Sudan University of Science and Technology
College of Graduate Studies

Impact of Complaints Handling Quality on Customer Satisfaction and Loyalty

Case study: Telecommunication companies in Khartoum State

أثر جودة معالجة الشكاوى على رضا وولاء المشتركين
دراسة حالة: شركات الاتصالات فى ولاية الخرطوم

A Thesis submitted in fulfillment of the partial requirements for master degree on Total Quality Management & Excellence

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الآية

قال تعالى:

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DEDICATION

This study is dedicated to my families,

colleagues and friends for their support,

motivation, inspiration and encouragement to

facilitate all requirements and needs to

complete this research in a best way that feel me

proud of this output.

ACKNOWLEDGEMENT

ABSTRACT

The aim of this research was to assess customer satisfaction and loyalty on complaints handling quality, due to importance of telecommunication industry in business development and life style changing, we use it as case research. The population of the research cover sample of the customer of Mobile companies in Sudan and the sampling approach in this research was simple random sampling method were targeting the customers who use customer service center as a channel of raising complaints and the sample was taken from west of Omdurman area to cover 150 sample and response rate is 99%. Data were collected using questionnaires which were designed specifically for customer have complaint.

The research results revealed that, there is a statistically significant impact of the overall dimensions of complaint handling (Reliability, Responsiveness, Assurance, Empathy and Tangibility) on customer satisfaction, and there a positive relation between the way of handling complaints and customer loyalty.

This research recommends that, Mobile company should assess the gaps in responsiveness of complaint by preventing problem before it occur and give the customer service employee all information that can speed up the feedback and complaint resolution. Important part is to build customer data base that can reflect the service quality perceived by the customer and measure his satisfaction during his life cycle with the company, these data base can be more intelligent to predict the complaint and the reaction of the customer and it can automate the feedback and resolution. The research also recommend to consider the regional customer in the research in order to assess if the different culture and needs can impact the service dimension related to complaint handling and if it can affect their satisfaction and loyalty.

المستخلص

تهدف الدراسه لأختبار اثر جودة معالجة الشكاوى على رضاء, وولاء مشتركيها وأن هنالك علاقه ايجابيه بينهما , ولاهمية مجال الاتصالات فى السودان فى دعم الاقتصاد وتنميه المجتمع تم اختياره كدراسة حاله للبحث. تم تحديد العينه على ان تغطى منطقة امدرمان لتشمل العينه كل مشتركى الهاتف المحمول فى جميع شركات الأتصالات الموجوده فى السودان.

تم اخذ العينه العشوائيه للمشتركين الذين استخدموا مركز خدمات المشتركيين كقناه لتوصيل شكواهم بعدد 150 عينه , حيث تم طرح عدد من الأسئله مضمنه داخل استبيان يعكس الطريقه التى بها تمت ادارة شكواهم من حيث الدقه , الأستجابه , الموثوقيه ,التعاطف و الحسيه أو الملموسيه.

جمعت العينات وتم تحليلها بواسطه برنامج SPSS , حيث اثبت ان هنالك علاقه ايجابيه بين رضا المشترك والطريقه التى تدار بها الشكاوى , كما ان هنالك ايضا علاقه ايجابيه بين ولاء المشترك وكيفية ادارة شكواه.

بالرغم من المجهود الكبير من قبل شركات الأتصالات فى تجهيز مكاتب خدمات المشتركين بأفخم الاثاث واحدث الاجهزه الا ان الدارسه اثبتت ان رضا المشترك ضعيف فيما يخص محور الاستجابه , لذلك اوصت الدراسه بتدعيم موظف خدمات المشتركيين بكل الاليات والمعلومات التى تمكنه من الرد على شكاوى المشتركيين وحلها فى اقل زمن ممكن. كما اوصت الدراسه باستخدام قاعدة بيانات للمشتركيين تمكن من التنبأ بالمشاكل وحلها قبل ان يحتاج المشترك لرفع مشكلته لمركز خدمات المشتركيين مما سوف يزيد رضاءه وولائه للشركه مقدمت الخدمه. باالأضافه لذلك اوصت الدراسه بتعميم الدارسه لتشمل كل اقاليم السودان للحصول على نتائج تعكس بصوره اوسع مدى التأثير عند اختلاف الثقافات والمتطلبات.

LIST OF CONTENT

LIST OF TABLE

LIST OF FIGURE

CHAPTER ONE
BASIC OF RESEARCH

CHAPTER ONE

BASIC OF RESEARCH

1.1 Introduction

Whether enterprises can make their current customers satisfy and loyal depends on whether they can manage the customer relationships well (Duygu, 2012). As customers have move to be more conscious and mature consumers, enterprises have had to propel the price of the errors and faults they do in customer relationships, accordingly they realize that they had something to say and to listen to. The firms, then, understood that they had to listen to their customers so as to be able to sustain their presence in the market. Duran (2001) lists the reasons for the emergence of customer relationship management as mass marketing has become more costly, customer share has gained importance, not market share, the concepts of customer satisfaction and customer loyalty have become more important, the term customer value has gained importance, one-to-one marketing has gained importance, and intensive competition and developments in communication technologies.

Creating maximum benefit from customer relationship management depends on its right management. A consistent customer relationship management may also bring about the following benefits (Odabasi, 2000):

1) Increase in the cross-sales.
2) Reduction in customer disagreements.
3) High level of customer satisfaction and loyalty.
4) Reduction in procedure costs.

5) Ability to form close contacts and relationships with the customers in terms of technologic, informatics and social terms.

6) Offering a big advantage of competition to the enterprises.

7) Forming a learning relationship with each customer provides the enterprises the opportunity to find new products/service for their customers. Thus, the enterprise may have the ability to perceive and meet the needs of its customers before its rivals.

8) Loyal customers may be a reference for the potential customers.

9) The cost of gaining a new customer is higher than that of retaining the existing customer.

10) Accordingly, customer relationship management may contribute to the reduction of such costs?

11) Improvement of customer loyalty increases the rate of staff's loyalty.

Globalization has increased competitiveness in the marketing environment, giving rise to the need for companies to adopt diverse strategies to stay competitive. Market competitiveness demands that companies employ measures to influence potential customers and retain existing customers, thereby increasing market share and profitability. To increase market share, companies must ensure customer satisfaction through counter-measures before sales, during sales and after sales, one of the most significant counter-measures companies can adopt is customer service represented by the customer contact-employees who provide the service. Thus, front-line employees should stay focused on customers' needs.

Complaints are an important way for the management of an organisation to be accountable to the public, as well as providing valuable prompts to review organisational performance and the conduct of people that work within and for it. A complaint is an "expression of dissatisfaction made to or about an organisation,

related to its products, services, staff or the handling of a complaint, where a response or resolution is explicitly or implicitly expected or legally required". As a matter of guidance, complaints can be made directly to an organisation by members of the public and/or customers.

1.2 Statement of the problem

Many predecessor research study the relation between enterprises and their customers from different perspective and how effective handling of complaints and good service quality and recovery procedures are the best opportunities to show what they can really do for customers. The study of (Hummam, Olena, 2014) investigate the relation between the Effective complaint management and Customer satisfaction in banking industry, in the same line and same industry the study of (Mohammad Z, Shafig, 2014) prove that there is a statistically significant impact of service quality and the customer's satisfaction by managing quality through customer complaint and enhancing word of mouth. Also the study of (Weam, 2017) analyze the positive impact of the effectiveness of the complaints management in improving a health services quality and achieving patient satisfaction, in the same line the study of (Justice, 2016) in banking industry prove that consumers are prone to spread a negative WOM when they perceive an unfair response to a service failure which is directly impact customer retention.

This research will examine the relation between the way organization is managing customer complaint and its strategy toward high customer satisfaction and how it will impact loyalty and retention programs and use the way of managing complaint as competitive advantage, and this will be by defining the complainer situation and the behavior of the customers that change their needs when addressing complain.

The added value in this study that it is examine the complaint handling against customer satisfaction and loyalty, nevertheless most of previous study are focusing on customer satisfaction only. The study also touch the most importance business categories-Telecom industry- which consider as the most growing customer base and revenue while most of the previous research concentrate on banking industry. Note that unknown for the researcher that similar study was performed on telecom industry in Sudan.

Figure (1-1): Research Model
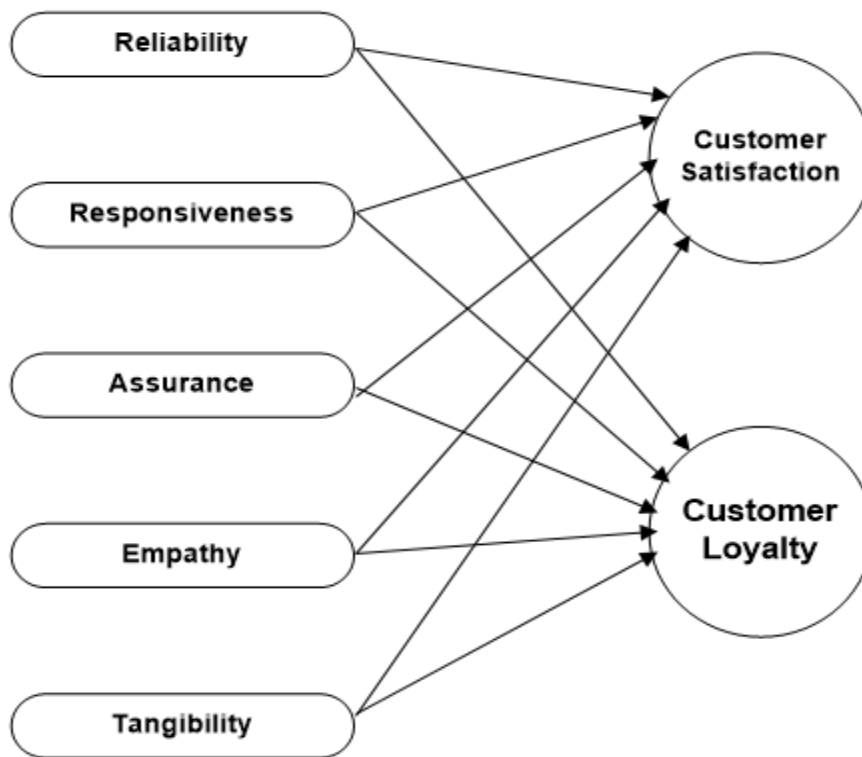
Source: Researcher mapping

1.3 Research question

The research will seek to achieve the research objectives by answering the following research questions:

1) What are the relation between complaint handling and customer satisfactions?
2) What are the key element on complaint management system that has direct impact on customer satisfaction?
3) What made customer feel unhappy regarding his complain?

