

## **FACTORS AFFECTING CUSTOMER SATISFACTION OF MOBILE SERVICES IN QATAR**

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### **ABSTRACT**

The main purpose of the present research is to find out the factors affecting client's satisfaction with the Mobile service providers in the state of Qatar. The current paper empirically examined the relationship between service quality variables with customer satisfaction. The results of this study are based on data gathered from 210 respondents selected by the convenient sampling technique. The data obtained was analyzed by using reliability method, correlation and regression. Results revealed that, only tangibles, reliability, assurance, network quality positively influenced client satisfaction.

**Keywords:** SERVQUAL; Service Quality; Satisfaction

### **1. INTRODUCTION**

The telecom sector in Qatar has experienced significant growth since the beginning of market liberalization in 2006 and the launch of the second public mobile operator, Vodafone Qatar, in 2009 (ICT Report, 2012). Mobile phones are now virtually ubiquitous across the country, while the use of other communications technologies such as smartphones, tablet and broadband internet connections continues to increase in popularity (Oxford Business Group, 2015).

Ooredoo and Vodafone are the only two telecommunication company available in the Qatari market. The market is divided into 3 segments: mobile telephony, fixed-line telephony, and broadband. According to Qatar telecommunication authority report, the Competition has significantly increased in the mobile sector (ICT, 2014). However, by the end of September of 2014, Vodafone Qatar's overall market share reached only 32.3 % with 756 K subscribers (ICT, 2014).

Vodafone market share growth is very low comparing with the significant brand name and the existence in the Middle East region from more than 15 years. On the other hand, Ooredoo is the main telecom company with overall market share 67.7% (Oxford Business group, 2014). Moreover, Ooredoo has a dominant market position in all 14 relevant retail and wholesale

markets, while Vodafone Qatar has a Dominant Position in 2 wholesale markets (ICT, 2014). The Qatari mobile phone operators face a number of significant challenges. First, the stiff competition between the two mobile service providers, retaining the existing customers become more difficult and costly. Second, acquisition of new clients which is becoming more elusive than ever. In the last twenty (20) years, Arab customers have become more demanding due to changes in the tastes of the local population in the Gulf region. This has resulted in an increase in the expectations for higher quality customer care (Muna, 1980). Hence, today's Arab customers are more concerned about high quality telecommunication services that satisfy them.

Thus, in light of these challenges, mobile phone operators in Qatar may want to make client satisfaction a strategic priority. According to Cronin et al (2000) "satisfied customers have a higher propensity to stay with their existing service provider than the less satisfied ones". Moreover, satisfied customers are more likely to recommend the service provider to others (Reichheld, 2006).

Service quality is generally regarded as being a key factor in the creation of worth and in influencing customer satisfaction. Service organisations have begun focusing on the customer perceptions of service quality because it helps in developing strategies that lead to customer satisfaction Saravanan & Rao, (2007, p437). Thus, to provide improved quality service, telecommunication companies need to investigate degree of customers' sensitivity and expectations toward service quality. According to Bolton and Drew (1994), the dimensions of service quality vary across different industries, which confirm the need for developing multiple scale items that provide adequate measures of service quality in a particular context. Moreover, the model of service quality needs to be developed from client perspective (Gronroos, 1984).

In the literature, several studies have been carried out in the developed countries regarding the relationship between service quality and customer satisfaction using the SERVQUAL model. However, only few studies have been carried out in this area in the telecom sector especially in the state of Qatar. The main objective of this paper is to (1) to identify the service related factors in the mobile telecommunications services sector and (2) to examine the impact of these factors on customer satisfaction.

## **2. RESEARCH QUESTIONS:**

Based on the above discussion and the details presented in the literature review section, the following three research questions were developed:

Q1: What are the factors affecting customer satisfactions in using mobile telecommunication?

Q2: How to improve the service quality in the Qatari telecom sector?

Q3: Is there a significant relationship between customer satisfaction and the service quality dimensions?

