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The Role of Poultry Products Quality in Achieving Customers Satisfaction (A
Case Study of Sudanese Kuwaiti Poultry LTD)

دور جودة منتجات الدواجن في تحقيق رضا العملاء (دراسة حالة شركة الدواجن السودانية الكويتية
المحدودة)

A dissertation submitted in partial fulfillment for the requirements of master degree of
Total Quality Management and Excellence

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الآية

﴿ بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ ﴾

قال تعالى:

اقْرَأْ بِاسْمِ رَبِّكَ الَّذِي خَلَقَ ﴿١﴾ خَلَقَ الْإِنْسَانَ مِنْ عَلَقٍ ﴿٢﴾ اقْرَأْ وَرَبُّكَ
الْأَكْرَمُ ﴿٣﴾ الَّذِي عَلَّمَ بِالْقَلَمِ ﴿٤﴾ عَلَّمَ الْإِنْسَانَ مَا لَمْ يَعْلَمْ ﴿٥﴾



صدق الله العظيم

سورة العلق: الآيات من 1 - 5

DEDICATION

*This simple effort dedicated to my parents,
My brothers and sisters, anything nice has come to
My life has been because of your example,*

Guidance and love

*A special Dedication to my Mother for all the sacrifices
that she made on my behalf*

All who taught me a letter

All my friends

I dedicate this work ...

MAZIN NASER SAYED NASER ...

Acknowledgement

Thanks to Allah for health, assistance and patience that he has given me to complete this work.

I would like to express detest gratitude and thanks for My Supervisor:

DR. Mohammed Siddig Abdelaziz

For his supervisor proper guidance, kindness valuable and encouragement to carry out this work ...

I would like to express my detest thanks;

To the staff members of the department Food Science & Technology in University Of OMDRMAN ISLMIC,

To the SUDANESE KUWAITI POULTRY LTD,

To the Dr. ABD ELMUTALAB ADAM

And all my colleagues for help me during the research ...

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Abstract

It is obvious that customers are important stakeholders (interested parties) in organizations, and their satisfaction is a priority for management. Customer satisfaction has been a subject of great interest to organizations and researchers alike. In recent years, quality of service has become an aspect of customer satisfaction.

The main purpose of this study was to measure the level of satisfaction of the customers of the Sudanese Kuwaiti poultry LTD Company . A comprehensive survey technique was used for agents of category (A) from Sudanese Kuwaiti poultry LTD Company to collect quantitative data and to obtain their satisfaction levels. Based on the SERVQUAL model, the Chi-square test was used to test the hypothesis. The study found a significant relationship between service quality dimensions /customer satisfaction. At the same time, the results showed a high level of satisfaction from the customers of the Sudanese Kuwaiti poultry LTD Company. The results indicated that in order to provide quality services and products to satisfy customers, organizations need to improve service quality dimensions to provide complete customer satisfaction.

المستخلص

من الواضح أن العملاء هم أصحاب المصلحة (الأطراف المهتمة) في المؤسسات، وأن رضاهم يمثل أولوية للإدارة. رضا العملاء محل اهتمام كبير للمؤسسات والباحثين على حد سواء . في السنوات الأخيرة أصبحت جودة الخدمة جانباً من جوانب رضا العملاء .

الغرض الرئيسي من هذه الدراسة هو قياس مستوى رضا عملاء شركة الدواجن السودانية الكويتية المحدودة. تم استخدام تقنية المسح الشامل لوكلاء فئة (أ) من شركة الدواجن السودانية الكويتية لجمع البيانات الكمية و للحصول على مستويات رضاهم وذلك بالاعتماد على نموذج ابعاد جودة الخدمة (SERVQUAL) تم استخدام اختبار مربع كاي لاختبار الفرضية .أظهرت الدراسة نتائج مميزة للعلاقة بين أبعاد جودة الخدمة / و رضا العملاء كان له علاقة كبيرة بين جودة الخدمة ورضا العملاء .وفي الوقت نفسه، أظهرت النتائج وجود مستوى رضا عالي من عملاء شركة الدواجن السودانية الكويتية المحدودة .

تشير النتائج إلى أنه من أجل توفير خدمات و منتجات عالية الجودة من أجل إرضاء العملاء، نحتاج المؤسسات إلى تحسين أبعاد جودة الخدمة لتوفير الرضا التام للعملاء .

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Chapter One

Literature review

Chapter 1

INTRODUCTION

1.1 Introductory background

Customer satisfaction has been a subject of great interest to organizations and researchers alike. The principal objective of organizations is to maximize profits and to minimize cost. Profit maximization can be achieved through increase in sales with lesser costs. One of the factors that can help to increase sales is customer satisfaction, because satisfaction leads to customer loyalty (Wilso *etal*, 2008), recommendation and repeat purchase. Customers became very vital in business during the marketing era of the 1950s when companies could produce what they can sell and not just selling what they can produce as it was during the production era. Since the beginning of the consumption era in marketing the focus on customers/consumers has increased more as the consumption era also shifts to post-consumption; where organizations are obliged to render more services in addition to what they provide as offers to their customers (David *etal*, 2009). What are the qualities of these services provided to customers? Are the customers satisfied with these services? Thus, this research originated from the fact that customer/consumer is the key to business. In fact, their satisfaction is the most important tool that helps to increase sales and generate profits in the business environment. Moreover, the importance of customer satisfaction and service quality has been proven relevant to help improve the overall performance of organizations (Magi and Julander, 1996).

1.2 Importance of customer satisfaction:

From the view of operations management, it is obvious that customers play important roles in the organizational process. Before the placement of strategies and organizational structure, the customers are the first

aspect considered by managements. The questions asked in the strategic planning ranges from who will need to consume these offers, where are they and for how much can they buy to how to reach the customers and will it yield them maximum satisfaction? After these questions, the organization will then designs the product, segment the markets and create awareness. This does not only show the importance of customers in the business environment but also the importance of satisfying them. Customers are always aiming to get maximum satisfaction from the products or services that they buy (Lee and Ritzman, 2005). Winning in today's marketplace entails the need to build customer relationship and not just building the products; building customer relationship means delivering superior value over competitors to the target customers (Kotler *etal*, 2002). Most companies are adopting quality management programs which aim at improving the quality of their products and marketing processes, because it has been proven that "quality has a direct impact on product performance, and thus on customer satisfaction" (Kotler *etal*, 2002). The reason for this is to satisfy the customers.

1.3 Reasons for researching in this area:

There has always been the need for customer research before, during and after sales, because of changes that may occur in the business process. It has been proven by an author that "an organization that consistently satisfies its customers, enjoy higher retention levels and greater profitability due to increase customer loyalty. To get these loyal customers, companies must create relationships with the customers. To create relationship with customers, companies need to conduct research to answer questions on how the customers make their purchasing decision and whether they are pleased with what the organization provides to them as offer in terms of product quality, service quality, price, ... etc.

1.4 Problem formulation:

In light of the major competitive conflicts witnessed by Sudan in the field of poultry industry and in the framework of developments in recent years in the field of poultry industry. The customer was able to trade the products according to their needs and wants. Poultry producers are facing major challenges. In order to meet these challenges, most organization have tended to pay attention to quality and differentiate their products and services towards their customers in order to achieve their satisfaction. As the quality and satisfaction of the customers represent the real concern of the poultry producers who wish to achieve the appropriate marketing position and strive for stability and continuity in the scope of their work, it was worth addressing them by asking the following main question: To what extent is the quality of the products and products of the Sudanese poultry company affected by the satisfaction of its customers?