1.4 Research objectives

The aim of this research is to regard complaints in telecommunication industry as an opportunity for improvement and tools for increasing market share by correlating the effectiveness of complaint handling system with customer satisfaction and loyalty by highlight the main element of complaint management procedures that has direct impact on customer relationship management.

1.5 Significant of research

The aim of this research is to regard complaints in Mobile telecommunication industry –in Khartoum state- as an opportunity for improvement by correlating the effectiveness of complaint handling system with customer satisfaction and to highlight the main element of complaint management procedures that has direct impact on customer relationship management.

1.6 Research hypothesis

H1: There is a positive relationship between service quality (i.e., tangible, reliability, Responsiveness, assurance and empathy) and customer satisfaction.

H2: There is a positive relationship between service quality (i.e., tangible, reliability,

Responsiveness, assurance and empathy) and customer loyalty.

H3: There is a positive relationship between customer satisfaction and customer loyalty that impacted by complaint handling.

1.7 Previous studies

Lupakisyo Wipson - 2014 studied the Assessment of customer satisfaction on complaints handling in banks, and the **objective** of this study were to examine the time taken by Barclays bank (case of the study) to resolve the complaints, and to assess if there is clear policies and procedures in handling customer complaints and also to assess if customers are satisfied with the response given to them concerning their complaints.

The result of the study prove that there is strong correlations between customer satisfaction and service quality, effective complaint handling is still not adequately addressed by businesses that why customer still dissatisfied, training enable staff members to familiarize and revisit with different policies procedures in handling complaints which contribute toward customer satisfaction, and employees should be motivated as motivation rise morally of performing work.

The recommendation of this study were minimize the difference between customer's expectations and the management's perceptions towards customer

satisfaction , also the gap between expected service and perceived service by the consumer must be filled must be filled.

Another study by **Muhammad Shahid & Masood Ul Hassan – 2017** discuss the Interrelationship among Corporate Image, Service Quality, Customer Satisfaction, and Customer Loyalty: Testing the moderating impact of Complaint Handling in bank sector to retain their customers by satisfying their needs and try to develop long term strategies in order to form satisfied and loyal customers base with the moderating impact of complaint handling.

The result of the study explore higher level of service quality creates a positive image in the eyes of customers, Part of the service quality is service delivery process (fails to resolve that certain issue) which is used to utilize the competitions, also Continuously enjoying the customer loyalty requires the continuous appropriate resolution of complaints and convert dissatisfied customers into satisfied one can be achieved by effectively and efficiently handling their complaints.

The study recommend to use qualitative techniques to be more informative e.g. interviews of the customers in order to obtain more in-depth and interpretive information regarding the variables of the study. Also it recommend to consider the sampling from different region as people of diverse regions might be having distinct experience of services provided by banks. Eventually the service firms should provide an effective system in order to handle the customer's complaints and provide their customers an opportunity to raise their voice for the improvement in service delivery process.

Study by **Weam Abbas - 2017** address the Impact of Complaints Management system effectiveness in the health services quality, and the objectives of this study aimed to evaluate the complaint management system procedure in Royal Care

International Hospital.

The result of the study leverage that there is positive impact of the effectiveness of the complaints management in improving a health services quality and achieving patient satisfaction, There is a positive impact of complaints management system in evaluating and improving the organizational performance, and the use patient complaints is a source of learning that have promoted higher standards of care.

The study **recommend** that senior management must committed to apply the complaints management system, Training the employee to know how they can deal with the patient complaints, Engage and involve staff in designing of complaints management system, and Comparing and sharing data on complaints between hospitals to highlight common deficient areas and also be used to plan strategies.

Justice Kingsley – 2016 assess the effectiveness of customer complaint handling procedures and its impact on customer retention using Unibankghana Limited as case study. This study was conducted using a quantitative research approach and an explanatory research design.

The result of the study state that many people make complaints after making them once or twice due to resolution process effectiveness of the bank's complaint resolution system and consumers are prone to spread a negative WOM when they perceive an unfair response to a service failure.

The recommend that management of Unibankghana Limited integrate a complaint mechanism / button into the ATM machines to enhance complaint taking and to ensure total organizational focus to significantly improve services which were found to breed the most complaints.

Mohammad Shammout & Shafig Haddad – 2014 studied The Impact of Complaints' Handling on Customers' Satisfaction. This study aims at identifying the most important impacts of complaints' handling on customers' satisfaction in the commercial banks' in Jordan, also aims to provide recommendations and

suggestions to the top managements to handle customers' complaints in order to enhance customers' satisfaction.

The result of the study prove that here is a statistically significant impact of service quality and the customer's satisfaction represented on service recovery, service quality, switching cost, service failure, service guarantee, and perceived value. Also it state that both domains perceived value and service guarantee were at the lowest rank but Service Quality and Service Failure are ranked high in impacting customer satisfaction.

The recommendation of this study were to respond effectively to banking services' failure which would reflect the service quality positively and therefore customers' satisfaction. Also it recommend to adopt more effective ways to enhance receiving complaints reliably and to open a special department for handling customers' complaints in order to increase customers' satisfaction.

CHAPTER TWO
LITERATURE REVIEW

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LITERATURE REVIEW

2.1 Globe Telecommunication industry

Mobile communication refers to communication between mobile users, or between mobile users and fixed line users. With the development of electronic technology, especially the development of semiconductor, integrated circuit and computer technology, mobile communication has been developed rapidly and this give the power to telecommunications technology to driving businesses all over the world to get connected. . Economically in 2017, mobile technologies and services generated 4.5% of Gross domestic product (GDP) globally, a contribution that amounted to \$3.6 trillion of economic value added. By 2022, this contribution will reach \$4.6 trillion, or 5% of GDP (Mobile Economy, 2018).

The tremendous changes of the telecom industry during the last decades have completely altered their rules and structures. In the past, traditional—mainly government-owned telecommunications operators were responsible for the technical realization of fixed-line and mobile radio communications. Their business model was based on long-term infrastructure investments that were financed through usage-based connection fees. Today, competitors of traditional operators do not necessarily require their own network infrastructure— such as, for example, Over-The-Top (OTT) providers. Increasingly, the technical connection is becoming a commodity. Innovative applications, convergent services, and dedicated customer orientation are today's success factors. However, increasing data volumes and mobile usage still requires ongoing modernization of network technologies. A major challenge for telecommunications operators is the

combination of continuous innovation requirements with a stagnating market and changing value chains.

2.2 Telecommunication industry in Sudan

Development in Sudan's Telecommunication industry is one of the most visible achievements during the last years which give the economy a very great boost. The development in the area of telecommunication was very impressive and was able to attract considerable investments from outside the country and had given a good number of the population to be in a daily contact with each other through the ingenious invention of the mobile phone. There is three mobile telecommunication company in Sudan which they are toughly competed to increase their market share by providing advance service that can meet and exceed customer expectation.

Zain Company

Zain- Sudan (formerly Mobitel) commenced its lasting journey towards the end of 1996, leading the way as the first mobile telecom operator in Sudan. Zain–Sudan has biggest market share 47% with more than 13 million active customers (NTC. 2017).

As stated in ZAIN web site (sd.zain.com) "Zain- Sudan (formerly Mobitel) commenced its lasting journey towards the end of 1996, leading the way as the first mobile telecom operator in Sudan. Launching its commercial activities in February 1997, Zain put Greater Khartoum on the telecommunications map through its GSM network, turning Sudan into the fourth country to launch mobile services in North Africa. It was established as a joint-stock company with the shares divided between Sudan Telecommunications Company Ltd. (Sudatel) and several other shareholders including Celtel until 2006, when it was fully acquired by the Mobile

Telecommunications Company (MTC) as part of its strategy; to transform from a local to a regional, then a global telecom entity. Following the acquisition, Zain consolidated its position in the Middle East and Africa, transforming Mobitel into the leading mobile telephone operator in Sudan, and the most distinguished among Zain Group's operations which extend across Asia and Africa. On September 9th 2007, the Sudanese Mobile Telephone Company (Mobitel) simultaneously rebranded to Zain together with the other companies in the Group in Kuwait, Bahrain and Jordan. Zain then became the brand name of the group's companies in Africa and the Middle East, operating in Kuwait, Bahrain, Saudi Arabia, Iraq, Jordan, Lebanon (MTC Touch), and Sudan. Since its launch, the company's mission has been, to provide services that exceed customers' expectations, develop the communities in which it operates, boost Sudan's economic growth and create unique value for its partners and shareholders. Today, Zain– Sudan is proud to own the biggest market share 42% with more than 12 million active customers. Zain– Sudan succeeded in strengthening its relationship with the Sudanese community by remaining proactive, providing innovative services, contributing to its development and progress in addition to extending its coverage to reach more than 90% of Sudan's total population. The Sudanese Mobile Telephone Company Ltd. (Zain) provides 2G and 3G mobile phone services under the license granted to it by the National Telecommunications Corporation (NTC) in accordance with telecommunications act 2001. At the beginning of 2016 Zain - Sudan launched the 4G LTE technologies to become the first operator launching this technology nationwide.

MTN Company

MTN Sudan was officially licensed to operate its services by an official letter from the National Telecom Corporation at the end of 2002. MTN is the

second operator with market share 27% with more than 7 million active customers (NTC. 2017).

As stated in MTN web site (mtn.sd) "MTN extensive knowledge of telecoms has been reinforced by projects and assignments to support our continuous developments such as

- Expanding MTN network to cover more than 500 regions across Sudan.

- Encouraging loyalty through high quality services and development of innovative and attractive packages and services for a better customer experience.

- Focusing on customer's needs MTN Sudan was the first company to offer the basic services free of charge and eliminate the monthly charges for its prepaid subscribers.

- MTN Sudan was the first company to charge its customers through per second billing

- The first telecom company to sponsor the Sudanese football sports

- The fastest growing mobile service provider in Sudan"

Sudatel - Sudani Company

Sudani is the main operator of Sudatel group which contributes, it provides services fixed telecommunications network with its wired and wireless infrastructure, making it the only operator which provides these services in Sudan and the group. Sudani is the first fix operator but the last mobile operator in Sudan with market share 26% with more than 7 million active customers (NTC. 2017).

