SUDAN UNIVERSITY OF SINCE & TECHNOLOGY

IMPACT OF LEADERSHIP ON CUSTOMERS SATISFACTION IN SUDANESE ORGANIZATIONS

القيادة و أثرها في رضا العملاء في المؤسسات السودانية

A Dissertation submitted in partial fulfillment of the requirements for the degree of M.Sc.in Managing Quality Excellence

By

Wisal Tawfig Ishag

Supervisor: Prof. Hadi Eltigani

May 2010

DEDICATION

To my great parents,
the most caring,
the most giving
and the most inspiring.

ACKNOWLEDGMENT

First I would like to thank my supervisor Prof. Hadi Eltigani for his academic insights and I appreciate his great effort of managing to bring the whole master program of group1to its end. I would also like to thank Prof. Tony Bendell for his insights and valuable sessions. My appreciation also goes to the statistics Department in Sudan University, namely Dr. Adel Mousa and Miss Zainab for their helpful SPSS sessions.

A special thank for my colleagues for the remarkable unity and integration throughout the program and for the useful and helpful discussions, also the group’s friend E.Siddig Ahmed who was a true guide throughout the program.

Finally my gratitude and thanks and love to my son Ahmed and my daughters Alaa and Leena for their great help and support.

My thanks extend to all those who helped.

ABSTRACT

Customer satisfaction is the ultimate goal that all Sudanese organizations are aiming at. It takes a lot of enablers to reach that goal. It takes the whole management system to be devoted to, and the integration of leadership, people, resources, policy, strategy, and processes.

This dissertation focused on the most effective enabler, LEADERSHIP! A survey was conducted using a simple questionnaire designed and distributed over five organizations randomly for both top management and employees to get the complete picture. Confidentiality was guaranteed for the information taken. The statements were designed to cover the first criterion of The EFQM model and were tailored to suit all its sub criteria.

The data collected was processed and analyzed using SPSS statistic package. The results obtained reflexes the depth in relation between customer satisfaction and the different sub criteria of leadership; it mostly proved that among the five sub criteria of leadership the third sub criterion (c) -- interact with customers, partners and representatives of society.-- has the deepest impact .And that proves the hypothesis.

The survey did not conduct a professional assessment as known to assessors, but used the questionnaire to collect data from respondents.

مستخلص البحث

إن رضا العملاء هو الهدف الأعلى الذي تصبو إليه جميع المؤسسات
السودانية,وبلوغ ذلك الهدف يتطلب العديد من الموجهات و الممكِنات .إن
رضا العملاء يتطلب تكريس كل النظام الإداري و تكامل القيادة ,العاملين,
الموارد,السياسة ,الإستراتيجية و العمليات.

. ! هذه الأطروحة تركز على أكثر تلك الممكنات تأثيراً و هو **القيادة**

تم عمل مسح عام لخمس شركات و ذلك عن طريق إستبيان بسيط صمم
و وزع بطريقة عشوائية على كل من المدراء و العاملين بتلك الشركات لأخذ
صورة مكتملة ,كما تم التأكيد على سرية المعلومات التي تم الحصول عليها.

تم تصميم عبارات الإستبيان لتغطي المعيار الأول في نموذج التميز الأوروبي
وتم تفصيلها على كل فروع المعيار.

بيانات الإستبيان تم تجميعا)SPSS. الحزمة الإحصائية للعلوم الإجتماعية (
و تحليلها بواسطة

النتائج التي تم الحصول عليها تعكس درجة ومدى عمق العلاقة بين رضا
العملاء و فروع المعيار الأول(القيادة) لنموذج التميز الأوروبي.

لقد تبين من نتائج التحليل أن أكثر فروع المعيار الأول تأثيرا على رضا العملاء هو الفرع (ج) ـ تفاعل القيادة مع العملاء و الشركاء و ممثلي المجتمع ـ و هذا يثبت فرضية البحث .الإستبيان الذي تم توزيعه لم يصمم لعمل التقييم المعروف للمقييمين المتخصصين لأنه إستعمل معيارا واحدا من النموذج لجمع معلومات لفروع ذلك المعيار.

TABLE OF CONTENTS

Subject **Page**

Chapter 1-- Introduction 1

1.1 Problem Definition 1

1.2 Hypothesis 2

1.3Objective of Dissertation 2

Chapter 2 Methodology 3

2.1 Introduction 3

2.2 Research Framework 3

2.3 Sampling 4

2.4 Data Collection 4

Chapter3 Literature Review 5

3.1Customers 5

3.1.1customers expectations 5

3.1.2 customer satisfaction 5

3.2 Leadership 7

3.2.1Leadreship Theories 7

3.2.2 Leadership Traits 7

3.2.3 Leadership Types 7

3.3 Customer Relationship Leadership 8

3.4EFQM Excellence Model 8

Chapter 4 Results and Analysis 10

4.1 Results 10

4.1.1 Organization1 11

4.1.2 Organization 2 17

4.1.3 Organization3 22

4.1.4Organization 4 28

4.1.5 Organization5 33

Chapter 5 Conclusion and Recommendations 39

References 40

Appendix(A) 41

List of Figures

Figure	Page
Fig (3-1) EFQM Model	**9**
Fig (4-1) statistics of respondents	10
Fig.(4-2) sub criterion(a)response org1	11
Fig.(4-3)sub criterion(b)responceorg1	12
Fig.(4-4) Sub criterion(c) response for org.1	13
Fig.(4-5) Sub criterion (d) response for org.1	14
Fig.(4-6) Sub criterion (e) response for	15

org.1

Fig.(4-12) sub criterion (d) org.2 19

Fig.(4-13) sub criterion (e) org.2 20

Fig.(4-14) Overall criteria response org.2 21

Fig.(4-15) Customer satisfaction vs. timeorg.2 21

Fig.(4-16) Sub criterion (a) responseorg.3 22

Fig.(4-17) Sub criterion (b) response org.3 23

Fig.(4-18) Sub criterion (c) response org.3 24

Fig.(4-20) Sub criterion (e) response org.3 26

Fig.(4-23) sub criterion (a) response org.4 28

Fig.(4-27) Sub criterion (e) response org.4 31

Fig.(4-34) sub criterion (a) response org.5 33

Fig.(4-38) sub criterion (e) response org.5 36

Fig.(4-40) customer satisfaction vs. time org.5 37

List of Tables

Table	Page
Table (4-1) Test statistics	10
Table (4-2)statistics(a) of org1	11
Table (4-3) Overall response (a) of comp1	11
Table (4-4) statistics (b) of org.1	12
Table (4-5) Overall response (b) of org.1	12
Table (4-6) statistics(c) of org.1	13
Table (4-7) Overall response(c) of org.1	13
Table (4-8) statistics (d) of org.1	14
Table (4-9) Overall response (d) of org.1	14
Table (4-10) Overall response (d) of org.1	15
Table (4-11) Overall response criterion (e) of org1	15
Table (4-19) response (c) org.2	18
Table (4-20) statistics (d) org.2	19
Table (4-22) statistics (e) org.2	20
Table (4-27) response (a) org.3	22
Table (4-30) statistics (c) org.3	24
Table (4-32) statistics (d) org.3	25
Table (4-38) statistics (a) org.4	28

Table (4-40) statistics (b) org.4 29

Table (4-45) response (d) org.4 31
Table (4-52) statistics (b) org.5 34
Table (4-58) response (e) org.5 36

Table (4-60) overall criteria response org.5 37

Table (4-61) C S% 38
Table (4-62) Organizations ranking 38