1.5 Research Question:

- Is there a significant relationship between customer satisfaction and the service quality dimensions?

1.6 Research Objectives:

- Study the relationship between customer satisfaction and the quality of service (SERVQUAL).
- Identify the customers' assessment of the quality of the products and services of the Sudanese Kuwaiti poultry LTD provided to them.
- To reach some conclusions and suggestions that may contribute to the development of the quality of the products and services of the Sudanese Kuwaiti Poultry LTD.

Chapter Two

MATERIALS & METHODS

Chapter 2

LITERATURE REVIEW

2. Evolution of Quality

2.1 Quality Definition:

2.1.1 Fitness for uses (Juran, 1999) Fig 2.1.

2.1.2 The totality of features and characteristics that bear on the ability of a product or service to satisfy a given need (British Standard Institution, 1991).

2.1.3 The total composite product and service characteristics of marketing, engineering, manufacture, and maintenance through which the product and service will meet the expectations of the customer (Feigenbaum,1961).

2.1.4 Quality is the degree to which performance meets expectations (Deming, W. E, 1982).

2.1.5 Conformance to requirements (Crosby,1979).

2.1.6 Quality is a dynamic state associated with products, services, people, processes, and environments that meet or exceeds expectations and helps produce superior value (Goetsch. D, and Davis. S, 2010).

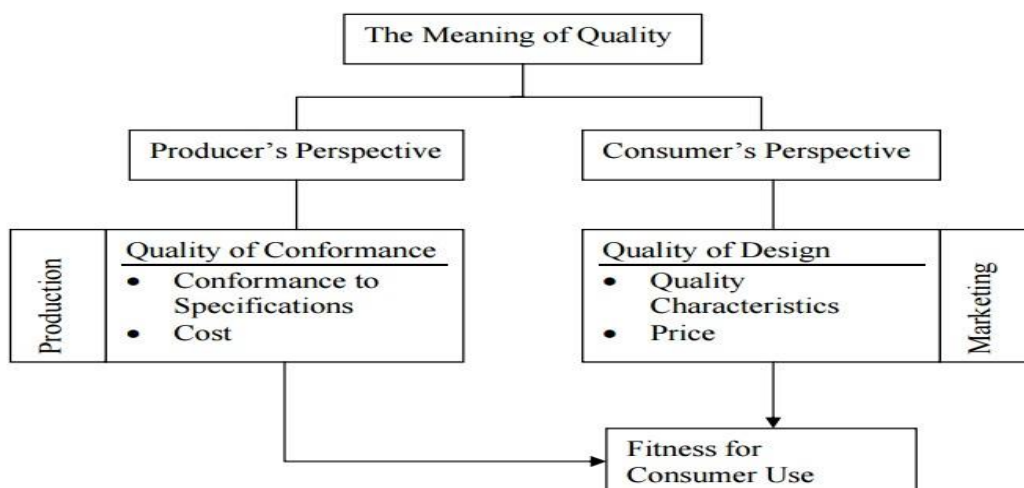


Figure (2.1) : Meaning of Quality from the producer and consumer's perspective (Jervis *etal.*, 2002)

2.1.2 Evolution of Quality A four - level model for

Outlined another four-level model of the evolution of quality management. In addition to the framework it proposes, clear definitions of quality terms are also provided (Fig 2.2) (Morgan *etal*, 1990).

Level 1 Inspection 1900. Measure the characteristics of a product and compare them with its specifications; the goal here is the fitness of standards. This is the passive "inspecting" attitude.

Level 2 Quality Control 1940. Inspection performed by the workers themselves with a feedback loop to the production line; and avoid the "inspector" effect and allow some learning to take place.

Level 3 Quality Assurances 1960. SET of (implemented) predefined and systematic activities necessary to give confidence in the process quality; one step further, Quality procedures are designed and planned as a whole to ensure that no bad products be delivered. Do not just rely on everybody's work and control. This introduces the notion of a coherent set of quality procedures/tests. The given confidence (in the definition of QA) is important both for the producer and for the customer.

Level 4 Total Quality Management 1980. Management centered on quality and based on the participation of everybody which aims at the customer satisfaction and at the improvement of the company's personnel and society. The ultimate step, a quality assurance plan is operational but the management, the workers and the customers continuously interact to review / improve this plan (Shiba *etal*, 1993).



Figure 2.2: Evolution of Quality (Shiba *et al.*, 1993)

2.2 Total Quality Management (TQM)

Total: Make-up of the whole.

Quality: Degree of excellence a product or service provides

Management: Act, art or manner of handling, controlling, directing etc.

Total Quality Management (TQM) is an art of managing the whole to achieve excellence, TQM is also defined as both a philosophy and a set of benchmarks that represent the foundation of a continuously improving organization. It is an application of quantitative methods and human resources to improve all the processes within an organization and exceed customer needs at present and in the future (Goetsch *et al.*, 1995).

TQM schemes address the approach that a manufacturing organization needs to take to ensure product quality. They aim to involve every member of the organization in the achievement of management objectives to produce safe, wholesome food, enhance customer satisfaction and confidence, and identify means of ongoing improvement. TQM is a comprehensive and structured approach to organizational management that seeks to improve quality products and services through ongoing refinements in response to continuous feedback (Jervis *et al.*, 2002).

2.3 International Organization of Standardization (ISO)

In 1946, representatives from 25 countries joined together to create a common and unified industrial standard; the organization created was the

International Organization of Standardization (ISO). It has published more than 18,500 international standards in a 60-year time period beginning in 1947. These standards range from agriculture and Construction Standards, to mechanical engineering, to state-of-the-art information technology advances (Standardization, 2011). Until this time, ISO was primarily known for creating technical specifications for specific industries such as clothing size and laser technology. The second major turning point for ISO was the development and implementation of the ISO 14000 Environmental Management Standard in 1993, this was a major step as it started to work with public policy and general public interest. The third major turning point for ISO was the development of standards that support sustainability (Morikawa *etal*, 2004). Six decades since its inception, ISO has grown into the world's largest standards development organization with well over 14,000 standards and 148 countries in the federation (Morikawa *etal*, 2004). In 2005, there was an international effort to attempt to standardize the food safety system worldwide. This effort resulted in ISO creating the ISO 22000 Food Safety Management System (FSMS) - requirements for any organization in the food chain.

2.3.1 Food Safety Management System - FSMS ISO 22000

Food safety is linked with food-borne hazards present in food at the point of consumption. Since food safety hazards can occur at any stage in the food chain it is essential that adequate control measures be put in place to avoid or minimize food safety hazards (Popek, 2016). ISO 22000 is a standard developed by the International Organization for Standardization (ISO) as requirement for the food chain organization to enhance food safety. ISO 22000 international standard specifies the requirements for a food safety management system. It involves the elements of interactive communication, system management, pre-requisite programs and

HACCP principles. According to ISO 22000 can be applied Fig 1.4 independently of other management system standards or integrated with existing management system requirements. This is accomplished by the flexibility of the design in the standard which enables an approach tailor-made for all segments of food safety in the food chain.

