



SUDAN UNIVERSITY OF
SCIENCE & TECHNOLOGY

COLLEGE OF GRADUATE
STUDIES

DEPARTMENT OF BUSINESS ADMINISTRATION

IMPACT OF EMPLOYEE COMPETENCIES ON SERVICE PERFORMANCE: THE MEDIATING ROLE OF CUSTOMER EXPERIENCE

(An Applied Study on Telecommunication Sector)

أثر كفاءات العاملين على أداء الخدمة: الدور الوسيط لخبرة العملاء
(دراسة تطبيقية على قطاع الاتصالات)

Thesis Submitted in Fulfillment of the Requirements of the
Doctor of Philosophy Degree in Business Administration

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Khartoum
August 2019

Approval Page

DEDICATION

With full thankfulness, this work is dedicated to the soul of my great father and teacher Makki Hanafi and to my beloved mother Malak Ismaiel.

With special gratefulness, I would also like to dedicate this dissertation to my lovely wife Amani Osman who stands beside me and provide sincere support and to our nice children Akram, Shadin, and Wud.

I dedicate it also with exceptional gratitude to my lovely and careful sister Maysa who presented special support for me during the period of study.

This work is also dedicated to my siblings, Kamal, Ayman, Maha, Mawahib and Muhamad.

I would also like to dedicate this dissertation to all colleagues and specialists in this field hoping that this work would be useful to them.

ACKNOWLEDGEMENTS

I would like to thank all those who have helped me in carrying out this research. I would like to express my deep gratitude and very great appreciation to Dr. Siddig Balal, my research supervisor for his valuable and constructive suggestions during the planning and development of this research work. I would also like to express my special appreciations to Dr. Siddig Ibrahim Abdelwahab from Jazan University for his, sincere efforts and advices during the whole period of work in this study and for his valuable support in statistical analysis.

My grateful thanks are also extended to Dr. Imad Isa from Business Administration Department of this university for the valuable support provided by him in the advanced statistical analysis.

Special thanks should be given to Dr. Kabashi for his useful and constructive recommendations during the work in this research.

I would also like to express my deep gratitude to Professor Asim Daffalla for his support and enthusiastic encouragement.

A special and sincere gratitude should be given to my late father the one who never stopped encouraging me to get this point; I would wish if he is still here to share him these moments. To my mother the one who continue pushing me by all means; especially when I gave up in one hard time before. To my sister Maysa the active research assistant that I had during this work and the one who manage the whole process of data collection and printing issues.

Nobody has been more important to me in the proceedings of this research than the members of my family. Most importantly, I wish to thank my loving

and supportive wife, Amani, and my three wonderful children, Akram, Shadin and Wud, who provide unending inspiration.

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LIST OF ABBREVIATIONS

EC	Employee Competencies
CE	Customer Experience
SP	Service Performance
AMOS	Analysis of a Moment Structures
SPSS	Statistical Package for Social Sciences

ABSTRACT

Customers and employees are playing important role in determining the level and quality of performance of the services. The competent employee has been considered as more likely to succeed in satisfying customers and providing good service. However, the relationship between employee competencies, service performance, and customer experience is still in need of more study and investigations. This research has a purpose to study the eventual impact of employee competencies on service performance and to find if there is a mediating role for customer experience in this relationship.

This study is a descriptive, cross-sectional study. A self-completion questionnaire was developed by the researcher. By using the convenient sampling technique the questionnaire has been distributed to the customers of Sudanese telecommunication companies (Khartoum State is study area), to test the relationship between employee competencies and service performance from the standpoint of customers based on customer experience.

Findings confirm that the level of service performance is positively influenced by the employee competencies. Furthermore, we find that this relationship between employee competencies and service performance is not only positive but it is also significant. The general statistical analysis revealed the presence of a mediating role for customer experience in the relationship between employee competencies and service performance but confirmatory factor analysis indicates that this role is not significant.

It is important to know that the success in the service performance is strongly related to the level of employee competencies. Managers in the services business should pay attention to the employee competencies and customer experience.

Previous studies have used employee self-reports or manager reports of employee competencies, both of which have major weaknesses when used to predict customer outcomes. This research investigates employee competencies from the customer standpoint. We adopted a customer perspective of employee competencies and used customer experience to predict the customer outcomes.

Keywords – Employee competencies, Service performance and Customer experience.

ARABIC ABSTRACT

المستخلص

يلعب العملاء و الموظفون دوراً هاماً في تحديد مستوى و جودة الأداء في مجال الخدمات و بالطبع يعد الموظف الكفاء أكثر قابلية للنجاح في إرضاء العملاء و تقديم خدمة جيدة، لكن برغم ذلك فإن العلاقة ما بين كفاءة العاملين و خبرة العملاء و أداء الخدمة ما زالت في حوجة لمزيد من الدراسة و الاختبار. هذه الدراسة تهدف لدراسة الأثر المحتمل لكفاءة العاملين على أداء الخدمة و أن تكشف ما إذا كان ثمة دور وسيط لخبرة العملاء في هذه العلاقة.

هذه الدراسة هي دراسة وصفية مقطعية. قام الباحث بإعداد استبيان للتنفيذ الذاتي باستخدام أسلوب أخذ العينات بطريقة مريحة و تم توزيعه على عملاء شركات الاتصالات في السودان (ولاية الخرطوم هي منطقة الدراسة) ، لاختبار العلاقة بين كفاءات الموظفين وأداء الخدمة من وجهة نظر العملاء على أساس تجربة العملاء.

أكدت النتائج أن مستوى أداء الخدمة يتأثر إيجابياً بكفاءات الموظفين، و علاوة على ذلك ، وجدنا أن العلاقة بين كفاءات الموظفين وأداء الخدمة ليست فقط إيجابية بل و مهمة كذلك. كشف التحليل الإحصائي العام عن وجود دور وساطة لتجربة العملاء في العلاقة بين كفاءات الموظفين وأداء الخدمة، لكن تحليل العوامل المؤكدة (CFA) أوضح أن هذا الدور مهماً.

من المهم معرفة أن النجاح في أداء الخدمة يرتبط ارتباطاً وثيقاً بمستوى كفاءة الموظفين كما يجب على المديرين في قطاع الخدمات الانتباه إلى أمر كفاءة الموظفين وخبرة العملاء.

استخدمت الدراسات السابقة التقارير الذاتية للموظفين أو تقارير المدراء عن كفاءة الموظفين ، وكلاهما له نقاط ضعف رئيسية عند استخدامه للتنبؤ بنتائج العملاء. تبحث هذه الدراسة في كفاءة الموظفين من وجهة نظر العميل. و قد قمنا باعتماد وجهة نظر العميل من كفاءة الموظفين واستخدام خبرة العملاء للتنبؤ بنتائج خبرة العملاء.

الكلمات الرئيسية - كفاءة الموظفين وأداء الخدمة وتجربة العملاء.