As stated in Sudatel web site (sudatel.sd) "Sudatel offers various telecom services and keeping its competitive edge with other companies. STG main

services include provision of mobile services, fixed-line services, as well as carrier and wholesales services.

STG provides services in 2G, 3G, and NGN technology levels. STG services are expanded into many cities and rural areas, achieving the widest coverage and most significant presence. STG's infrastructure integrates well together in harmony with all the modern elements of modern communications in optical fiber networks, copper and wireless networks so that all these networks are based on a common technology base which is the best and most modern in the field of communications.

STG is running now a telecom business (telecom operators) in five African countries (Sudan – Mauritania – Senegal and Guinea Conakry) covering the areas of Mobile, fixed, Internet and broadband services.

Table (2-1): Mobile telecommunication customer base trend

Company	2016	2015	2016	2017	2017 Market Share %
ZAIN	12,587,509	11,909,149	12,587,509	13,572,301	47%
MTN	7,490,892	8,467,339	7,490,892	7,643,356	27%
SUDANI	7,728,892	7,562,019	7,728,892	7,428,482	26%
Total	27,807,293	27,938,507	27,807,293	28,644,139	100%

Source: (NTC, 2017)

2.3 Customer satisfaction

Customer satisfaction is one of the marketing fundamentals construct in the last three decades. In the past, it was unpopular and unaccepted concept because companies thought it was more important to gain new customers than retain the existing ones (Emily, 2010). However, recently, companies have gained better

understanding of the importance of customer satisfaction (especially service producing companies) and adopted it as a high priority operational goal and strategy. Improving customer experience and satisfaction is one of the highest priority for mobile service providers as it considered as one of the pillars of sustainable business. More focus on customer experience can enable mobile service providers to respond more effectively to customer requirements, build customer loyalty, and create a stronger value perception in the minds of customers (Nielsen, 2014). Additionally, raising the customer experience to the highest level can generate sustainable competitive differentiation, improving prospects for long term profitability.

The Total quality management (TQM) one of the common model and approach for meeting customer needs and expectations that involve all managers and employees in using quantitative methods to continuously improve the organization's processes, products and services ,and use it as a driving force for an organization to improve its performance to increase its market share.

2.4 Determinants of Customer Satisfaction

Shahzad, Saima (2012) state that, the previous researches have given significant importance to customer satisfaction. Satisfaction can be defined as a features or characteristics that can full either a need or want of a consumer in better way than competitors. Although this satisfaction explained by different researchers in different ways and levels. If a company provides a product according to the requirements of their consumers it will lead the satisfaction of those consumers. The higher or lower satisfaction of a consumer will depends upon the quality of brand characteristics that offered by a company (Gerpott et al, 2001).This is the consumer satisfaction which contributes for the future money making for a

company. The dissatisfied consumers of a company do not take time to re-try that brand .Low quality services can also lead dissatisfaction. However it's all depends upon that which segments a company is targeting and what are their expectations for that product. The comprehend contradiction among former expectations and the actual performance of the product can be defined as customer satisfaction (Bodet, 2008). There are factors that played a significant role in consumers' selection of their mobile service provider at the time of purchasing a connection, each one of these factors has its own customer satisfaction (Shahzad, Saima, 2012).

Customer Service

Customers don't expect you to be perfect. They are expect from you to fix things when they go wrong. The main role of the customer service staff is to clearly communicate with customers, to manage their problems regarding product or service, to transfer the appropriate information, to assess the customer need and wants, to promote them with new offerings, and to manage the length of the call. Handling customer-complaint effectively leads to customer satisfaction, "Customer services always a successful indicator in business" (Jawaria et al, 2009). Customer service is a vital factor of marketing mix for any product or service. To generate customer loyalty the company should provide high quality customer services.

Price Fairness

Price is a crucial variable that defines the company's profit. For having the benefits and usage of any service or product the customer will pay an amount of money which is known as price .Price is also expressed as what a buyer is willing to pay, a seller is willing to accept and the competition is allowing to be charged. Price is the key element for customer satisfaction (Shahzad, Saima, 2012). A good price is the major contributor for satisfaction. Because the financial cost is the price and in making customer value monetary aspect play a very vital role.

Sales Promotion

Sales promotion has a significant impact on stimulating consumer's brand choice, purchase time, and purchase quantity. It can be defined as to offer some incentives that can increase consumer demand or to improve the quality of the product. Sales promotion changes can be identified much easily as compared to traditional advertising and quantified with figures and data. Also sales promotion can affect the consumers 'buying decision such as brand choice and brand switching. In another words, organizations use sales promotion as a tool that can convince customer to purchase any product or service. The purpose of sales promotion is to increase the cellular subscribers therefore cellular companies offer extra free minutes, limited offer to get double balance, free VAS, MMS at low rate etc.

Coverage

As Communication is all about to get coverage and to stay connected throughout the world therefore in Sudan almost more than 9000 sites have been mounted by four cellular companies in different urban and rural areas (NTC, 2016). As in urban areas mobile phone coverage is better than rural areas but still some cellular companies cannot provide mobile coverage in some village and areas. If a given cellular company fail to provide coverage where customer need then it will lead to lack of satisfaction.

Promotion

One of the key elements of marketing mix is promotion. Media plays major role to promote a product in various areas (Shahzad, Saima, 2012). Sometimes company offer discount packages to increase the sale of any particular product .Promotion is defined as to indicate the "right" product to the target market or other

distribution channels and it cannot be effective unless it catches the attention of people.

2.5 Customer loyalty

There are many definitions of customer loyalty. Most of these definitions fails to realize that loyalty runs hand-by-hand with emotions. Customer loyalty is the result of consistently positive emotional experience, physical attribute-based on satisfaction and perceived value from an experience, which includes the product or services. A common question of who you are loyal to? Surely you'll answer family and friends. Why? Because of the emotional bond you to be with them. Your family and friends can do things you may not happy with, but you stay loyal because of that bond. The same applies with customer loyalty. To prompt customer loyalty you must build an emotional bond with your customers. To build loyalty, customer experience management mix the physical, emotional and value elements of an experience into one coherent experience.

Retaining customers is less expensive than acquiring new ones, and customer experience management is the most cost-effective way to drive customer satisfaction, customer retention and customer loyalty (Emily, 2010). Not only loyal customers preform sales, but they are also more likely to purchase additional, high-margin supplemental products and services. Loyal customers reduce costs associated with consumer education and marketing, especially when they become Net Promoters for your organization. Given the highly inconvenience competitive landscape today, customer experience programs are the most effective way to differentiate your organization from the competition (Emily, 2010). Such differentiation effectively drives loyalty when customers are engaged on an emotional, intellectual, or even spiritual level, and when a customer respect a product or service before, during and after its use.

2.6 Customer Experience

Understanding the customer experience is crucial part of customer relationship management. The overall experience reflects how the customer feels about the company and its services and offerings. Surveys, feedback forms, interviews and other data collection techniques help a company to determine the customer experience.

Esteban (2017) state that Customer experience something that can be manufactured, engineered, owned or controlled to everything related to a company or business that affects a customer's perception and feelings toward the company. It includes obvious customer-facing interactions throughout the customer journey and commonly known as touchpoints, but it's also influenced by elements such as brand recognition and corporate social responsibility and other external factors. Accordingly any one on the company should think and work toward customer experience and it should be one of the top management focus and part of their strategy that need to be achieved and monitored closely.

Figure (2-1): Parts that should be unified for delivering the customer experience

Source: Esteban (2017)

The important of CX/CEM are no longer debatable area which all researches and experiences state and prove that it is a vital way to manage customer during his journey with company. (Esteban, 2017) research shows that:

- 55% of consumers are willing to pay more for a guaranteed good experience. And he points out the word 'guaranteed', noting customers are no longer satisfied with just being promised a good experience.
- 86% of consumers are willing to pay more for an upgraded experience. Air travel and hospitality are examples where upselling better experiences can generate incremental revenue and bolster customer loyalty.
- 84% of consumers are frustrated when the agent does not have information.
- Customer frustration leads to the following: 13% tell 15 or more people if they're unhappy. Conversely, 72% of consumers will share a positive experience with 6 or more people.
- 67% of consumers site bad experiences as reason for churn.

All above finding prove that it mandatory for organization to manage their customer experience.

2.7 Service Quality dimension

Service quality is a comparison between what customer expected and received. Enterprise with high service quality will meet or exceed customer expectation and remaining competitive, so improving service quality will increasing enterprise profitability. Improvements to service quality may be achieved by improving operational processes, identifying problems quickly and systematically, establishing valid and reliable service performance measures and frequently measuring and benchmarking customer satisfaction and other performance outcomes.

In a quality management literature, service quality is often considered as a multi-dimensional construct, as an example , Azman & Yusrizal (2016) suggest that service quality should have two basic dimension , namely technical quality (i.e., what customers' received from services provided by an enterprise) and functional quality (i.e., how an organization delivers services to customers) , Later, the service quality base has been modified and simplified by United of State school of thought where it proposes that effective service quality should have five specific dimensions, namely tangible (physical facilities, equipment, and appearance of workers), reliability (ability to perform the promised service dependably and accurately), responsiveness (willingness to help customer and provide prompt service), assurance (knowledge and courtesy of workers and their abilities to inspire trust and confidence), and empathy (caring, individualized attention the organization provides its customers).

When the SERVQUAL scale was created, their aim was to provide a generic tools for measuring service quality across a broad range of service categories (Parasuraman et al, 1988). Relying on information from 12 focus groups of consumers, and he reported that consumers evaluated service quality by comparing expectations (of service to be received) with perceptions (of service actually received) on ten dimensions. Parasuraman et al. (1988) refined the ten service quality dimensions and reduced them to the SERVQUAL's five generic dimensions of reliability, assurance, tangibles, empathy, and responsiveness. In the marketing literature, these refined five attributes are considered to be the common service quality dimensions. Most academic studies have since adopted these attributes and in most cases they have been the starting point for conceptualizing and developing further service quality research. The following sub-sections provide brief explanations of these variables.

