,

The results show that there is a strong direct and significant correlation between the strategic changes and the behaviors of hearing the customer's voice among workers in the Ministry of Communications, as the value of the correlation coefficient is (0.781) With regard to the relationship between the dimensions of strategic changes and customer voice behaviors, The results in the table highlighted the existence of a significant and direct relationship between the four dimensions of strategic changes and the behavior of hearing the customer's voice, as the relationship came between the relationship between the ministry's culture and hearing the customer's voice. as strong relationships, The value of the correlation was (0.712), which is a strong correlation. In addition, the relationship between the leadership of the ministry and hearing the customer's voice has a correlation coefficient of (0.637), which is a strong correlation. Then the relationship between technological changes and hearing the customer's voice with a correlation coefficient of (0.631), which is a strong correlation, and finally the relationship between the ministry's structure and hearing the customer's voice with a correlation coefficient of (0.534), which is a strong correlation.

4.3. Research hypothesis testing the first main hypothesis:

4.3.1. The main hypothesis: "The availability of the dimensions of strategic changes (organizational structure, strategic changes, ministry culture, ministry leadership) affects the enhancement of customer voice behaviors in the Ministry of Communications".

To test this hypothesis, multiple regression analysis was used to verify the impact of strategic changes (organizational structure, strategic changes, ministry culture, ministry leadership) in enhancing customer voice behaviors. As shown in Table (5). Table (5) shows that strategic changes (the ministry's leadership and the ministry's culture) affect the behaviors of hearing the customer's voice for the Ministry of Communications center.

Table (5) Results of Analyzing the Variance and that of the Multiple Regression for the Influence of the the strategic changes in the hearing the customer's voice

dependent variable	Model Summary			ANOVA		Coefficients				
	Correlation R	Coefficient of Determination (R ²)	Adjusted Coefficient of Determination (Adjusted R ²)	Calculated F	Degrees of Freedom DF	Level of Significance Sig*	Size of Effect β for	Calculated T	Level of Significance Sig*	
hearing the customer's voice	0.799	0.638	0.616	28.249	regression	4	organizational structure	0.138	1.321	0.191
					the rest	64	technological changes	0.144	1.167	0.247
							Ministry's leadership	0.234	2.259	0.027
					the total	68	Ministry's Culture	0.456	4.930	0.000

*The effect is statistically significant at the level (0.05)

The (correlation coefficient R) reached (0.799) at the level (>0.05 α) As for the coefficient of determination, it reached (0.638), meaning that the value of (63.8%) of the changes in the behaviors of hearing the customer's voice resulted from the change in the strategic changes (the ministry's leadership and the ministry's culture) In the same context, the results of the analysis showed that the adjusted coefficient of determination reached (0.616), which reflects the net level of interest in strategic changes (the ministry's leadership and culture of the ministry) After eliminating the standard errors resulting from the customer's voice behaviors.

The results of the analysis of the regression coefficients (Coefficients) also showed that the value of the degree of influence (β) amounted to (0.456) for the culture of the ministry, which is a function and what confirms the significance of this effect is the value of (T), which amounted to (4.930).

While the value of the degree of influence (β (0.234) for the leadership of the ministry, which is a function and confirms the significance of this influence, the value of the calculated T), which amounted to (2.259). That is, one degree increase in attention to strategic changes (the ministry's leadership and the ministry's culture) will lead to the achievement of the behaviors resulting from hearing the customer's voice with a value of (0.456) for the ministry's culture and (0.234) to lead the ministry. The value of (calculated F) was (28,249) and is a function at the level of (0.05 α)

This confirms the validity of the acceptance of the first main hypothesis, which states: The availability of the dimensions of strategic changes (organizational structure, strategic changes, ministry culture, ministry leadership) affects the enhancement of customer voice behaviors among workers in the Ministry of Communications at the level of significance ($\alpha>0.05$).

4.3.1.1. The availability of the dimensions of strategic changes (organizational structure, strategic changes, ministry culture, ministry leadership) affects the enhancement of customer needs in the Ministry of Communications.

To test this hypothesis, multiple regression analysis was used to verify the impact of strategic changes (organizational structure, strategic changes, ministry culture, ministry leadership) in enhancing customer needs, as shown in Table (6).

Table (6) shows that strategic changes (technological changes and the culture of the ministry) affect the customer's needs. The (correlation coefficient R) reached (0.738) at the level of ($\alpha>0.05$).

As for the coefficient of determination, it reached (0.545), meaning that its value (54.5%) of the changes in the customer's needs resulted from the change in the strategic changes (technological changes and the culture of the ministry. In the same context, the results of the analysis showed that the adjusted coefficient of determination reached (0.517), which reflects the net level of interest in strategic changes (technological changes and the culture of the ministry) after eliminating the values of standard errors resulting from customer needs.