2.3.2 Quality Management System - QMS ISO 9001:2015

Leading corporations have demonstrated that improved quality in products and services raises profits, reduces cost, and improves competitive position. Quality management plays an important role in an organization, many organizations develop their own ways of working and strive to satisfy their customers in the best possible way. There are different ways to choose the best approach to quality management for companies. They can go through a process of trials and errors or use one or more management models available that combines proven principles and concepts (Hoyle, 2006). The ISO 9000 family of standards represent a common and central model, obtaining this ensures a better understanding amongst people and enables all members of an organization work toward a common goal (Foster, 2013)

2.4 Customer satisfaction

Those who buy the goods or services provided by companies are customers. In other words, a customer is a stakeholder (interested parties) of an organization who provides payment in exchange for the offer provided to him by the organization with the aim of fulfilling a need and to maximize satisfaction. Sometimes the term customer and consumer are confusing. A customer can be a consumer, but a consumer may not necessarily be a customer. Another author explained this difference. I.e. a customer is the person who does the buying of the products and the consumer is the person who ultimately consumes the product. When a consumer/customer is contented with either the product or services it is

termed satisfaction. Satisfaction can also be a person's feelings of pleasure or disappointment that results from comparing a product's perceived performance or outcome with their expectations (Kotler and Keller, 2009). As a matter of fact, satisfaction could be the pleasure derived by someone from the consumption of goods or services offered by another person or group of people; or it can be the state of being happy with a situation.

Client happiness, which is a sign of customer satisfaction, is and has always been the most essential thing for any organization. Customer satisfaction is defined by one author as "the consumer's response to the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product or service as perceived after its consumption" (Tse and Wilton, 1988) hence considering satisfaction as an overall post-purchase evaluation by the consumer" (Fornell, 1992). Some authors stated that there is no specific definition of customer satisfaction, and after their studies of several definitions they defined customer satisfaction as "customer satisfaction is identified by a response (cognitive or affective) that pertains to a particular focus (i.e. a purchase experience and/or the associated product) and occurs at a certain time (i.e. post-purchase, post-consumption)". Measuring customer satisfaction could be very difficult at times because it is an attempt to measure human feelings. It was for this reason that some existing researcher presented that "the simplest way to know how customers feel, and what they want is to ask them" this applied to the informal measures, three ways of measuring customer satisfaction (Kasbekar. M, 2017):

- A survey where customer feedback can be transformed into measurable quantitative data:
- Focus group or informal where discussions orchestrated by a trained moderator reveal what customers think.

- Informal measures like reading blocs, talking directly to customers.

The National Business Research Institute (NBRI) suggested possible dimensions that one can use in measuring customer satisfaction, e.g.:

Quality of service	The closeness of the relationship with contacts in your firm
Pricing	Other types of services needed
Speed of service	Your positioning in clients' minds
Complaints or problems	Trust in your employees

There exist two conceptualizations of customer satisfaction; transaction-specific and cumulative (Boulding *et al*, 1993) (Andreassen *et al*, 2000). Following the transaction specific, customer satisfaction is viewed as a post-choice evaluation judgment of a specific purchase occasion. Cumulative customer satisfaction is an overall evaluation based on the total purchase and consumption experiences with a product or service over time (Fornell *et al*, 1996). It is the cumulative customer satisfaction that motivates a firm's investment in customer satisfaction.

2.5 Service Quality

Service can be defined in many ways depending on which area the term is being used. An author defines service as “any intangible act or performance that one party offers to another that does not result in the ownership of anything” (Kotler and Keller, 2009). In all, service can also be defined as an intangible offer by one party to another in exchange of money for pleasure. Quality is one of the things that consumers look for in an offer, which service happens to be one. Quality can also be defined as the totality of features and characteristics of a product or services that bear on its ability to satisfy stated or implied needs (Kotler *et al*, 2002). The aim of providing quality services is to satisfy customers. Measuring service quality is a better way to dictate whether the services are good or bad and whether the customers will or are satisfied with it. A researcher

listed in his study: “three components of service quality, called the 3 “Ps” of service quality” (Haywood, 1988) in the study, service quality was described as comprising of three elements:

- Physical facilities, processes and procedures;
- Personal behavior on the part of serving staff, and;
- Professional judgment on the part of serving staff but to get good quality service (Haywood, 1988).

One of the most useful measurements of service quality is the dimensions from the SERVQUAL model they were found to have an impact on service quality and were regarded as the criteria that were important to access customer’s expectations and perceptions on delivered service and This is because when it is stated “perceived” and “expected” service, it is very clear that this goes to the person, who is going to or is consuming the service; who definitely is the consumer/customer (Kumar *etal*, 2009). The SERVQUAL scale which is also known as the gap model by (Parasuraman, *etal*, 1988) has been proven to be one of the best ways to measure the quality of services provided to customers. This service evaluation method has been proven consistent and reliable by some authors (Brown *etal*, 1993). The original study by (Parasuraman *etal*, 1988) presented ten dimensions of service quality:

- **Tangibles:** the appearance of physical artefacts and staff members connected with the service (accommodation, equipment, staff uniforms, and so on).
- **Reliability:** the ability to deliver the promised service.
- **Responsiveness:** the readiness of staff members to help in a pleasant and effective way.
- **Competence:** the capability of staff members in executing the service.

- **Courtesy:** the respect, thoughtfulness, and politeness exhibited by staff members who are in contact with the customer.
- **Credibility:** the trustworthiness and honesty of the service provider.
- **Security:** the absence of doubt, economic risk, and physical danger.
- **Access:** the accessibility of the service provider.
- **Communication:** an understandable manner and use of language by the service provider.
- **Understanding the customer:** efforts by the service provider to know and understand the customer.
- Further investigation led to the finding that, among these 10 dimensions, some were correlated. After refinement, these ten dimensions above were later reduced to five dimensions as below:
 1. **Tangibility:** physical facilities, equipment, and appearance of personnel
 2. **Reliability:** ability to perform the promised service dependably and accurately
 3. **Responsiveness:** willingness to help customers and provide prompt service
 4. **Assurance:** knowledge and courtesy of employees and their ability to inspire trust and Confidence
 5. **Empathy:** caring individualized attention the firm provides to its customers.

2.6 Customer satisfaction and service quality

Since customer satisfaction has been considered to be based on the customer's experience on a particular service encounter, (Cronin and Taylor, 1992) it is in line with the fact that service quality is a determinant of customer satisfaction, because service quality comes from

outcome of the services from service providers in organizations. Another author stated in his theory that “definitions of consumer satisfaction relate to a specific transaction (the difference between predicted service and perceived service) in contrast with ‘attitudes’, which are more enduring and less situational-oriented,” This is in line with the idea of (Zeithaml *etal*, 2006).

Regarding the relationship between customer satisfaction and service quality, first suggested that service quality would be antecedent to customer satisfaction regardless of whether these constructs were cumulative or transaction-specific. Some researchers have found empirical supports for the view of the point mentioned above (Boulding *etal*, 1993) (Andreassen *etal*, 2000); where customer satisfaction came as a result of service quality. In relating customer satisfaction and service quality, researchers have been more precise about the meaning and measurements of satisfaction and service quality. Satisfaction and service quality have certain things in common, but satisfaction generally is a broader concept, whereas service quality focuses specifically on dimensions of service (Wilson *etal.*, 2008).