1. **Reliability** (performance consistency, dependability). Parasuraman et al. (1988) defined the term "reliability" as "the ability to perform the promised service dependably and accurately". Here it is determined if the company give the service in the right way the first time and keeps to its promises.

2. **Responsiveness** (service timeliness, staff willingness). Parasuraman et al. (1988) defined the term "responsiveness" as "willingness to help customers and provide prompt service". This factor concerns to what extent the employees are prepared to provide service. This involves factors such as mailing a transaction slip immediately, calling a customer back in short time and giving prompt service.

3. **Assurance** (trustworthiness, honesty). Parasuraman et al. (1988) defined the term "assurance" as the "knowledge and courtesy of employees and their ability to inspire trust and confidence.

4. **Tangibles** (physical evidence of service). Parasuraman et al. (1988) defined the term "tangibles" as "physical facilities, equipment, and appearance of personnel". They include physical aspects of the service such as physical facilities, appearance of personnel, tools or equipment that is used to provide the service.

5. **Empathy** (staff attitude demeanor). Parasuraman et al. (1988) defined "empathy" as "caring and individualized attention that firm provides its customers". This factor involves politeness, respect, consideration, friendliness of contact personnel.

Superior service quality and consistency can lead to customer satisfaction which it turn to provide various benefits, such as:

1) The relationship between the company and its customers will become more harmonious.

2) Provide a good basis for re-purchase activities.

3) Encourage customer loyalty.

4) Creating a recommendation by word of mouth (word of mouth) that benefit the company.

5) To be a good corporate reputation in the customer's mind.

6) Company's profit will be increased.

According to the implication of those benefits, each company must realize the importance of service quality. Continuous quality improvement is not a cost but an investment to generate greater profits.

2.8 Service Quality gap model

When measuring service quality, a gap may be found which need organizations to measure, manage and minimize to increase its customer satisfaction which will directly lead to enhance customer loyalty these gap can be filled by defined focus group that will assess why this gap is happen and the possible solution to overcome it.

Figure (2-3): Gap Model of Service Quality
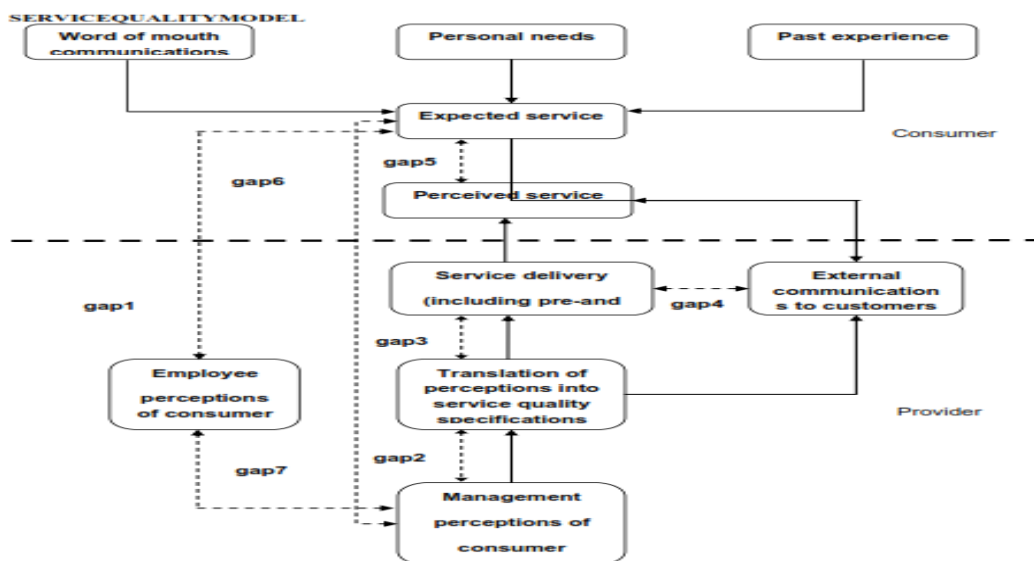
The first four gaps are defined as functions of the way in which service is delivered from the service provider to the customer, while gap number five is connected to the customer which considered to be the truth of service quality. Gap number five is also the gap that influence the SERVQUA as stated by Vijay (2011) which is important for a service organization to define the level of quality at which to operate.

With the best designed customer centric systems and processes, customer will face the occasional drop in service, however, it is the manner in how customer complaint management system is handling such scenario and this deeply impacting customer experience and loyalty. According to (Nielsen, 2014), which the surveys extended across eleven countries and over 9000 respondents. High RSI is not just about better service experience and lesser incidence of complaints but also about service recovery experience. Their research was conducting on telecom sample to assess the customer feedback regrading nature of problems that they are faced, these problem was categorized on:

1) Network coverage.
2) Network Quality.
3) Billing related.
4) Payment related.
5) Activation of Services.

The handling of problems was better for Top Decile customers with 94% reporting resolution as against only 31% reporting resolution for Bottom Decile customers (Nielsen, 2014).

2.9 The concept of customer complaint

A complaint is an expression of un satisfaction toward product or service or even action or lack of action by organization to an individual .This kind of behavior may happened on any touch point during customer journey. A complaint provides an opportunity for service recovery followed by a chance to educate the customer, strengthen loyalty and build positive word of mouth (WOM) comments. Successful organization encourage customer to complain (Justice, 2016). In telecommunication context, customers may complain about such product or service quality issues as poor network quality, delayed services, or unrealized promises of service providers, among others. Mike (2007) revealed that 26 out of 27 people who experience poor service do not complain, so Zero complaint doesn't mean service is good.

2.10 Complaint management system

For ensuring excellent customer service in a company, managing complaint is a vital business practice. Complaint management system is the process of how enterprise handle, manage, respond to and report customer complaints. To track and trend the data that is captured by complaint management process, system must put in place. One of the main benefits from that system is to analyze where improvement should be made. Accordingly any enterprise should use this data to satisfy its customer and protect the company from repeated complaints that may affect brand reputation.

Effective complaint management system should contain key features, such as a centralize location for customer to report complaints, a system for storing

complaint, a process for logging complaints, a method for acknowledging complaint (Such as letter to the customer), a process for investigating complaints and then a way for resolving and following up with complainer.

Complaint management system can be simple or complex depending on the level of high quality service that enterprise committed.

To be build more effective complaint management system, organization should design a work flow or process on how complaint – service recovery- will be tackled to exceed the customer requirements, These process should be designed by the team work on the field with supervision of consultant who has an experience on how to manage customer complaint and where are the gaps to be avoided. Below figure show an example of process follow chart that are used for service recovery.

Figure (2-4): Service Recovery Process
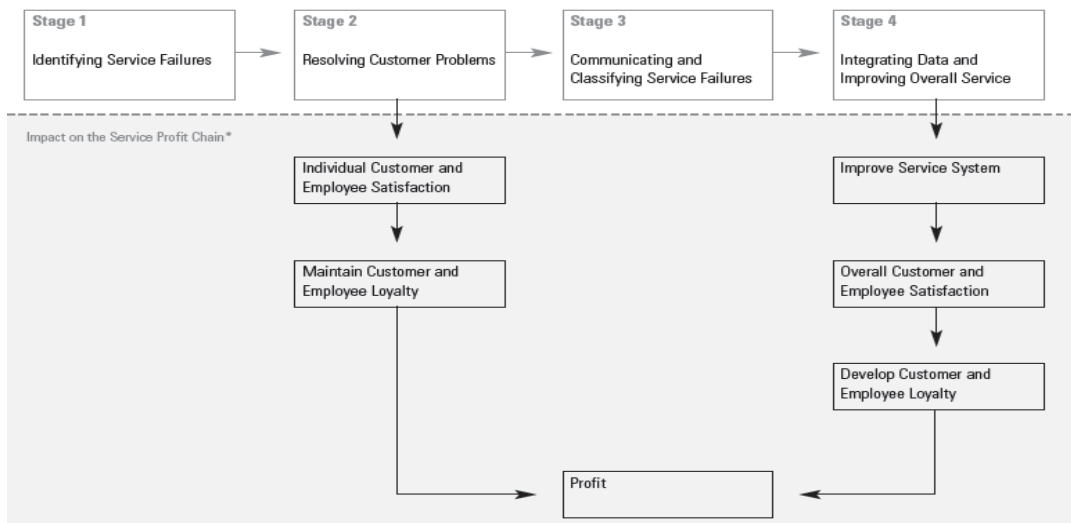
Source: Harvard business review, 1994

2.11 Determine Improved Ways of Handling Customer Complaints

When unsatisfied customers decide to complain, winning the reluctance explained above, they are offering companies a second opportunity. Only when customers, report direct complaining, are looking for redress, apology and psychological benefit. However, complaint management appears to be a double edge blade (JUSTICE, 2016): on the one hand there is a favorable opportunity to regain customers; on the other hand a poor complaint management procedure can repel customers forever. The challenging side of complaint management is that the company can be aware of the given answer and of the future repurchase behavior, but how the response is perceived by a dissatisfied consumer.

Complaining customer will perceive and then judge the complaints procedure also according to the concept of perceived justice (Blodgett, Anderson, 2007). This concept can be divided into three different dimensions:

Distributive justice: related to the outcome of the recovery effort.

Procedural justice: related to the adopted set of policies, procedures and criteria used to deliver the outcome.

Interactional justice: related to the manner in which people are treated during the recovery effort.

It is extremely important to consider all the three dimensions involved, because the combination of the three dimensions can determine the overall perception and the subsequent behavior. Therefore, the concept of justice should be used when evaluating or establishing complaint handling policies and procedures (Blodgett, Anderson, 2007).

2.12 Organization strategy toward improving complaint handling

For continuing improvement on how complaint is handled on organization, a set of policies and procedure should be stated on their strategy bonded by top management. Mike (2007) set a foundation of companies' complaint handling schemes:

1. Highly visible procedures – including clear information about how to make and pursue a complaint with a single point of contact; and clear and accurate feedback on how the complaint is processed and escalated.

2. Easy and free access – removal of all access barriers.

3. Effective company protocols – to achieve high levels of quality assurance and performance. These must include a sector-wide, well-understood and accepted definition of what constitutes a complaint; accurate recording methods including provision of customer reference numbers at the outset; secure and efficient data handling; and follow up procedures to check consumer satisfaction with the way that complaints are handled.