### **3. LITERATURE REVIEW**

#### **3.1 Service Quality**

Service quality has been described as a form of attitude, related but not equivalent to satisfaction that results from the comparison of expectations with performance (Bolton and

Drew, 1991; Cronin Jr. and Taylor, 1992; Parasuraman et al. 1988; Shepherd, 1999). Yoo and Park (2007) state that, the firm's ability to create and sustain competitive advantage depends upon the high level of service quality provided by the service provider. They defined perceived service quality as the extent to which a firm serves the needs of its customers successfully.

Based on the literature, several authors identify the importance of service quality in service context. According to Cronin and Taylor (1992) service quality leads to customer satisfaction. In the GCC market Anber and Sherren (2011) confirmed that, service quality is an important antecedent of customer satisfaction. Delivering quality service is considered an essential strategy for success and in sustaining competitive advantage in today's competitive markets (Palmer, 2001).

In the literature, previous studies provided insights about the critical dimensions of service quality, which could be categorized under two groups, first, the Functional quality dimensions: This included five SERVQUAL (Parasuraman, Zeithaml and Berry, 1988) dimensions, namely, (reliability, responsiveness, assurance, empathy, and tangibles). According to Cavana et al (2007) these five dimensions are considered as the most important aspects for quality concept. Second, Technical quality dimensions: this included the company network quality.

#### **Relationship between Tangibles and Customer Satisfaction**

In the telecom sector, tangibility is referred to the physical facilities, material associated and the appearance of employees and customer service staff (Wang & yang, 2004). According to Ananth et al., (2011) Modern looking and attractive ambience improve the customer satisfaction in banking sector. In the Asian Middle East market, Johnson and Sirikit (2002) investigated the variables affect client satisfaction on the Thai telecommunication industry using the service quality dimensions. The study revealed that, tangibles is the most important factor that effect client satisfaction. Therefore, the following hypothesis is proposed

H1: "Tangibles" has a significant impact on client satisfaction

### **Relationship between Reliability and Customer Satisfaction**

Reliability is defined as the ability to perform the required service to customers dependably and accurately as promised to deliver (Zeithaml et al., 1990). In telecom sector, keep promises, showing interest in solving problem and perform the service right the first time is considered as the main dimensions of the company reliability (Rahhal, 2015). Negi, (2009) utilized the SERVQUAL model to determine customer satisfaction through perceived quality in the Telecommunication industry and found out that reliability, empathy and network quality proved to significantly effective in contributing to overall service quality and overall customer satisfaction with mobile services.

In Indian telecom sector, Eshghi et al., (2008) identified reliability as the most important factor that had a great impact on customer satisfaction than the other factors. According to Hasebur Rahman (2014) "Reliability of service perceived by one of the key factors in promoting customer satisfaction; depended on the basis of trust of promoting expected needs at a high level of confidence of customer on service providers". Therefore, the following hypothesis is proposed:

H2: Reliability has a significant impact on client satisfaction

### **Relationship between Responsiveness and Customer Satisfaction**

Responsiveness is defined as the ability of the company employees to serve the clients, provides prompt service willing and does not appear too busy in responding to client requests (Loke et al., 2011). In telecom sector, Siew-Phaik et.al (2011) mentioned that, reliability, responsiveness, assurance and empathy significantly positively influenced customer attitudes in terms of satisfaction and loyalty. On the other hand, according to Lin (2012) in Thai telecom sector, there is no significant relationship between service responsiveness and client satisfaction.

Recently, Rahhal, (2015) confirmed that in Syrian telecom sector, responsiveness is important in predicting the overall client satisfaction, company employees should take client complaints seriously and resolve the complaint in timely and professional manner .Therefore, the following hypothesis is proposed:

H3: Responsiveness has a significant impact on client satisfaction

### **Relationship between Assurance and Customer Satisfaction**

Assurance is defined as the ability of employees with the help of the knowledge possessed to inspire trust and confidence will strongly strike the level of customer satisfaction (Parasuraman et al., 1988). In service context, Amiri and Faghani (2012) applied the SERVQUAL model to identify the relationship between service quality and client satisfaction. The results revealed that

only reliability, empathy, responsiveness and tangibility are positively correlated with client satisfaction whereas service assurance has no relation.