Although it is stated that other factors such as price and product quality can affect customer satisfaction, perceived service quality is a component of customer satisfaction (Zeithaml *etal*, 2006). This theory complies with the idea of (Wilson *etal.*, 2008) and has been confirmed by the definition of customer satisfaction presented by other researchers.

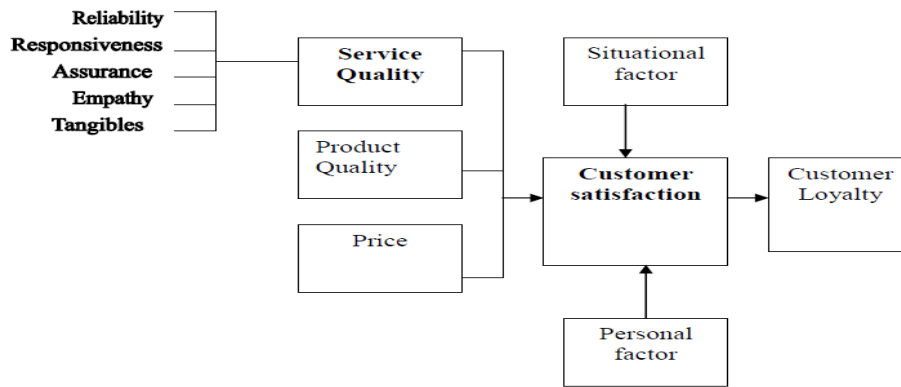


Figure (2.3) Customer perceptions of quality and customer satisfaction (Wilson *et al.*, 2008).

2.7 Steps of service quality gaps

There are seven major gaps in the service quality concept, which are shown in Figure 2.4. The model is an extension of (Parasuraman *et al.*, 1988). According to the following explanation, the three important gaps, which are more associated with the external customers are Gap1, Gap5 and Gap6; since they have a direct relationship with customers.

- **Gap1: Customers' expectations versus management perceptions:** as a result of the lack of a marketing research orientation, inadequate upward communication and too many layers of management.
- **Gap2: Management perceptions versus service specifications:** as a result of inadequate commitment to service quality, a perception of unfeasibility, inadequate task standardisation and an absence of goal setting.
- **Gap3: Service specifications versus service delivery:** as a result of role ambiguity and conflict, poor employee-job fit and poor technology-job fit, inappropriate supervisory control systems, lack of perceived control and lack of teamwork.
- **Gap4: Service delivery versus external communication:** as a result of inadequate horizontal communications and propensity to over-promise.
- **Gap5: The discrepancy between customer expectations and their perceptions of the service delivered:** as a result of the influences

exerted from the customer side and the shortfalls (gaps) on the part of the service provider. In this case, customer expectations are influenced by the extent of personal needs, word of mouth recommendation and past service experiences.

- **Gap6: The discrepancy between customer expectations and employees' perceptions:** as a result of the differences in the understanding of customer expectations by front-line service providers.
- **Gap7: The discrepancy between employee's perceptions and management perceptions:** as a result of the differences in the understanding of customer expectations between managers and service providers.

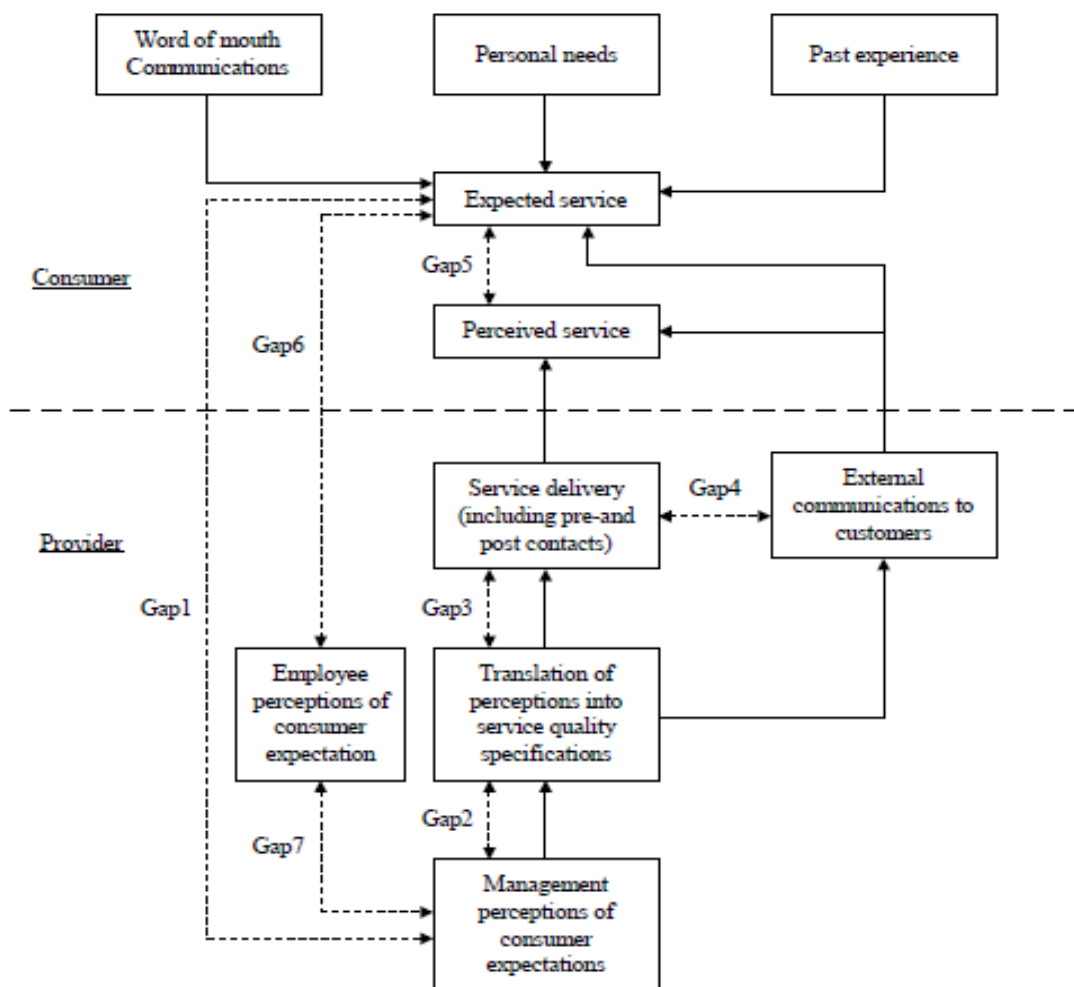


Figure (2.4): Model of service quality gaps (Parasuraman *et al.*, 1988)

According to (Brown *et al*, 1993), "the gap model is one of the best received and most heuristically valuable contributions to the services literature". The model identifies seven key discrepancies or gaps relating to managerial perceptions of service quality, and tasks associated with service delivery to customers. The first six gaps (Gap 1, Gap 2, Gap 3, Gap 4, Gap 6 and Gap 7) are identified as functions of the way in which service is delivered, whereas Gap 5 pertains to the customer and as such is considered to be the true measure of service quality. The Gap on which the SERVQUAL methodology has influence is Gap 5.