4. Fairness and consistency – treating all customers fairly and with respect; having consistent processes for resolving complaints and determining outcomes.

5. Responsiveness – clear and appropriate time limits for resolving the majority of consumer complaints and, where necessary, flexibility for dealing with complex complaints together with keeping the complainant informed.

6. Organizational ownership and commitment – the importance of good complaint handling and of regular analysis of complaints data should be understood and supported at all levels throughout the company. Substantial efforts should be made to ensure that the most effective organizational structures and procedures are in place, including robust staff training and monitoring.

CHAPTER THREE
RESEARCH METHODOLOGY

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the overall research design, area of the research, sample of the study, sample size, sampling techniques that will be used to select respondents, nature of the study, data collection techniques, sources of data and data analysis.

3.2 Research design

The researcher carried out descriptive research and learn about Mobile telecommunication customer satisfaction on complaints handling quality procedures in Sudan. The researcher used quantitative research which based on the measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity, (Kothari 2004) and statistical methods used in processing data. The data in surveys obtained by using standardized tools particularly questionnaire.

3.3 Area of the research

The research conducted at Mobile Telecom operators in Sudan, by focusing on customer service center which many customers are raising their complaint on it. The researcher decided to use customer service center as the area of research in order to assess customer satisfaction on complaints handling quality on service offered. The researcher recommended the remedy on how to improve complaints

handling procedures, in order to achieve customer satisfaction which will help to retain existing customers and increase new customers.

3.4 The target Population of Research

The target population comprised 28 million as defined in mobile telecommunication

Individual subscribers as of December 2017 (NTC, 2017) from three mobile telecom networks in Sudan; namely: ZAIN, MTN and SUDANI.

This research aimed at assessing customer satisfaction on complaints handling quality in mobile telecommunication company, in this research the population involved in the research were 150 customers from Mobile operators (50 from each company) targeting the customer who had complaint and access the customer service center to be resolved.

3.5 Sampling design and procedures

As stated on NTC report (NTC, 2017), the total mobile customer base is 28 Million distributed between the three companies (Table1). Normally the base or registered customer is differ from attached one, in most cases its 65% and depend on seasonality and operators promotions activity (NTC,2017) , this figure was test by interview with ZAIN Planning department who confirm this figure and state that Khartoum city population is around 9 Million (Sudan statistical centre,2016). They also estimate that population of western Omdurman is around 2 Million according to their traffic distribution.

The researcher used simple random sampling method by selecting a sample size of 150 respondents which were Mobile customers, where by targeting customers approach customer service centres in west Omdurman area for complaint purpose.

The researcher interview a total of 150 customers. Four centres were selected which were LYBIA Market, ARDA, WD ALBASHIR and ELMOHANDSEEN, sample of 50 customers from each branch were chosen. The questionnaires were distributed to walking customers at each Centre where by customers were required to fill out the questionnaires which guided them to indicate their rating on how their complaints were handled customer service centre. Also customers were requested to indicate how satisfied they were with services provided by these centres and they are loyal for their service provider.

3.6 Variables and measurement procedures

Data were collected from all operators customer service centres, questioners were distributed to the selected sample. The following variables that is time taken to attend customers information, Reliability, Responsiveness, Assurance, Empathy and Tangibility of the service provided by customer service centre , it also assess how he is satisfy from the perceived service on handling his complaint that can make him loyal to this company. Service quality obtained were used to obtain information using Likert scales (strongly agree, Agree, Neutral, Disagree and strongly disagree).

3.7 Data processing and analysis

The collected data through questionnaires were sorted out by identifying which data were usable and not usable, coding where numbers or symbols were assigned, classifying and tabulation of collected data ready for analysis. Data were processed by using SPSS (Statistical Package for the Social Sciences) and other statistical methods like mean, standard deviation, median and mode also charts, and tables used to present different observations.

CHAPTER FOUR
RESULTS AND ANALYSIS

CHAPTER FOUR

RESULTS AND ANALYSIS

4.1 Population and sample of the research

This chapter deals with the field study procedures under the following sections

Table (4-1) illustrates the frequency and percentage for the sex

Sex	Frequencies	Percentage
Male	93	62.0%
Female	57	38.0%
Total	150	100.0%

Source: Survey, 2018

Figure (4-1): Percentage for the sex
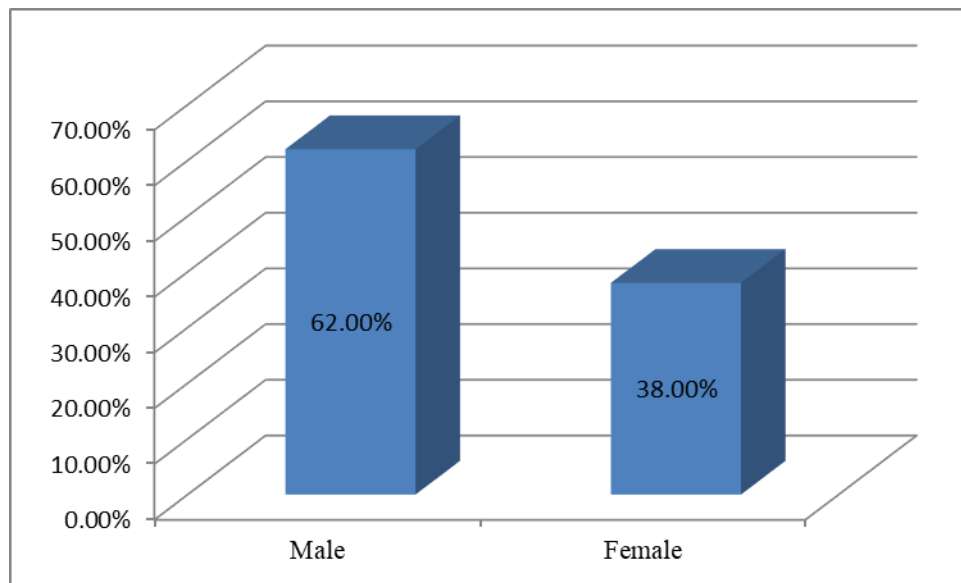
Source: Research survey, 2018

Table (4-1) illustrates the views of the distribution of the age male by (%62.0) and female by (%38.0).

Table (4-2) illustrates the frequency and percentage for Number of age

Value	Frequencies	Percentage
18-30 years	2	1.3%
31-45 years	47	31.3%
46-60 years	68	45.3%
More than 60years	33	22.0%
Total	150	100.0%

Source: Survey, 2018

Figure (4-2): percentage of age
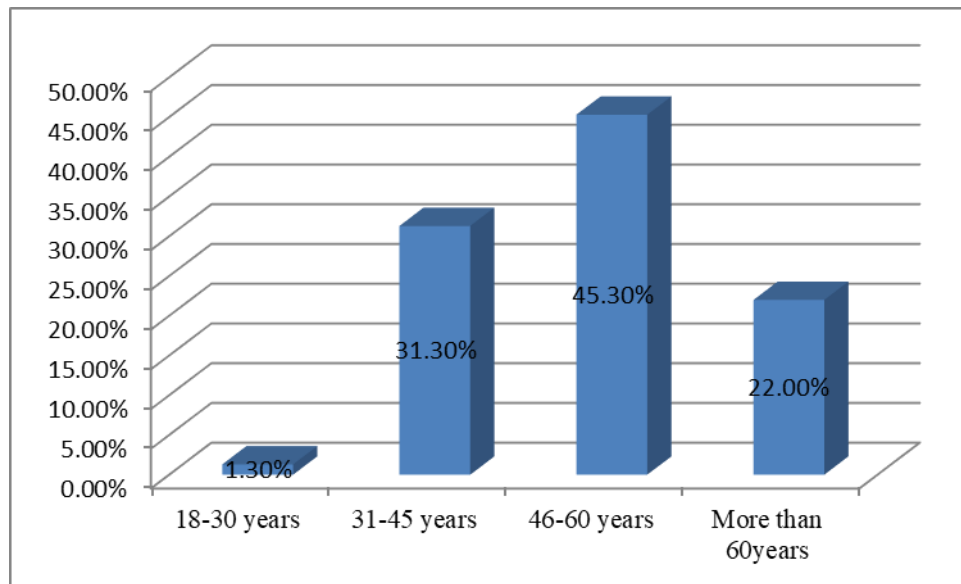
Source:Research survey, 2018

Table (4-2) illustrates the views of the distribution of the age sample by 18-30 years by (%1.3) and 31-45 years by (%31.3) and 46-60 years by (%45.3) and More than 60 by (%22.0).

Table (4-3) illustrates the frequency and percentage for the education

Education	Frequencies	Percentage
Secondary	62	41.3%
University	25	16.7%
Graduate study	21	14.0%
Other	42	28.0%
Total	150	100.0%

Source: Survey, 2018

Figure (4-3): Percentage of education
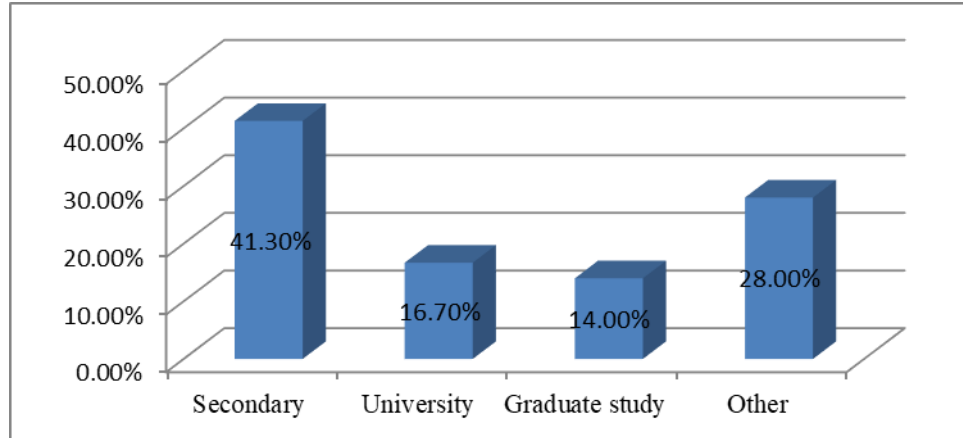
Source: Research survey, 2018

Table (4-3) illustrates the views of the distribution of the education Secondary by (%41.3) and University by (%16.7) and Graduate study   by (%14.0) and other by (%28.0).