In telecom sector, providing the service in courteous and friendly manner, maintain adequate knowledge to handle customer queries and safe transactions are considered as the main element of the service provider assurance (Rahhal, 2015). Cavana et al. (2007) found that assurance, has strong relation with service quality. Moreover, Assurance emerged as a significant antecedent of client satisfaction (Host & Anderson, 2004). Recently, Lin (2012) confirmed that service assurance has the highest impact than others on client satisfaction. Therefore, the following hypothesis is proposed:

H4: Assurance has a significant impact on client satisfaction

### **Relationship between Empathy and Customer Satisfaction**

Empathy is defined as the ability to take care of customer's attention individually in providing service to customers (Iwaarden et al., 2003). In service context, clients get satisfied when the employees are paying attention to the transaction problems and provide personal attention (Kumar et al., 2009). Ishaq (2010) examines the service quality of the mobile service providers in Pakistan and satisfaction of the customers with this quality. The study revealed that, empathy is negatively related with satisfaction while other four dimensions tangibles, assurance, responsiveness and reliability are positively related with the satisfaction. Later, Lin (2012) examine the impact of service quality on client satisfaction among the Thai telecom sector. The results revealed that there is no impact of service empathy on client satisfaction.

On the other hand, Negi (2009) utilized the SERVQUAL model to determine client satisfaction in telecommunication sector and found out that empathy, network quality and reliability are significantly effective in contributing to overall client satisfaction. Recently,

Arslan et al (2015) confirmed that “percentages of customer satisfaction change with the service quality dimensions of reliability and empathy”. Baumann et al. (2006) argue that, empathy and client satisfaction leads to recommendation from the existing clients to other users. Responsiveness achieves short term satisfaction while empathy has long term effect on client satisfaction. Therefore, the following hypothesis is proposed:

H5: Empathy has a significant impact on client satisfaction

### **Relationship between Network Quality and Customer Satisfaction**

In the last twenty years, Arab customers have become more demanding due to changes in the tastes of the local population in the Gulf region. This has resulted in an increase in the expectations for higher quality customer care (Muna, 1980). According to Wael (2015)

“Customer perceived network quality appeared at the first important place in predicting overall customer satisfaction. For this, service providers need to pay attention on providing adequate network coverage, voice clarity, and focus on reducing the congestion level in their network, as well as service providers should give social occasions more important, where customers need to use mobile phones more than usual”. Moreover, modernizations in digital technology may have given rise to the existence of consumers’ style in monetary proficiencies. This could be gleaned from the current-past intensified consumers’ selective behaviour (Ho, 2009).

In the literature, network quality dimension is consider as the most important factor affecting the consumer perception to select the mobile telecom specially in the Gulf country, which is characterised by high income and high life style. In Bahrain telecom market, Almossawi (2012) confirmed that network signal and voice quality are the most important in determining customer satisfaction. In the Chinese telecom sector, network quality is considered as an important factor that has significant and positive impact on customer satisfaction (Wang et al., 2002). Therefore, the following hypothesis is proposed:

H6: Network quality has a significant impact on client satisfaction

### **3.2 Customer Satisfaction**

Customer satisfaction has been generally viewed within the expectation confirmation theory (ECT) (Oliver, 1980; Westbrook & Oliver, 1991). According to this theory, a satisfaction is viewed as the outcome of a comparison between customer expectations and perceived performance. If the perceived performance is the same or exceeds customer expectations, the customer is satisfied. If the perceived performance falls short of customer expectations, the customer is dissatisfied, this is considered as a negative confirmation. Thus, satisfaction in this case refers to the degree to which the performance meets customer expectations (Wilson 1995).