Table (6) Results of Analyzing the Variance and that of the Multiple Regression for the Influence of the the strategic changes in customer needs

dependent variable	Model Summary			ANOVA		Coefficients				
	Correlation R	Coefficient of Determination (R ²)	Adjusted Coefficient of Determination (Adjusted R ²)	Calculated F	Degrees of Freedom DF	Level of Significance Sig*	Size of Effect β for	Calculated T	Level of Significance Sig*	
customer needs	0.738	0.545	0.517	19.186	regression	4	organizational structure	-0.120	-1.017	0.313
					the rest	64	technological changes	0.325	2.343	0.022
							Ministry's leadership	-0.003	-0.026	0.979
					the total	68	Ministry's Culture	0.584	5.633	0.000

*The effect is statistically significant at the level $\square\square\square\square(0.05)$

The results of the analysis of the regression coefficients (Coefficients) also showed that the value of the degree of influence (β) amounted to (0.325) for technological changes, which is a function. While the value of the degree of influence (β (0.584) for the ministry's culture, which is a function and confirms the significance of this effect, is the calculated T value), which amounted to (5.633) . That is, an increase of one degree in attention to strategic changes (technological changes and the culture of the ministry) will lead to the achievement of behaviors resulting from customer needs with a value of (0.325) for technological changes and (0.584) for the culture of the ministry. The value of (calculated F) was (19.186), which is a function at the level of (0.05 α) This confirms the validity of the acceptance of the first sub-hypothesis, which states that The availability of the dimensions of strategic changes (organizational structure, strategic changes, ministry culture, ministry leadership) affects the enhancement of customer needs among workers in the Ministry of Communications at the level of significance (α 0.05)

4.3.1.2.The availability of the dimensions of strategic changes (organizational structure, strategic changes, ministry culture, ministry leadership) affects the enhancement of customer desires in the Ministry of Communications.

To test this hypothesis, multiple regression analysis was used to verify the impact of strategic changes (organizational structure, strategic changes, ministry culture, ministry leadership) in enhancing customer desires, as shown in Table (7).

Table (7) Results of Analyzing the Variance and that of the Multiple Regression for the Influence of the strategic changes in Customer's desires

dependent variable	Model Summary			ANOVA		Coefficients				
	Correlation R	Determination (R ²)	Adjusted Coefficient of Determination (Adjusted R ²)	Calculated F	Degrees of Freedom DF	Level of Significance Sig*	Size of Effect β for	Calculated T	Level of Significance Sig*	
Customer's desires	0.774	0.599	0.574	23.860	regression	4	organizational structure	0.307	2.780	0.007
					the rest	64	technological changes	-0.011	-0.088	0.930
					the total	68	Ministry's leadership	0.373	3.409	0.001
							Ministry's Culture	0.290	2.973	0.004

*The effect is statistically significant at the level $\square\square\square\square(0.05)$

Table (7) shows that strategic changes (the ministry's leadership and organizational structure) affect the enhancement of the customer's desires. The (correlation coefficient R) reached (0.774) at the level of ($\alpha > 0.05$). As for the coefficient of determination, it reached (0.599), meaning that the value of (55.9%) of the changes in enhancing the customer's desires resulted from the change in the strategic changes (the ministry's leadership and the organizational structure). In the same context, the results of the analysis showed that the adjusted coefficient of determination reached (0.574), which reflects the net level of interest in strategic changes (the leadership of the ministry and the organizational structure) after eliminating the values of standard errors resulting from enhancing the customer's desires.

The results of the analysis of the regression coefficients (Coefficients) also showed that the value of the degree of influence (β) amounted to (0.307) for the organizational structure, which is a function and what confirms the significance of this effect is the value of (T), which reached (2.780). While the value of the degree of influence (β (0.373) for the leadership of the ministry, which is a function and confirms the significance of this influence, the value of the calculated T), which amounted to (3.409). That is, an increase of one degree in attention to strategic changes (organizational structure and leadership of the ministry) will lead to enhancing the customer's desires with a value of (0.307) for the organizational structure and (0.373) for the leadership of the ministry. The value of (calculated F) was (23.860), which is a function at the level of (0.05). This confirms the validity of accepting the second sub-hypothesis, which states that "the availability of the dimensions of strategic changes (organizational structure, strategic changes, ministry culture, ministry leadership) affects the enhancement of customer desires in the Ministry of Communications at the level of significance (0.05).

1. Results And Recommendations

5.1. Research Results

1. Strategic change represents the tool through which the necessary improvements are made. Therefore, the customer's voice is the main driver of these changes.

2. Not paying attention to the customer's voice at all stages of the strategic changes process.
3. The existence of many interests conflicting with the process of changes and the use of the principle of quotas in order to resolve these conflicts and resistances that occur in the process of strategic change.
4. There is a significant and positive correlation between strategic changes and customer voice behaviors in the Ministry of Communications.
5. The dimensions of the good strategic changes of the Ministry affect morally and positively on the promotion and practice of the behaviors of listening to the customer's voice among the employees in that ministry.
6. All dimensions of the strategic changes in the Ministry of Communications affect morally and positively the promotion and practice of the behaviors of listening to the customer's voice among employees in that ministry.

5.2. Research Recommendations

1. The necessity of providing mechanisms through which customers are involved in any strategic change process, as they are the first beneficiary.
2. Following the process of change requires the involvement of the customer in all stages, especially the formulation and implementation.
3. Looking at the higher interests of the ministry away from the narrow interests that will lead the ministry to failure.
4. Holding workshops to constantly educate workers about the importance of the ministry's strategic changes to ensure its survival and continuity in the work environment.
5. Enhancing the organizational culture of the Ministry so as to enhance human relations based on honesty and respect between management and workers, enhance trust among them, and support positive attitudes among these workers.
6. Follow the open door policy between the administration and workers within the Ministry of Communications, to listen to the workers' problems and work to solve them quickly so that they do not escalate, in addition to listening to their opinions and suggestions for developing work, and working to implement the appropriate ones.

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