Table (4-4) illustrates the frequency and percentage for the work

Work	Frequencies	Percentage
Student	41	27.3%
Employee	72	48.0%
trader	20	13.3%
vocational	16	10.7%
Farmer	1	6.7%
Total	150	100.0%

Source: Survey, 2018

Figure (4-4): Percentage of work
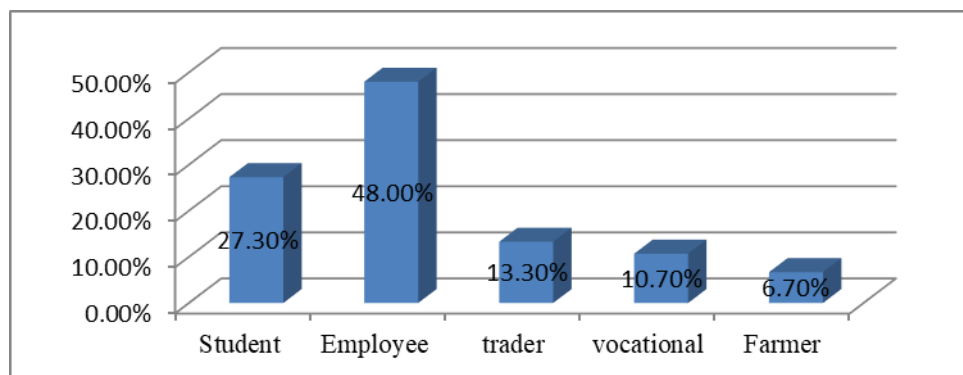
Table (4-4) illustrates the views of the distribution of the work Student by (%27.3) and Employee by (%48.0) and trader by (%13.3) and vocational by (%10.7) and Farmer by (%6.7).

Table (4-5) illustrates the frequency and percentage for the Favourite Telecommunications Company

Work	Frequencies	Percentage
ZAIN	50	33.3%
MTN	50	33.3%
SUDANI	50	33.3%
Total	150	100.0%

Source: Survey, 2018

Figure (4-5): Percentage of Favourite Telecommunications
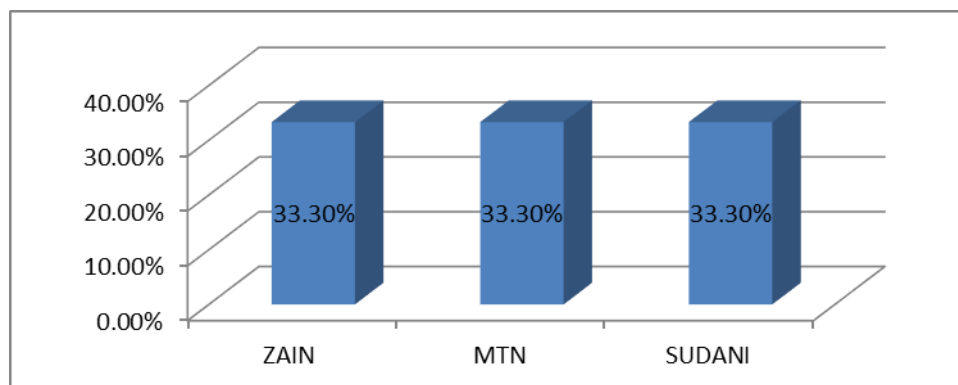
Source: Research survey, 2018

Table (4-5) illustrates the views of the distribution of the Favourite Telecommunications Company ZAIN by (%33.3) and MTN by (%33.3) and SUDANI by (%33.3)

Table (4-6) illustrates the frequency and percentage for the duration of participation in the company

Duration of participation	Frequencies	Percentage
1-3 years	55	36.7%
4-6 years	68	45.3%
7-9 years	24	16.0%
More than 9 years	3	2.0%

| Total | 150 | 100.0% |

Figure (4-6): Percentage of life time in the company
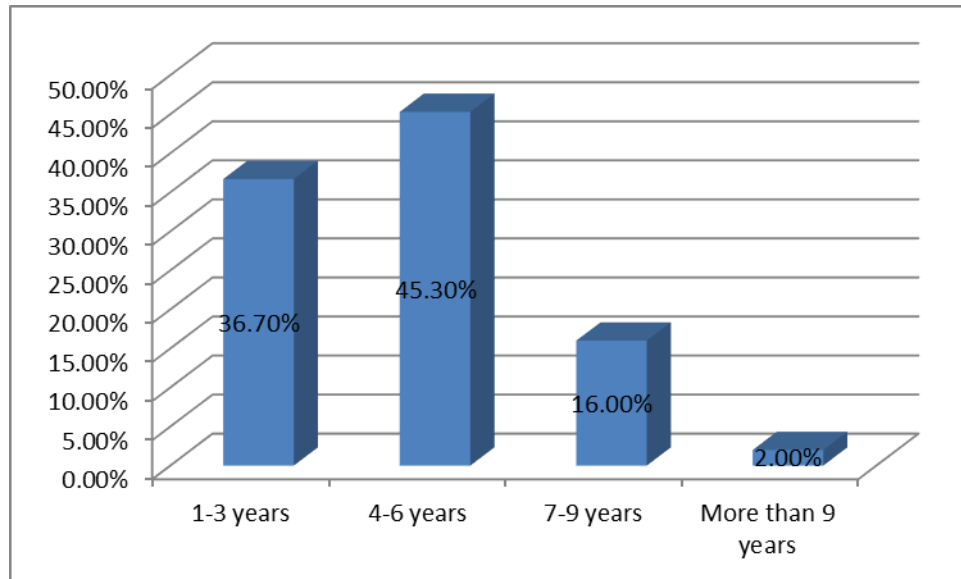
Table (4-6) illustrates the views of the distribution of the duration of participation in the company sample by 1-3 years by (%36.7) and 4-6 years by (%45.3) and 7-9 years by (%16.0) and More than 9 years by (%2.0).

4.2 Reliability and Validity

Cranach's alpha Method

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

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

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

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 (4-7): Reliability and validity

No	Value	reliability	Validity
1	Reliability	0.93	0.96
2	Response	0.93	0.96
3	Assurance	0.93	0.96
4	Empathy	0.94	0.97
5	Tangibility	0.94	0.97
6	Customer Satisfaction	0.94	0.97
7	Customer Loyalty	0.93	0.96
	Total	**0.93**	**0.96**

Source: Survey, 2018

4.3 Reliability Category Result

Table (4-8) illustrates the frequency and percentage for the Reliability:

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	When I contact the customer service canter , I always connect to the right individual who can help me	36	55	39	16	4
		24.0	36.7	26.0	10.7	2.7
2	When I contact the customer service centre, they promise to do something by a certain time, they do so	27	60	31	23	9
		18.0	40.0	20.7	15.3	6.0
3	I will not hesitate to contact the customer service centre in any future complaint	28	48	44	19	11
		18.7	32.0	29.3	12.7	7.3

Source: Survey, 2018

The above table result shows:

When I contact the customer service center, I always connect to the right individual who can help me by the strongly agree (%24.0) and agree by (%36.7) and Neutral by (26.0%) and disagree by (%10.7) and strongly disagree by (%2.7).

When I contact the customer service center, they promise to do something by a certain time, they do so by the strongly agree (%18.0) and agree by (%40.0) and Neutral by (%20.7) and disagree by (%15.3) and strongly disagree by (%6.0).

I will not hesitate to contact the customer service center in any future complaint by the strongly agree (%18.7) and agree by (%32.0) and Neutral by (%29.3) and disagree by (%12.7) and strongly disagree by (%7.3).

Table (4-9) illustrates chi-square teat results for the Reliability:

No	Phrases	Chi-square value	df	Sig.	Median	Interpretation
1	When I contact the customer service canter , I always connect to the right individual who can help me	53.80	4	0.00	4.00	Agree
2	When I contact the customer service centre, they promise to do something by a certain time, they do so	46.66	4	0.00	4.00	Agree
3	I will not hesitate to contact the customer service centre in any future complaint	33.53	4	0.00	4.00	Agree

Source: Survey, 2018

The results of table (4-9) Interpreted as follows:

1. The value of chi – square calculated to signify the differences between P-value and significant value (5%), the attribute: *When I contact the customer service center, I always connect to the right individual who can help me*, chi – square was (53.80) with P-value (0.000) which is 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 P-value and significant value (5%), the attribute: *When I contact the customer service center, they promise to do something by a certain time, they do so*, chi – square was (46.66) 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 P-value and significant value (5%), the attribute: *I will not hesitate to contact the customer service center in any future complaint*, chi – square was (33.53) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

4.4 Responsiveness Category Result

Table (4-10) illustrates the frequency and percentage for the Responsiveness:

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
4	It is easy to access the customer service center from anywhere at any time	7	33	42	36	32
		4.7	22.0	28.0	24.0	21.3
5	The customer service center agent respond back to me with status of my complaint	16	50	38	36	10
		10.7	33.3	25.3	25.3	24.0
6	I recognize the professionalism on the way that customer service center responding to my complaint	27	57	37	24	5
		18.0	38.0	24.7	16.0	3.3

Source: Survey, 2018

From the above table result shows:

It is easy to access the customer service center from anywhere at any time by the strongly agree (%4.7) and agree by (%22.0) and Neutral by (%28.0) and disagree by (%24.0) and strongly disagree by (%21.3).

The customer service center agent respond back to me with status of my complaint by the strongly agree (%10.7) and agree by (%33.3) and Neutral by (%25.3) and disagree by (%25.3) and strongly disagree by (%24.0).

I recognize the professionalism on the way that customer service center responding to my complaint by the strongly agree (%18.0) and agree by (%38.0) and Neutral by (%24.7) and disagree by (%16.0) and strongly disagree by (%3.3).