Bergeron et al. (2003) examined the role of client knowledge and service quality and discovered that satisfied customers were more positive via word-of-mouth in terms of bank recommendations to other people compared to trusting customers. Satisfaction has been treated as the necessary premise for holding customers (Hennig-Thurau & Klee, 1997) and one of the most important components in a customer decision to keep or switch a product or service provider (Lemon et al., 2002). In addition to customer satisfaction, the key to customer retention (Kotler, 1994) and the relationship between customer satisfaction and loyalty is positive (Bitner, 1995; Hallowell, 1996). According to Henkel et al (2006), satisfied customers of telecom sector have high extent of usage and intentions to repurchase in future. Based on the preceding literature, table 2.2 includes six main hypotheses, reflect the relationship between the research variables which will be empirically examined.

**Table 2.2**

**Research Hypotheses**

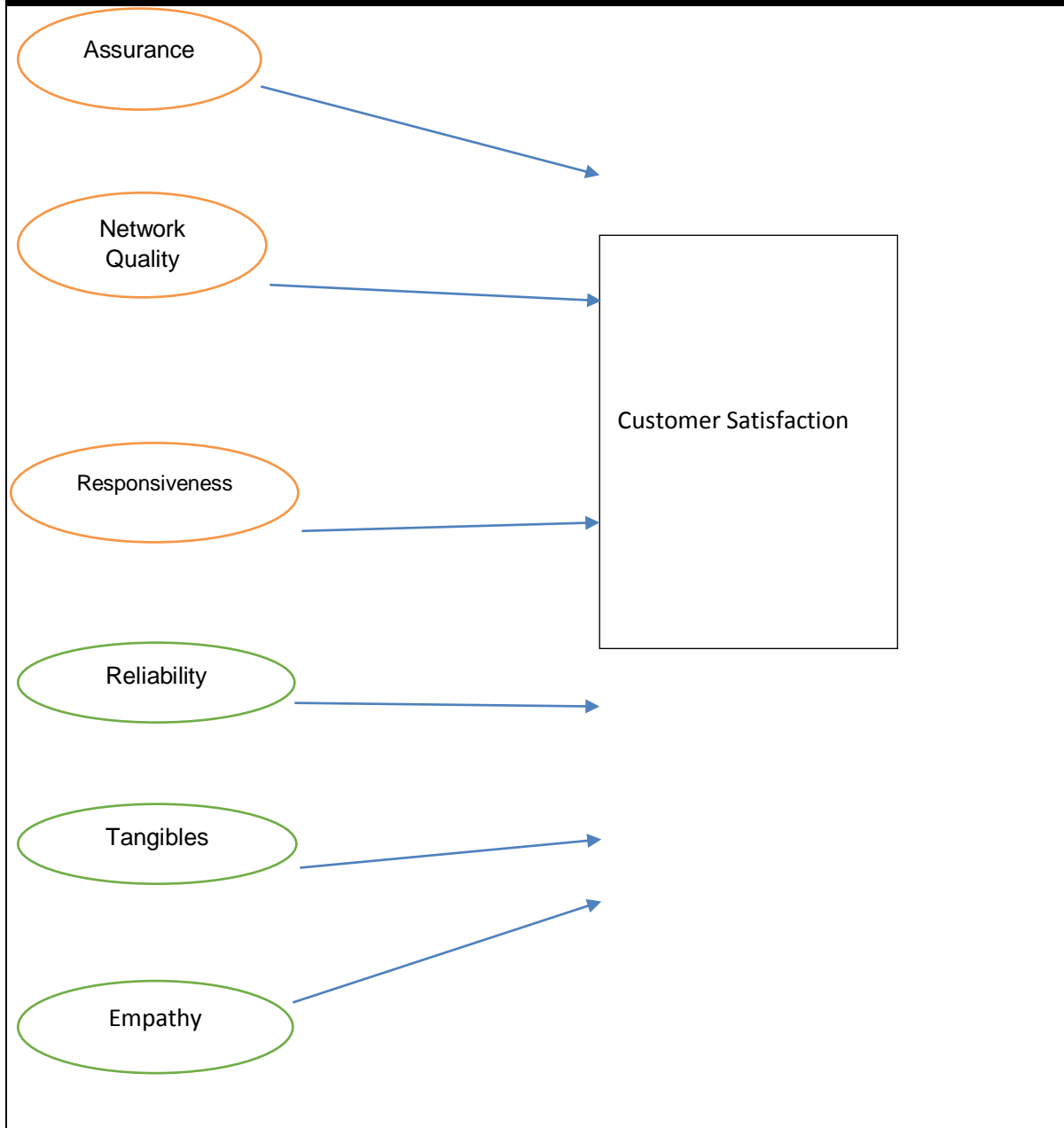
H1	“Tangibles” has a significant impact on client satisfaction
H2	“Reliability” has a significant impact on client satisfaction
H3	“Responsiveness” has a significant impact on client satisfaction
H4	“Assurance” has a significant impact on client satisfaction
H5	“Empathy” has a significant impact on client satisfaction
H6	“Network quality” has a significant impact on client satisfaction