2.8 About Sudanese Kuwaiti poultry LTD Company

- The Sudanese Kuwaiti poultry LTD was established in 1976 as the first Sudanese company operating in the field of poultry in the modern closed chicken production system. It was updated with the closed system of the latest international companies in 2005. It is the leading company in poultry industry in Sudan.
- The company has a capacity of 3500 birds / hour and a feed factory with a production capacity of 10 tons / hour, granulated feed, refrigerated warehouses for storage and freezing, and refrigerated carts for transporting and distributing the product.
- The company's customers are all categories of consumers as well as restaurants, wedding halls, agents and institutions.
 - The company and its agents were divided into four sections:
 - Agents Class (A) purchase from 20 tons and above.
 - Agents Class (B) are buying from 10-19 tons.
 - Agents Class (C) are buying from 9 to 2 tons.
 - Agents Class (D) buy less than one ton.
 - The company applies the system of quality management and food safety

- Organizational Structure:

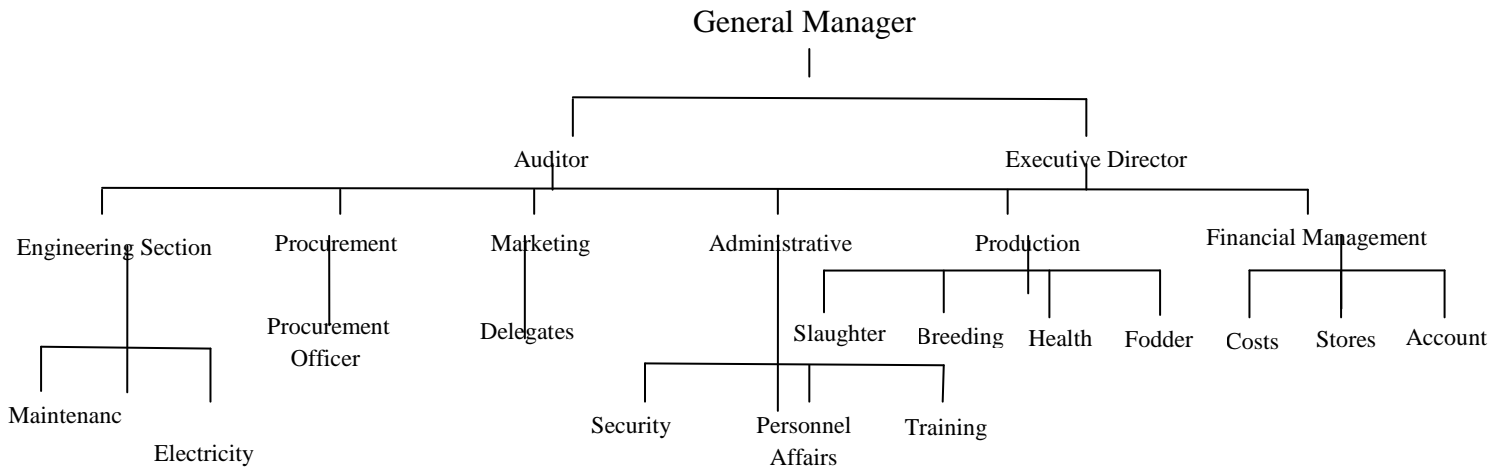


Fig 2.5 The Sudanese Kuwaiti poultry LTD administration body

Chapter Three

Methodology

Chapter 3

MATERIALS and METHODS

3.1 Methods:

In this research descriptive method was used, using a questionnaire testing approach aimed to examine impact of relationship between customer satisfactions and service quality on a food organization, this chapter illustrate the method of data collection, questionnaire and data analysis.

3.2 Study design:

Research design it was descriptive a choice of an investigator about the components of his project and development of certain components of the design. The selection of research components was done keeping in view of the objectives of the research. Research hypotheses also provide the basis for designing a research work.

3.3 Study area:

This study conducted in Khartoum Sudan in a company that has customers.

- Company area: Khartoum
- Industry: Poultry
- Main products: Poultry

3.4 Study duration:

- Months.

3.5 Study population:

The study was targeted customer satisfaction.

3.6 Sampling:

The sample was selected by using comprehensive survey technique to select 30 samples.

3.7 Data collection:

The rating scale involved qualitative description of a limited number of aspects of a thing or traits of a person. When using rating scales (or categorical scales), and judged an object in absolute terms against some specified criteria.

The questionnaire was used 5 point of likert scale (strongly disagree, disagree, neutral, agree, and strongly agree).

Scaling described the procedures of assigning numbers to various degrees of opinions, attitude and other concepts.

3.8 Data analysis:

Inferential analysis was concerned with the various tests of significance for testing hypothesis in order to determine with what validity data can be said to indicate some conclusion or conclusions. It was concerned with the estimation of population values. It was mainly on the basis of inferential analysis that the task of interpretation is performed (Kothari, 2004).

Statistical Package for the Social Sciences (SPSS) software was used to analyze data.

3.9 Ethical Consideration:

All information gotten from the respondents were treated with confidentiality without disclosure of the respondents' identity. Moreover, no information was modified or changed, hence information gotten was presented as collected and all the literatures collected for the purpose of this study were appreciated in the reference list.

Chapter Four

Results

Chapter 4

RESULTS

The first topic: Field study procedures

This course deals with the field study procedures under the following sections.

First: Population and sample of the study

Table (4.1) the frequency and percentage of the age:

Age (years)	Frequencies	Percentage
25 and less	2	6.7%
25-40 years	13	43.3%
More than 41 years	15	50.0%
Total	30	100.0%

Source: IPM SPSS 24 package

Illustrates the views of the distribution of the age sample for 25, less than (6.7%), 25-40 years by (43.3%) and More than 41 years (50.0%).

Table (4.2): The frequency and percentage of number of years of dealing with the company

Value	Frequencies	Percentage
Less than 5 years	11	36.7%
5 - 10 years	1	3.3%
More than 11 years	18	60.0%
Total	30	100.0%

Source: IPM SPSS 24 package

Illustrates the views of the distribution of the experience sample by Less than 5 years by (36.7%) and 5 - 10 years by (3.3%) and More than 11 by (60.0%).

Table (4.3): The frequency and percentage of the last deal with the company's products

Value	Frequencies	Percentage
Less than a week	28	93.3%
Two weeks	2	6.7%
more than a month	0	0.0%
Total	30	100.0%

Source: IPM SPSS 24 package

Illustrates the views of the distribution of the experience sample by less than a week by (93.3%) and Two weeks by (6.7%) and more than a month by (0.0%).

Second: reliability and validity

Cranach's alpha method: Where reliability was calculated using Cranach's alpha equation shown below:

$$\text{Reliability coefficient} = \frac{n}{N-1} \times \frac{1 - \text{Total variations questions}}{\text{variation college grades}}$$

$$\text{Validity} = \sqrt{\frac{n}{N-1} * \frac{1 - \text{Total variations questions}}{\text{variation college grades}}}$$

Cranach alpha coefficient = (0.87), a reliability coefficient is high and it indicates the stability of the scale and the validity of the study. Validity coefficient is the square of the islands so reliability coefficient is (0.93), and this shows that there is a high sincerity of the scale and that the benefit of the study.