Table (4-11) illustrates chi-square teat results for the Responsiveness:

No	Phrases	Chi-square value	df	Sig.	Median	Interpretation
4	It is easy to access the customer service center from anywhere at any time	23.53	4	0.00	3.00	Neutral
5	The customer service center agent respond back to me with status of my complaint	36.53	4	0.00	3.00	Neutral
6	I recognize the professionalism on the way that customer service center responding to my complaint	48.26	4	0.00	4.00	Agree

Source: Survey, 2018

The results of table (4-11) Interpreted as follows:

1. The value of chi – square calculated to signify the differences between P-value and significant value (5%), the attribute: *It is easy to access the customer service center from anywhere at any time,* chi – square was (23.53)

with P-value (0.000) which is 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 P-value and significant value (5%), the attribute: *customer service center agent respond back to me with status of my complaint,* chi – square was (36.53) 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 P-value and significant value (5%), the attribute: *I recognize the professionalism on the way that customer service center responding to my complaint,* chi – square was (48.26) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

4.5 Assurance Category Result

Table (4-12) illustrates the frequency and percentage for the Assurance:

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
7	My problems always solved in a short time	15	42	54	24	15
		10	28.0	36	16.0	10.0
8	My problems always solved from the first call	12	52	42	31	13
		8.0	34.7	28.0	20.7	8.7

Source: Survey, 2018

From the above table result shows:

My problems always solved in a short time by the strongly agree (%11.3) and agree by (%28.0) and Neutral by (%36) and disagree by (%16.0) and strongly disagree by (%10.0).

My problems always solved from the first call by the strongly agree (%8.0) and agree by (%34.7) and Neutral by (%28.0) and disagree by (%20.7) and strongly disagree by (%8.7).

Table (4-13) illustrates chi-square teat results for the Assurance:

No	Phrases	Chi-square value	df	Sig.	Median	Interpretation
1	My problems always solved in a short time	40.20	4	0.00	3.00	Neutral
2	My problems always solved from the first call	41.40	4	0.00	3.00	Neutral

Source: Survey, 2018

The results of table (4-13) Interpreted as follows:

1. The value of chi – square calculated to signify the differences between P-value and significant value (5%), the attribute: *problems always solved in a short time*, chi – square was (40.20) with P-value (0.000) which is 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 P-value and significant value (5%), the attribute: *problems always solved from the first call*, chi – square was (41.40) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

4.6 Empathy Category Result

Table (4-14) illustrates the frequency and percentage for the Empathy

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
9	Customer service center agent always use Appropriate greetings and thankful closing messages	51	59	26	9	5
		34.0	39.3	17.3	6.0	3.3
10	Customer service center agent give me personal attention	17	49	50	27	7
		11.3	32.7	33.3	18.0	4.7

Source: Survey, 2018

From the above table result shows:

Customer service center agent always use Appropriate greetings and thankful closing messages by the strongly agree (%34.0) and agree by (%39.3) and Neutral by (%17.3) and disagree by (%6.0) and strongly disagree by (%3.3).

Customer service center agent give me personal attention by the strongly agree (%11.3) and agree by (%32.7) and Neutral by (%33.3) and disagree by (%18.0) and strongly disagree by (%4.7).

Table (4-15) illustrates chi-square teat results for the Empathy

No	Phrases	Chi-square value	df	Sig.	Median	Interpretation
9	Customer service center agent always use Appropriate greetings and thankful closing messages	78.80	4	0.00	4.00	Agree
10	Customer service center agent give me personal attention	48.93	4	0.00	3.00	Neutral

Source: Survey, 2018

The results of table (4-15) Interpreted as follows:

1. The value of chi – square calculated to signify the differences between P-value and significant value (5%), the attribute: *Customer service center agent always use Appropriate greetings and thankful closing messages*, chi – square was (78.80) with P-value (0.000) which is 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 P-value and significant value (5%), the attribute: *Customer service center agent give me personal attention*, chi – square was (48.93) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

4.7 Tangibility Category Result

Table (4-16) illustrates the frequency and percentage for the Tangibility

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
11	Customer service center agent voice is clear and using understandable words	47	53	41	6	3
		31.3	35.3	27.3	4.0	2.0
12	customer service center has operating hours that convenient to all customer	12	52	44	28	14
		8.0	34.7	29.3	18.7	9.3
13	Customer service center agent are consistently courteous with me when I touch them	30	59	41	16	4
		20.0	39.3	27.3	10.7	2.7

Source: Survey, 2018

From the above table result shows:

Customer service center agent voice is clear and using understandable words by the strongly agree (%31.3) and agree by (%35.3) and Neutral by (%27.3) and disagree by (%4.0) and strongly disagree by (%2.0).

Customer service center has operating hours that convenient to all customer by the strongly agree (%8) and agree by (%34.7) and Neutral by (%29.3) and disagree by (%18.7) and strongly disagree by (%9.3).

Customer service center agent are consistently courteous with me when I touch them by the strongly agree (%20.0) and agree by (%39.3) and Neutral by (%27.3) and disagree by (%10.7) and strongly disagree by (%2.7).

Table (4-17) illustrates chi-square test results for the Tangibility

No	Phrases	Chi-square value	df	Sig.	Median	Interpretation
11	Customer service center agent voice is clear and using understandable words	74.80	4	0.00	4.00	Agree
12	customer service center has operating hours that convenient to all customer	42.13	4	0.00	3.00	Neutral
13	Customer service center agent are consistently courteous with me when I touch them	61.13	4	0.00	4.00	Agree

Source: Survey, 2018

The results of table (4-17) Interpreted as follows:

1. The value of chi – square calculated to signify the differences between P-value and significant value (5%), the attribute: *Customer service center agent voice is clear and using understandable words,* chi – square was (74.8) with P-value (0.000) which is 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 P-value and significant value (5%), the attribute: *customer service center has*

operating hours that convenient to all customer, chi – square was (42.13) 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 P-value and significant value (5%), the attribute: *Customer service center agent are consistently courteous with me when I touch them*, chi – square was (61.13) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

4.8 Customer satisfaction Result

Table (4-18) illustrates the frequency and percentage for the Customer Satisfaction

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
14	I am satisfied with the service provided through customer service center	21	55	38	24	12
		14.0	36.7	25.3	16.0	8.0
15	Perceived service provided through customer service is meeting my expectation	8	48	41	40	13
		5.3	32.0	27.3	26.7	8.7

Source: Survey, 2018

From the above table result shows:

I am satisfied with the service provided through customer service center by the strongly agree (%14.0) and agree by (%36.7) and Neutral by (%25.3) and disagree by (%16.0) and strongly disagree by (%8.0).

Perceived service provided through customer service is meeting my expectation by the strongly agree (%5.3) and agree by (%32.0) and Neutral by (%27.3) and disagree by (%26.7) and strongly disagree by (%8.7).

Table (4-19) illustrates chi-square teat results for the Customer Satisfaction

No	Phrases	Chi-square value	df	Sig.	Median	Interpretation
14	I am satisfied with the service provided through customer service center	37.66	4	0.00	4.00	Agree
15	Perceived service provided through customer service is meeting my expectation	43.93	4	0.00	3.00	Neutral

Source: Survey, 2018

The results of table () Interpreted as follows:

1. The value of chi – square calculated to signify the differences between P-value and significant value (5%), the attribute: *I am satisfied with the service provided through customer service center,* chi – square was (37.66) with P-value (0.000) which is 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 P-value and significant value (5%), the attribute: *Perceived service provided through customer service is meeting my expectation,* chi – square was (43.93) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

4.9 Customer Loyalty Result

Table (4-20) illustrates the frequency and percentage for the Customer Loyalty

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
16	I recommend the customer service for any complaint resolution	30	60	32	22	6
		20.0	40.0	21.3	14.7	4.0
17	I will always say positive word against customer service center	26	57	42	21	4
		17.3	38.0	28.0	14.0	2.7

Source: Survey, 2018

From the above table result shows:

I recommend the customer service for any complaint resolution by the strongly agree (%20.0) and agree by (%40.0) and Neutral by (%21.3) and disagree by (%14.7) and strongly disagree by (%4.0).

I will always say positive word against customer service center by the strongly agree (%17.3) and agree by (%38.0) and Neutral by (%28.0) and disagree by (%14.0) and strongly disagree by (2.7%).

Table (4-21) illustrates chi-square teat results for the Customer Loyalty

No	Phrases	Chi-square value	df	Sig.	Median	Interpretation
1	I recommend the customer service for any complaint resolution	51.46	4	0.00	4.00	Agree
2	I will always say positive word against customer service center	54.86	4	0.00	4.00	Agree

Source: Survey, 2018

The results of table (4-21) Interpreted as follows:

1. The value of chi – square calculated to signify the differences between P-value and significant value (5%), the attribute: *I recommend the customer service for any complaint resolution*, chi – square was (51.46) with P-value (0.000) which is 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 P-value and significant value (5%), the attribute: *I will always say positive word against customer service center,* chi – square was (54.86) with P-value (0.000) which is lower than the level of significant value (5%) These refer to the existence of differences statistically.

4.10 Hypothesis 1

There is a positive relationship between service quality (Reliability) and customer satisfaction.

No	Chi-square	Df	Sig.	Correlation	Statistical significant
150	54.53	12	0.00	0.74	Significant

Source: Survey, 2018

Above table (4-22) shows that the value of the Chi-square test (54.53) by significant value (0.00) it's less than the probability value (0.05) this means that there is positive relationship between service quality (Reliability and customer satisfaction) withCorrelation value by (0.74)

There is a positive relationship between service quality (Responsiveness) and customer satisfaction.

No	Chi-square	Df	Sig.	Correlation	Statistical significant
150	59.04	12	0.00	0.74	Significant

Source: Survey, 2018

Above table (4-23) shows that the value of the Chi-square test (59.04) by significant value (0.00) it's less than the probability value (0.05) this means that there is positive relationship between service quality Responsiveness, and customer satisfaction with Correlation value by (0.74)

There is a positive relationship between service quality (Assurance) and customer satisfaction

No	Chi-square	Df	Sig.	Correlation	Statistical significant
150	52.92	8	0.00	0.66	Significant

Source: Survey, 2018

Above table (4-24) shows that the value of the Chi-square test (52.92) by significant value (0.00) it's less than the probability value (0.05) this means that there is a positive relationship between service quality assurance and customer satisfaction with Correlation value by (0.66).

There is a positive relationship between service quality (Empathy) and customer satisfaction.

No	Chi-square	Df	Sig.	Correlation	Statistical significant
150	65.57	7	0.00	0.58	Significant

Source: Survey, 2018

Above table (4-25) shows that the value of the Chi-square test (65.57) by significant value (0.00) it's less than the probability value (0.05) this means that there is a positive relationship between service quality empathy and customer satisfaction with Correlation value by (0.58).

There is a positive relationship between service quality (Tangibility) and customer satisfaction.