**4. METHODOLOGY**

Our research strategy is quantitative in nature. We use this strategy because it is appropriate to answer our research questions. For the measurement of customer satisfaction on service quality, a model named SERVQUAL was developed by Parasuraman (1988). In this study, independent variables are assurance, network quality, responsiveness, reliability, tangibility, empathy and the dependent variables is customer satisfaction. Figure 3.1 provides a graphical summary of the conceptual framework that this study examines.

Figure 3.0

Customer Satisfaction conceptual Model



Before conducting the final survey, for assessing reliability a pilot study was conducted. The study adopted Fink (1995) concept that a sample of 30 participant is considered adequate. The



sample was selected by using the convenience sampling method. The results confirmed an acceptable score of reliability that ranged from 0.7 to 0.9.

The survey data was collected using survey-Likert Scale from the mobile phone users in located in three different geographic areas Doha, Wakra and Rayan. According to Clarke (1999) in quantitative survey, a self-administered survey questionnaire is the most frequently used method in data collection. Moreover, the process of scaling is an important step in almost every area of marketing research (Malhotra, 2004). Scaling is commonly used to measure how people feel and think about certain constructs (Al Naimi, 2012). In the literature, the Likert scale was the one most commonly used (Al Naimi, 2012). The Likert scale survey method supports the study with accurate sample means and enables the researcher to draw generalized conclusions about the findings (Creswell, 1994).

The target population in this study is any customer has a mobile line in any of the telecommunication company located in state of Qatar. In order to select the survey respondents a convenience sampling technique was utilized. Data were collected through personal interviews, by contacting each company and seeking permission to collect data. The survey process consisted of two visits to the company branches. The first visit to leave the survey with the branch manager. The second visit for collecting the results. The data collection lasted between November and January 2017. Out of (310) questionnaires were distributed, (210) were valid with a 6 percent response rate. The instrument used a 5 point Likert Scale ranging from strongly disagree to strongly agree.

The data collected was analysed using statistical Package for Social Sciences (SPSS). Cronbach's alpha reliability analysis was conducted on the independent variables in order to determine the reliability of the instrument used. Pearson Correlation to Test whether a statistically significant relationship exists between independent and dependent variables. Multiple regression analyses are used to examine the effect of the research quality variables on customer satisfaction.

## 5. RESULTS AND ANALYSIS

Dimension	Mean	Standard Division
Tangibility	3.2417	0.52131
Responsiveness	2.4238	0.58502
Reliability	2.6429	0.48155
Assurance	2.9633	0.41493
Empathy	3.2298	0.46196
Network Quality	3.1655	0.77239
Satisfaction	3.5226	0.36162

Table (4A) shows the mean scores and standard deviation for the overall service quality and its dimensions. The client satisfaction has a mean score 3.52 which indicates that overall respondents are satisfied from their mobile service providers. Respondents are satisfied on the service tangibility, the satisfaction has a mean score 3.16. Moreover, the scores on dimensions of service quality indicate that respondents are more satisfied on the tangibles and empathy. And, moderately satisfied with two dimensions assurance and reliability. On the other hand, the research participants are not satisfied on the dimension responsiveness with a mean score 2.42.