Table (4.4) Cranach's alpha method

No	Value	Reliability	Validity
1	Reliability	0.68	0.82
2	Response	0.75	0.87
3	Tangibility	0.75	0.87
4	Security	0.80	0.89
5	Eympathy	0.67	0.82
6	Product quality for the customer	0.88	0.94
Total		0.87	0.93

The second subject: View and analyze data

Table (4.5) the frequency and percentage for the Reliability

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The management of the company means promises to customers as much as possible	16	10	4	0	0
		53.3	33.3	13.3	0.0	0.0
2	The company's management is interested in customer problems	21	6	2	1	0
		70.0	20.0	6.7	3.3	0.0
3	The company's management is committed to the time required to provide services to customers	20	5	5	0	0
		66.7	16.7	16.7	0.0	0.0
4	The management of the company is keen to provide the service in a manner. True from the first time	18	7	2	2	1
		60.0	23.3	6.7	6.7	3.3

Source: IPM SPSS 24 package

From the above table (4.5) result showed:

The management of the company means promises to customers as much as possible by the strongly agree (53.3%) and agree by (33.3%) and neutral by (13.3%) and disagree by (0.0%) and strongly disagree by (0.0%).

The company's management is interested in customer problems by the strongly agree (70.0%) and agree by (20.0%) and neutral by (6.7%) and disagree by (3.3%) and strongly disagree by (0.0%).

The company's management is committed to the time required to provide services to customers by the strongly agree (66.7%) and agree by (16.7%) and neutral by (16.7%) and disagree by (0.0%) and strongly disagree by (0.0%).

The management of the company is keen to provide the service in a manner

True from the first time by the strongly agree (60.0%) and agree by

(23.0%) and neutral by (6.7%) and disagree by (6.7%) and strongly disagree by (3.3%).

Table (4.6): Results of Chi-square test for the reliability

No	Phrases	Chi-square value	df	Sig.	Median	Interpretation
1	The management of the company means promises to customers as much as possible	17.20	2	0.000	5.00	strongly agree
2	The company's management is interested in customer problems.	34.26	3	0.000	5.00	strongly agree
3	The company's management is committed to the time required to provide services to customers	15.00	2	0.000	5.00	strongly agree
4	The management of the company is keen to provide the service in a manner True from the first time	30.82	4	0.000	5.00	strongly agree

Source: IPM SPSS 24 package

The results of table (4.6) were interpreted as follows:

1. The value of chi-square calculated to signify the differences between the management of the company means promises to customers as much as possible was (17.20) with P-value (0.000) which is lower than the level of significant value (5%). These referred to the existence of differences statistically.
2. The value of chi-square calculated to signify the differences between the company's management is interested in customer problems was (34.26) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.
3. The value of chi-square calculated to signify the differences between the company's management is committed to the time required to provide services to customers was (15.00) with P-value

(0.000) which is lower than the level of significant value (5%)
 These refer to the existence of differences statistically.

4. The value of chi – square calculated to signify the differences between the management of the company is keen to provide the service in a manner True from the first time was (30.82) with P-value (0.000) which is
5. lower than the level of significant value (5%) These referred to the existence of differences statistically.

Table (4.7): The frequency and percentage for the response

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Employees accurately identify when and how they provide their services to customers	21	5	3	1	0
		70.0	16.7	10.0	3.3	0.0
2	Staff respond to customer needs instantly	16	9	3	2	0
		53.3	30.0	10.0	6.7	0.0
3	The staff responds to any query from Customers	20	7	1	1	1
		66.7	23.3	3.3	3.3	3.3
4	Customers are waiting long to get the service	2	7	2	15	4
		6.7	23.3	6.7	50.0	13.3

Source: IPM SPSS 24 package

From the above table (4.7), results showed:

Employees accurately identify when and how they provide their services to customers by the strongly agree (70.0%) and agree by (16.7%) and neutral by (10.0%) and disagree by (3.3%) and strongly disagree by (0.0%).

Staff respond to customer needs instantly by the strongly agree (53.3%) and agree by (30.0%) and neutral by (10.0%) and disagree by (6.7%) and strongly disagree by (0.0%).

The staff responds to any query from Customers by the strongly agree (66.7%) and agree by (23.3%) and neutral by (3.3%) and disagree by (3.3%) and strongly disagree by (3.3%).

Customers are waiting long to get the service by the strongly agree (6.7%) and agree by (23.3%) and neutral by (6.7%) and disagree by (50.0%) and strongly disagree by (13.3%)

Table (4.8): Results of chi-square test for the response

No	Phrases	Chi-square value	Df	Sig.	Median	Interpretation
1	Employees accurately identify when and how they provide their services to customers	33.46	3	0.000	5.00	strongly agree
2	Staff respond to customer needs instantly	16.66	3	0.000	5.00	strongly agree
3	The staff responds to any query from Customers	45.33	4	0.000	5.00	strongly agree
4	Customers are waiting long to get the service	19.66	4	0.000	2.00	disagree

Source: IPM SPSS 24 package

The results of table (4.8) were Interpreted as follows:

1. The value of chi-square calculated to signify the differences between the employees accurately identify when and how they provide their services to customers was (33.46) with P-value (0.000) which was lower than the level of significant value (5%). These refer to the existence of differences statistically.
2. The value of chi – square calculated to signify the differences between the Staff respond to customer needs instantly was (16.66) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.
3. The value of chi – square calculated to signify the differences between the staff responds to any query from Customers was (45.33) with P-value (0.000) which is lower than the level of

significant value (5%). These refer to the existence of differences statistically.

4. The value of chi – square calculated to signify the differences between the Customers are waiting long to get the service was (19.66) with P-value (0.000) which is lower than the level of significant value (5%). These refer to the existence of differences statistically.

Table (4.9) The frequency and percentage for the tangibility

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The company uses modern technology services	6	10	6	5	3
		20.0	33.3	20.0	16.7	10.0
2	The overall appearance of the company is consistent with the nature and quality of the services provided	12	11	4	2	1
		40.0	36.7	13.3	6.7	3.3
3	Complaints are processed promptly without delay	15	6	6	2	1
		50.0	20.0	20.0	6.7	3.3

Source: IPM SPSS 24 package

From the above table (4.9) result showed:

The company uses modern technology services by the strongly agree (20.0%) and agree by (33.3%) and neutral by (20.0%) and disagree by (16.7%) and strongly disagree by (%10.0).

The overall appearance of the company is consistent with the nature and quality of the services provided by the strongly agree (40.0%) and agree by (36.7%) and neutral by (13.3%) and disagree by (6.7%) and strongly disagree by (3.3%).

Complaints are processed promptly without delay by the strongly agree (50.0%) and agree by (20.0%) and neutral by (20.0%) and disagree by (6.7%) and strongly disagree by (3.3%).