No	Chi-square	Df	Sig.	Correlation	Statistical significant
150	68.68	10	0.00	0.6	Significant

Source: Survey, 2018

Above table (4-26) shows that the value of the Chi-square test (68.68) by significant value (0.00) it's less than the probability value (0.05) this means that there is a positive relationship between service quality empathy and customer satisfaction with Correlation value by (0.60).

H1=There is a significant relationship between service quality dimension and the overall customer satisfaction

No	Chi-square	Df	Sig.	Correlation	Statistical signifi cant
150	61.2	15	0.00	0.93	Significant

Source: Survey, 2018

Above table (4-27) shows that the value of the Chi-square test (61.2) by significant value (0.00) it's less than the probability value (0.05) this means that there is a significant relationship between overall customer satisfaction and the service quality dimension with Correlation value by (0.93).

There is a significant relationship between service quality dimension and the customer satisfaction?

No	Chi-square	Df	Sig.	Correlation	Statistical significant
150	57.8	8	0.00	0.85	Significant

Source: Survey, 2018

Above table (4-28) shows that the value of the Chi-square test (57.8) by significant value (0.00) it's less than the probability value (0.05) this means that there is a significant relationship between customer satisfaction and the service quality dimension with Correlation value by (0.85).

4.11 Hypothesis 2

H2= There is a significant relationship between service quality dimension and the customer loyalty?

No	Chi-square	Df	Sig.	Correlation	Statistical significant
150	57.1	8	0.00	0.86	Significant

Source: Survey, 2018

Above table (4-29) shows that the value of the Chi-square test (57.1) by significant value (0.00) it's less than the probability value (0.05) this means that there is a significant relationship between customer satisfaction and the service quality dimension with Correlation value by (0.86).

4.12 Hypothesis 3

H3= There is a significant relationship between customer satisfaction and the customer loyalty?

No	Chi-square	Df	Sig.	Correlation	Statistical signific ant
150	57.1	8	0.00	0.71	Significant

Source: Survey, 2018

Above table (4-30) shows that the value of the Chi-square test (57.1) by significant value (0.00) it's less than the probability value (0.05) this means that there is a significant relationship between customer satisfaction and the service quality dimension with Correlation value by (0.71).

CHAPTER FIVE

DISCUSSIONS, CONCLUSION AND

RECOMMENDATION

CHAPTER FIVE

DISCUSSIONS, CONCLUSION AND RECOMMENDATION

5.1 Discussion

The objective of the research was to prove that customer complaint handling is impacting customer satisfaction and loyalty in Sudan telecommunication industry and to address the key elements in complaint management system that affect customer satisfaction which need organization to work on it to improve. Handling complaint was split into 5 categories (Reliability, Responsiveness, Assurance, Empathy and Tangibility) that represent the areas that customers will experience when he had complaint need to be resolve.

The research revealed that there is a positive impact of the effectiveness of the complaints handling quality in improving customer satisfaction and that was totally aligned with Weam Abbas (2017) study and Mohammad Shammout & Shafig Haddad (2014) that focus on customer satisfaction impact. Justice Kingsley – 2016 assess the impact on customer retention only, his result also, match the result of this research as there is a correlation between complaint handling and customer retention. From the result the complaint handling categories (service quality) had a direct relation with overall customer satisfaction and these categories studied by Weam Abbas (2017) and same result were achieved.

5.2 Conclusion

A correlation analysis was performed between service quality of handling customers' complaints and customer's satisfaction and positive correlation was revealed of (r=.93; Sig=, 000; p<.01), the first hypothesis of this research was validated.

As the results of correlation analysis indicated a positive correlation of (r=.0.86; Sig=, 000; p<.01) between Service quality of handling customers' complaints from Mobile companies and customer's loyalty.

Also the analysis indicate that there is a positive correlation customer satisfaction and customer loyalty that impacted by the way that companies handling customer complaint (r=.71; Sig=, 000; p<.01).

Despite all above positive results, the research revealed that still there is an area need to be improved and the mobile companies have to work on it to raise up their customer satisfaction bar to the maximum in order to win the competition in the market. From research the customer are not satisfy from the way that company response to their complaint (mean of 3.11) as indicate are neutral and need to move those customer to agree and strongly disagree level. From other hand there high level of satisfaction when it come tangibility and empathy (mean of 3.56 and 3.61) as indication toward agree level , and this prove that Mobile companies exert effort and invest a lot in virtual appearance rather than the actual deliverables of these customer service centers.

5.3 Recommendation

Mobile company should change the way of treating customer complaint as normal process to a vital action that can impact their market share by reducing churn and increasing retention, and this will not be done without assessing the gaps in responsiveness of complaint by preventing problem before it occur and give the customer service employee all information that can speed up the feedback and complaint resolution. As much information as possible about customers, make up customer databases and upgrade them in the course of time, this will form the basis of customer relationship management. Learning the customer demands and

complaints by keeping in contact with the customers and producing special solutions to the customer are the other steps of customer relationship management, this data base can reflect the level of service quality perceived by the customer and measure his satisfaction and loyalty during his lifecycle with the associated company. This data base can be more intelligent to predict the complaint and the reaction of the customer and it can automate the feedback and resolution and this definitely will reduce the cost of customer service center and it will have positive impact on customer satisfaction. In another hand classification of the customer is very important which help company to define the way and approach that fit it needs and requirement and this need agile process of handling complaint that can be adaptable according to this classification.

For further study the researcher recommend that sample to be considered to cover all Sudan region for large scale of results and high level of assessment of customer multi culture and needs that impact their satisfaction and loyalty. Another dependent variable to be consider like customer retention. For deep analysis on relation between customer loyalty and complaint handling, a mediating variable to be studied.

ABBREVIATION

VAS: Value Added Services

MMS: Multi Media Services

CX: Customer Experience

CEM: Customer Experience Management.

SERVQUAL: Service Quality

TQM: Total quality management

WOM: Word of Mouth

RSI: Relationship Strength Index

SPSS: Statistical Package for the Social Sciences

GDP: Gross domestic product

OTT: Over-The-Top

STG: Sudatel group

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APPENDIX

Appendix A: Customer questionnaire

بسم الله الرحمن الرحيم

جامعة السودان للعلوم والتكنولوجيا

عمادة الجودة و التطوير

مركز الجودة الشاملة والامتياز

السيد /السيده

السلام عليكم ورحمة الله وبركاته

الموضوع: أستبانه

أرفق لسيادتكم استبانه الدراسه الخاصه ببحث تكميلى ضمن متطلبات الحصول على درجة الماجستير فى الجوده والتطوير من جامعه السودان للعلوم والتكنلوجيا بعنوان:

اثر نظام أدارة الشكاوي على رضاء وولاء المشتركين فى قطاع الأتصالات.

أرجو من كريم سيادتكم التكرم بملى الاستبانه المرفقه والاجابه على جميع مرفقاتها علما بان اجاباتكم سوف تعامل بسريه تامه ولن تستخدم الا لأغراض البحث العلمى.

والله الموفق

الباحث : معاذ ابن ادريس

جامعة السودان للعلوم والتكنولوجيا

Sudan University of Science & Technology

بسم الله الرحمن الرحيم

عمادة الجودة و التطوير

Dean of Quality and Development

مركز الجودة الشاملة والامتياز

المحور الاول: البيانات الشخصيه

1. الجنس
ذكر (   )
أنثى (   )

2. العمر
ما بين 18 الى 30 سنه (   )
ما بين 31 الى 45 سنه (   )
ما بين 46 الى 60 سنه (   )
أكثر من 60 سنه (   )

3. المستوى الأكاديمى
طالب ثانوى (   )
جامعى (   )
فوق جامعى (   )
اخرى (   )

4. جهة العمل
طالب (   )
موظف (   )
تاجر / رجل اعمال (   )
مهنى (   )
مزارع (   )

5. شركة الأتصالات المفضله
زين ZAIN (   )
ام ت ن MTN (   )
سودانى SUDANI (   )
كنار CANAR (   )

6. مدة الاشتراك فى الشركه المفضله
من 1 الى 3 سنه (   )
من 4 الى 6 سنه (   )
من 7 الى 9 سنه (   )
أكثر من 9 سنه (   )

Sudan University of Science & Technology

Dean of Quality and Development

بسم الله الرحمن الرحيم

جامعة السودان للعلوم والتكنولوجيا

عمادة الجودة و التطوير

مركز الجودة الشاملة والامتياز

المحور الثاني: اثر جودة أدارة الشكاوي فى رضاء وولاء المشتركين

لا أوافق بشده 1	لا اوافق 2	محايد 3	أوافق 4	أوافق بشده 5	العبارات	#
					عندما أتصل بمركز خدمات المشتركين ، تتم معاملتى بواسطه الشخص المناسب	1
					موظفى مركز خدمات المشتركين ، عندما يعدون بعمل شى في وقت معين ، يوفون بوعدهم	2
					لن أتردد في الاتصال بمركز خدمات المشتركين في أي شكوى مستقبلية	3
					من السهل الوصول لموظف خدمات المشتركين	4
					يتم الرجوع لى من قبل موظف الشركه بخصوص شكواى	5
					يتعامل موظف مركز خدمات المشتركين باحترافية كامله مع شكواي	6
					يتم حل مشاكلي فى وقت وجيز	7
					تحل مشاكلي دائما من أول محادثه لمركز خدمات المشتركين	8
					يستخدم موظف مركز خدمات المشتركين رسائل ترحيب مناسبة ورسائل ختامية شاكرة	9
					يظهر موظف خدمات المشتركين اهتماما شخصيا لمشكلتى	10
					صوت موظف مركز خدمات المشتركين واضح ويستخدم كلمات مفهومة	11
					مركز خدمات المشتركين لديه ساعات تشغيل ملائمة لكل العملاء	12
					إن موظف مركز خدمات المشتركين يتعامل معي دائمًا بلطف عندما ارسل شكوتى	13
					أنا راضى عن الخدمة المقدمة من خلال مركز خدمات المشتركين	14
					مركز خدمات المشتركين يقدم خدمات جيده تفوق توقعاتى	15
					لحل المشاكل أوصى دوما بالرجوع لخدمات المشتركين	16
					سوف اتحدث بايجابيه تجاه الخدمات المقدمه من مركز خدمات المشتركين	17