The correlation between these dimensions is given below in table (4 B). Based on the analysis, there is a significant positive relationship between the service tangibility and customer satisfaction with coefficient correlation  $r = .0759$  at  $p < 0.00$  level. Moreover, there is a significant positive relationship between the service reliability and customer satisfaction with coefficient correlation  $r = .248$  at  $p < 0.00$  level. Table (4 B) shows that, there is a significant positive relationship between service assurance and customer satisfaction with coefficient correlation  $r = .0347$  at  $p < 0.00$  level. The results revealed that, there is a significant positive relationship between service empathy and client satisfaction with coefficient correlation  $r = .0432$  at  $p < 0.00$  level. Further, there is a significant positive relationship between Service network quality and satisfaction with coefficient correlation  $r = .0282$  at  $p < 0.00$  level. On the other hand, the results revealed that, the relationship between service responsiveness and client satisfaction is positive but not significant.

Table 4.B						
Pearson Correlation						
	Tangibility	Responsiveness	Reliability	Assurance	Empathy	Network Quality
Pearson Correlation	0.759	0.01	0.248	0.347	0.432	0.282
Sig (2-tailed)	0.000	0.883	0.000	0.000	0.000	0.000

To test hypothesis, multiple regression was used, significance level for, variables are accepted on Alpha ( $\alpha$ ) = 1%, significance level = 99% significant at 1%. . Table 4.C shows the analysis of multiple regressions. The value of R is .837, the value of R square is .70 and the standard error of the estimate was .200.

Table 4 C				
Model Summary Regression Analysis				
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.837 <sup>a</sup>	.700	.691	.20087
a. Predictors: (Constant), Network, Tangibility, Assurance, Responsiveness, Empathy, Reliability				

The results from Table (4 C) shows that, the regression equation explains more than 70.0% of the variability in customer satisfaction. This is an acceptable level for R Square in explaining variability of customer satisfaction.

Table (4 D) shows the ANOVA findings that the independent variables as a whole have significant relationships with customer satisfaction (F = 79.054) (Sig 0.000). The findings show that the multiple regression coefficients for all independent variables with customer satisfaction is R (.837) and R square (.700). The number of independent variables relative to the sample size influences R square. The adjusted R square becomes smaller as fewer observations per independent variable are made. It reflects the decreasing ratio of estimated coefficients to the sample size and compensates for (Over fitting) of the data as R square increases (Hair *et al.* 2006).

Table 4 D ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.139	6	3.190	79.054	.000 <sup>a</sup>
	Residual	8.191	203	.040		
	Total	27.330	209			
a. Predictors: (Constant), Network, Tangibility, Assurance, Responsiveness, Empathy, Reliability						
b. Dependent Variable: Satisfaction						

Table (4 E) shows that the values of the T-statistic are significant for service tangibility, service reliability, service assurance, empathy and Network quality. On the other hand, responsiveness was found to be insignificant and do not support the hypothesis

The results of regression analysis revealed that there is a significant relationship between service tangibility and customer satisfaction ( $p = .000$ );  $B = .658$ . The first (H1) hypothesis is accepted because the result of significance is less than 0.05 (Significance requirement standard  $< 0.05$ ). The result of regression analysis revealed that there is a significant relationship between service assurance and customer satisfaction ( $p = .010$ );  $B = .116$ . The fourth (H4) hypothesis is accepted because the result of significance is less than 0.05 (Significance requirement standard  $< 0.05$ ). The result of regression analysis revealed that there is a significant relationship between network quality and customer satisfaction ( $p = .000$ );  $B = .109$ . Thus, hypothesis (6) was accepted. The fifth hypothesis was accepted because empathy has a significant relationship with client satisfaction ( $p = .000$ );  $B = .112$ . And, hypothesis two (H2) was accepted, which confirm the significant relationship between service reliability and client satisfaction

On the other hand, there was no significant relationship between the company responsiveness and the client satisfaction at the significance level ( $p = .227$ )  $B = -.049$ . Because the significant value can't be met the requirement which is the value of significant should be less than 0.05. Thus, hypothesis (H3) was rejected.