Table (4.10): Result of chi-square test for the tangibility

No	Phrases	Chi-square value	Df	Sig.	Median	Interpretation
1	The company uses modern technology services	14.33	4	0.000	4.00	agree
2	The overall appearance of the company is consistent with the nature and quality of the services provided	17.66	4	0.000	4.00	agree
3	Complaints are processed promptly without delay	20.33	4	0.000	4.50	strongly agree

Source: IPM SPSS 24 package

The results of table (4.10):were interpreted as follows:

1. The value of chi-square calculated to signify the differences between the company uses modern technology services was (14.33) with P-value (0.000) which was lower than the level of significant value (5%). These referred to the existence of differences statistically.
2. The value of chi – square calculated to signify the differences between the overall appearance of the company is consistent with the nature and quality of the services provided was (17.66) with P-value (0.000) which is lower than the level of significant value (5%).These referred to the existence of differences statistically.
3. The value of chi – square calculated to signify the differences between the Complaints are processed promptly without delay was (20.33) with P-value (0.000) which is lower than the level of significant value (5%). These referred to the existence of differences statistically.

Table (4.11) The frequency and percentage for the security

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The company is keen to facilitate the after-sales services to its customers on a continuous basis	17	8	2	2	1
		56.7	26.7	6.7	6.7	3.3
2	Employees have sufficient knowledge to answer customer questions and queries	16	12	2	0	0
		53.3	40.0	6.7	0.0	0.0
3	The company provides the service to the customer in a safe and risk-free environment as much as possible	20	8	1	1	0
		66.7	26.7	3.3	3.3	0.0

Source: IPM SPSS 24 package

From the above table (4.11), result showed:

The company is keen to facilitate the after-sales services to its customers on a continuous basis by the strongly agree (56.7%) and agree by (26.7%) and neutral by (6.7%) and disagree by (6.7%) and strongly disagree by (3.3%).

Employees have sufficient knowledge to answer customer questions and queries by the strongly agree (53.3%) and agree by (40.0%) and neutral by (6.7%) and disagree by (0.0%) and strongly disagree by (0.0%).

The company provides the service to the customer in a safe and risk-free environment as much as possible by the strongly agree (66.7%) and agree by (26.7%) and neutral by (3.3%) and disagree by (3.3%) and strongly disagree by (0.0%).

Table (4.12) Result of chi-square test results for the security

No	Phrases	Chi-square value	df	Sig.	Median	Interpretation
1	The company is keen to facilitate the after-sales services to its customers on a continuous basis	30.33	4	0.000	5.00	strongly agree
2	Employees have sufficient knowledge to answer customer questions and queries	10.40	2	0.000	5.00	strongly agree
3	The company provides the service to the customer in a safe and risk-free environment as much as possible	32.13	3	0.000	5.00	strongly agree

Source: IPM SPSS 24 package

The results of table (4.12): were interpreted as follows:

1. The value of chi – square calculated to signify the differences between the company is keen to facilitate the after-sales services to its customers on a continuous basis was (30.33) with P-value (0.000) which was lower than the level of significant value (5%) These refer to the existence of differences statistically.
2. The value of chi – square calculated to signify the differences between the Employees have sufficient knowledge to answer customer questions and queries was (10.40) with P-value (0.000) which is lower than the level of significant value (5%). These refer to the existence of differences statistically.
3. The value of chi – square calculated to signify the differences between the company provides the service to the customer in a safe and risk-free environment as much as possible was (32.13) with P-value (0.000) which was lower than the level of significant value (5%). These referred to the existence of differences statistically.

Table (4.13): The frequency and percentage for the empathy

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The management of the company pays due attention to each customer	19	10	1	0	0
		63.3	33.3	3.3	0.0	0.0
2	The behaviour of the company's employees is elegant in their dealings with customers	23	5	2	0	0
		76.7	16.7	6.7	0.0	0.0
3	The company's working time is commensurate with the customers	18	9	1	2	0
		60.0	30.0	3.3	6.7	0.0

Source: IPM SPSS 24 package

From the above table (4.13), result showed:

The management of the company pays due attention to each customer by the strongly agree (63.3%) and agree by (33.3%) and neutral by (3.3%) and disagree by (0.0%) and strongly disagree by (0.0%).

The behavior of the company's employees is elegant in their dealings with customers by the strongly agree (76.7%) and agree by (16.7%) and neutral by (6.7%) and disagree by (0.0%) and strongly disagree by (0.0%).

The company's working time is commensurate with the customers by the strongly agree (60.0%) and agree by (30.0%) and neutral by (3.3%) and disagree by (0.0%) and strongly disagree by (0.0%).

Table (4.14): Results of chi-square test results for the empathy

No	Phrases	Chi-square value	Df	Sig.	Median	Interpretation
1	The management of the company pays due attention to each customer	16.20	2	0.000	5.00	strongly agree
2	The behaviour of the company's employees is elegant in their dealings with customers	25.80	2	0.000	5.00	strongly agree
3	The company's working time is commensurate with the customers	24.66	3	0.000	5.00	strongly agree

Source: IPM SPSS 24 package

The results of table (4.14) were interpreted as follows:

1. The value of chi – square calculated to signify the differences between the management of the company pays due attention to each customer was (16.20) with P-value (0.000) which was lower than the level of significant value (5%). These referred to the existence of differences statistically.
2. The value of chi – square calculated to signify the differences between the behavior of the company's employees is elegant in their dealings with customers was (25.80) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.
3. The value of chi – square calculated to signify the differences between the company's working time is commensurate with the customers was (24.66) with P-value (0.000) which was lower than the level of significant value (5%). These referred to the existence of differences statistically.

Table (4.15): The frequency and percentage for the Product quality for the customer

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The product is clean inside and out	19	8	2	1	0
		63.3	26.7	6.7	3.3	0.0
2	The product is frozen upon arrival to the customer	17	8	3	2	0
		56.7	26.7	10.0	6.7	0.0
3	Product Harmonic Weights	16	12	2	0	0
		53.3	40.0	6.7	0.0	0.0
4	Product is free of defects (outer shape)	18	9	2	1	0
		60.0	30.0	6.7	3.3	0.0
5	The product is odor-free	22	6	1	1	0
		73.3	20.0	3.3	3.3	0.0
6	The product is in a sealed container	18	6	3	1	2
		60.0	20.0	10.0	3.3	0.0
7	The product carriers are clean and odor-free	17	10	2	1	0
		56.7	33.3	6.7	3.3	0.0
8	Delivery of the product within the specified time	14	13	1	1	1
		46.7	43.3	3.3	3.3	3.3

Source: IPM SPSS 24 package

From the above table (4.15), result showed:

The product is clean inside and out by the strongly agree (63.3%) and agree by (26.7%) and neutral by (6.7%) and disagree by (3.3%) and strongly disagree by (0.0%).

The product is frozen upon arrival to the customer by the strongly agree (56.7%) and agree by (26.7%) and neutral by (10.0%) and disagree by (6.7%) and strongly disagree by (0.0%).

Product Harmonic Weights by the strongly agree (53.3%) and agree by (40.0%) and neutral by (6.7%) and disagree by (0.0%) and strongly disagree by (0.0%).

Product is free of defects (outer shape) by the strongly agree (60.0%) and agree by (30.0%) and neutral by (6.7%) and disagree by (3.3%) and strongly disagree by (0.0%).