Table 4 E Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-.066	.286		-.230	.818	-.631	.499
	Tangibility	.658	.041	.948	15.999	.000	.577	.739
	Responsiveness	-.145	.030	-.244	-4.760	.000	-.205	-.085
	Reliability	.288	.050	.383	5.735	.000	.189	.387
	Assurance	.116	.044	.133	2.615	.010	.028	.203
	Empathy	.111	.041	.141	2.724	.007	.031	.191
	Network	.109	.025	.233	4.358	.000	.060	.158

a. Dependent Variable: Satisfaction

## 6. DISCUSSION

This study aimed to test six main hypotheses on the relationships between service tangibility, reliability, responsiveness, assurance, empathy, network quality and customer satisfaction. Table (5) summarizes the study’s findings by listing the hypothesized results and whether they are supported or rejected, followed by discussion of the questions.

The first research question in this study, is there a significant relationship between customer satisfaction and service quality dimension? By testing H1 the result revealed that, there is a positive relationship between the service tangibility and client satisfaction. The result of this hypothesis showed that the clients in Qatar are satisfied by the company physical facilities, equipment and the appearance of the employees. The result is inconsistent with Loke et al (2011) that in Malaysian telecom sector, clients are “seemed to emphasize less” on the appearance of the physical aspects provided by the mobile service providers. On the other hand, in the Chinese telecom sector, tangible constructs have a significant impact on client satisfaction (Wang & yang, 2004). This study supports Ishfaq (2010) results that, service tangibles have a positive and significant relationship with client satisfaction.

Reliability is defined as the ability to perform the required service to customers dependably and accurately as promised to deliver (Zeithaml et al., 1990). By testing H2 the result revealed that, there is a positive relationship between service reliability and customer satisfaction. Reliability is “the ability to perform the promised service dependably and accurately”, (Parasuraman et al., 1988. p.23) and consider as one of the key factors in promoting customer satisfaction (Hasebur

Rahman, 2014). The result is consistent with Khurshid et al (2011) that Saudi companies must take “drastic measures” to improve its reliability in order to achieve a competitive advantage in the Saudi telecom market. Moreover, among the GCC market, reliability is the most important dimension of service quality that significantly affect client satisfaction (Al-Tamimi & Al-Amiri, 2003).

This study also support Negi (2009) that reliability is significantly effective in contributing to overall service quality and overall customer satisfaction with mobile services.

By testing H3 the result revealed that, there is no positive relationship between service responsiveness and customer satisfaction. The result is inconsistent with Baumann et al. (2006) and the study of cavana (2007). According to them responsiveness is important in predicting the overall customer satisfaction. On the other hand, the results supporting the study of Lin (2012) that in Thai telecom sector there is no significant relationship between service responsiveness and client satisfaction.

Assurance refers to the employees’ knowledge and courtesy, and their ability to inspire trust and confidence (Parasuraman et al., 1988). By testing H4 the result revealed that, there is a positive relationship between service assurance and customer satisfaction. The same is consistent with Ishfaq et al (2010), that in telecom sector, service assurance has a positive and significant relationship with the customer satisfaction. According to Wang and Yang (2004), assurance has a significantly positive influence on client satisfaction. In service context, Akan (1995) confirmed that assurance is the most important attribute influencing the perception of quality.

By testing H5 the result revealed that, there is a positive relationship between service empathy and customer satisfaction. Empathy is an important aspects in developing client satisfaction. The results supporting the concept of Cavana et al. (2007) and inconsistent with Ishfaq (2010) that Pakistani clients are less satisfied on the dimension of empathy.

Empathy should neglected when evaluating perceived service quality and customer satisfaction (Agbor, 2011). According to Wang and Lo (2002) network quality and empathy not be are the most important drivers of overall service quality in China’s mobile phone market.

Network coverage is one of the major causes of customer dissatisfaction (Temba, 2013). By testing H6 the result revealed that, there is a positive relationship between service network quality and customer satisfaction. The result support Eshghi et al (2008) that, network quality had positive and significant impact on client satisfaction. According to Ansar (2015) network strength is not affecting client satisfaction. On the contrary, in the present research the network quality play an important role in improving client satisfaction. The same is consistent with Sharma (2014) that in Saudi telecom sector, clients are more satisfied with quality of service,

network coverage, quality of SMS, mobile internet. Recently, Rahhal (2015) confirmed that network performance in terms of voice quality, call drop rate, congestion and network coverage had a positive effect on client satisfaction.

<b>Table 5</b>		
<b>Hypotheses Results</b>		
H1	“Tangibles” has a significant impact on client satisfaction	Accepted
H2	“Reliability” has a significant impact on client satisfaction	Accepted
H3	“Responsiveness” has a significant impact on client satisfaction	Rejected
H4	“Assurance” has a significant impact on client satisfaction	Accepted
H5	“Empathy” has a significant impact on client satisfaction	Accepted
H6	“Network quality” has a significant impact on client satisfaction	Accepted

## **7. CONCLUSION AND RECOMMENDATION**

The research concludes that, in the Qatari mobile sector, obtaining customer satisfaction depends to a large extent on ensuring that the firm maintains high service quality standards. There is a positive relationship between service quality and customer satisfaction. The study empirically examined the effect of service quality dimensions on satisfaction level of mobile service users in the state of Qatar. However, only five dimensions (reliability, assurance, empathy, network

quality and tangibles) are the main variables that exerted a positive significant influence on the satisfaction levels. It further imply that responsiveness are not significantly important in influencing client satisfaction in mobile phone services in the state of Qatar.

Tangibles are important factor, since it's not influence only service quality but also client satisfaction. Service assurance and the ability to handle customer complaints contribute positively and significantly to client satisfaction. Moreover, service empathy including mutual communication is important in creating satisfaction in the Qatari telecom sector.

Service reliability is important in predicting overall customer satisfaction, the service providers need to be more focus on performing the service right the first time and providing the services at the promised time. Moreover, service providers need to pay attention on providing adequate network coverage, voice clarity, and focus on reducing the congestion level in their network.

Based on the above conclusion, it is recommended that in order to intensify the influence of service quality practices on customer satisfaction and to satisfy customers who encounter a service problem. Service companies should encourage customers to complain, make it easy to submit a complaint, respond quickly and personally, and develop a qualified problem resolution system.

The telecom service management should pay attention to staff skill possession, focus in continuous training as a main strategy. The training programs should be tailored equip staff with necessary skills to better serve the customers efficiently effectively, in order to, remain competitive in the market.

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**APPENDICES**

**Correlations**

		Satisfaction	Responsiveness
Satisfaction	Pearson Correlation	1	.010
	Sig. (2-tailed)		.883
	N	210	210
Responsiveness	Pearson Correlation	.010	1
	Sig. (2-tailed)	.883	
	N	210	210

**Correlations**

		Satisfaction	Reliability
Satisfaction	Pearson Correlation	1	.248
	Sig. (2-tailed)		.000
	N	210	210
Reliability	Pearson Correlation	.248	1
	Sig. (2-tailed)	.000	
	N	210	210

**Correlations**

		Tangibility	Satisfaction
Tangibility	Pearson Correlation	1	.759**
	Sig. (2-tailed)		.000
	N	210	210
Satisfaction	Pearson Correlation	.759**	1
	Sig. (2-tailed)	.000	
	N	210	210

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Correlations**

		Network	Satisfaction
Network	Pearson Correlation	1	.282
	Sig. (2-tailed)		.000
	N	210	210
Satisfaction	Pearson Correlation	.282	1
	Sig. (2-tailed)	.000	
	N	210	210

**Correlations**

		Satisfaction	Empathy
Satisfaction	Pearson Correlation	1	.432**
	Sig. (2-tailed)		.000
	N	210	210
Empathy	Pearson Correlation	.432**	1
	Sig. (2-tailed)	.000	
	N	210	210

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Correlations**

		Satisfaction	Assurance
Satisfaction	Pearson Correlation	1	.347**
	Sig. (2-tailed)		.000
	N	210	210
Assurance	Pearson Correlation	.347**	1
	Sig. (2-tailed)	.000	
	N	210	210

\*\* . Correlation is significant at the 0.01 level (2-tailed).