The product is odor-free by the strongly agree (73.3%) and agree by (20.0%) and neutral by (3.3%) and disagree by (3.3%) and strongly disagree by (0.0%).

The product is in a sealed container by the strongly agree (60.0%) and agree by (30.0%) and neutral by (10.0%) and disagree by (3.3%) and strongly disagree by (6.7%).

The product carriers are clean and odor-free by the strongly agree (56.7%) and agree by (33.3%) and neutral by (6.7%) and disagree by (3.3%) and strongly disagree by (0.0%).

Delivery of the product within the specified time by the strongly agree (46.7%) and agree by (43.3%) and neutral by (3.3%) and disagree by (3.3%) and strongly disagree by (3.3%).

Table (4.16): Results of chi-square test for the Product quality for the customer

No	Phrases	Chi-square value	df	Sig.	Median	Interpretation
1	The product is clean inside and out	27.33	3	0.000	5.00	strongly agree
2	The product is frozen upon arrival to the customer	18.80	3	0.000	5.00	strongly agree
3	Product Harmonic Weights	10.40	2	0.000	5.00	strongly agree
4	Product is free of defects (outer shape)	24.66	3	0.000	5.00	strongly agree
5	The product is odor-free	39.60	3	0.000	5.00	strongly agree
6	The product is in a sealed container	32.33	4	0.000	5.00	strongly agree
7	The product carriers are clean and odor-free	22.53	3	0.000	5.00	strongly agree
8	Delivery of the product within the specified time	31.33	4	0.000	4.00	Agree

Source: IPM SPSS 24 package

The results of table (4.16) Interpreted as follows:

1. The value of chi – square calculated to signify the differences between the product is clean inside and out was (27.33) with P-value (0.000) which is lower than the level of significant value (5%). These referred to the existence of differences statistically.
2. The value of chi–square calculated to signify the differences between the product is frozen upon arrival to the customer was (18.80) with P-value (0.000) which is lower than the level of significant value (5%). These refer to the existence of differences statistically.
3. The value of chi – square calculated to signify the differences between the Product Harmonic Weights was (10.40) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

4. The value of chi – square calculated to signify the differences between the Product is free of defects (outer shape) was (24.66) with P-value (0.000) which is lower than the level of significant value (5%). These referred to the existence of differences statistically.
5. The value of chi – square calculated to signify the differences between the product is odor-free was (39.60) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.
6. The value of chi – square calculated to signify the differences between the product is in a sealed container was (32.33) with P-value (0.000) which is lower than the level of significant value (5%). These referred to the existence of differences statistically.
7. The value of chi – square calculated to signify the differences between the product carriers are clean and odor-free was (22.53) with P-value (0.000) which is lower than the level of significant value (5%). These referred to the existence of differences statistically.
8. The value of chi – square calculated to signify the differences between the Delivery of the product within the specified time was (31.33) with P-value (0.000) which is lower than the level of significant value (5%). These referred to the existence of differences statistically.

Summary of analysis results

Table (4.17): Summary of analysis results

Items	Value	Chi-square value	df	Sig.	Median	Interpretation
Reliability	Strongly agree	154.50	4	0.00	4.0	Agree
Response	Agree	77.16	4	0.00	4.0	Agree
Tangibility	Neutral	31.11	4	0.00	4.0	Agree
Security	Disagree	111.55	4	0.00	5.0	Strongly agree
Eympathy	Strongly disagree	96.48	4	0.00	5.0	Strongly agree
Product quality for the customer		289.04	4	0.00	5.0	Strongly agree

4.5 Hypothesis:-

Is there a significant relationship between customer satisfaction and the service quality dimensions?

No	Chi-square	Df	Sig.	Correlation	Statistical significant
30	24.87	4	0.00	0.81	Significant

Source: IPM SPSS 24 package

Table (4.18) showed that the value of the Chi-square test (24.87) by significant value (0.00) it's less than the probability value (0.05) this means that there was significant relationship between customer satisfaction and the service quality dimensions.

Chapter Five

Discussion

Chapter 5

DISCUSSION

5.1 Discussion

The survey was the main source of the research study carried out to collect and analyze data to achieve the objectives of the research and based on the model (SERVQUAL) The questions were about six axes (reliability - response - concrete - safety - sympathy - product quality for the client). The survey included (25) closed questions. In total, there were 30 agents involved in the survey who are agents of category (A). From the results of the questionnaire analysis, the quality of service study gives the company opportunities to improve its performance and increase the satisfaction of its customers.

The company had a strong ability to retain its customers and gain their loyalty as the agents who have been dealing with the company for more than 11 years, representing (60%) .

The members of this study agreed that the management of the company fulfills the promises made by it and showed interest in the problems of customers and was committed to the time to provide services and provide them correctly from the first time as well as staff accurately determine when and how to provide their services to customers and respond to staff needs and inquiries and address customer complaints Immediately and the client waits long to get the service. the members of this study agreed that the company had products of high quality in terms of cleanliness and consistency of weights and free of defects and it is in sealed containers and the product carriers are clean and free of odors and the product is delivered on time and the approval of all these factors led to a high degree of satisfaction with the customers of the Sudanese Poultry Company Kuwait Limited

5.2 Conclusion

This study concluded that the study of service quality dimensions (SERVQUAL) gives companies an opportunity to improve their performance and to discover ways to win customer satisfaction and loyalty, as well as applying quality systems that have a positive impact on customer satisfaction.

5.3 Recommendations

The organization should try to achieve the following objectives :

1. The quality of products and services to meet the needs and desires of customers continuously.
2. Measuring customer satisfaction periodically and taking advantage of improvement opportunities to increase customer satisfaction.

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Appendixes

NO	Statement	S. Agree	Agree	Some what	Dis Agree	S. Disagree
• Section I: Quality of service dimensions						
1. Reliability						
1	The management of the company means promises to customers as much as possible.					
2	The company's management is interested in customer problems.					
3	The company's management is committed to the time required to provide services to customers.					
4	The management of the company is keen to provide the service in a manner True from the first time.					
2	2. Response:					
1	Employees accurately identify when and how they provide their services to customers.					
2	Staff respond to customer needs instantly.					
3	The staff responds to any query from Customers.					

4	Customers are waiting long to get the service.					
3	3. tangibility:					
1	The company uses modern technology services.					
2	The overall appearance of the company is consistent with the nature and quality of the services provided.					
3	Complaints are processed promptly without delay.					
4	4. Security:					
1	The company is keen to facilitate the after-sales services to its customers on a continuous basis.					
2	Employees have sufficient knowledge to answer customer questions and queries.					
3	The company provides the service to the customer in a safe and risk-free environment as much as possible.					
5	5. Sympathy					
1	The management of the company pays due attention to each customer.					
2	The behavior of the company's employees is elegant in their dealings with customers.					

3	The company's working time is commensurate with the customers.					
6	Section II: Product quality for the customer					
1	The product is clean inside and out					
2	The product is frozen upon arrival to the customer					
3	Product Harmonic Weights					
4	Product is free of defects (outer shape)					
5	The product is odor-free					
6	The product is in a sealed container					
7	The product carriers are clean and odor-free					
8	Delivery of the product within the specified time					

- S. Agree = strongly agree
- Somewhat = Somewhat agree
- S. Disagree = strongly disagree