



# THE IMPACT OF QUALITY CUSTOMER SERVICE ON ORGANIZATIONAL PERFORMANCE AT ABU DHABI DISTRIBUTION COMPANY



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SULTAN IDRIS EDUCATION UNIVERSITY

2023



THE IMPACT OF QUALITY CUSTOMER SERVICE ON ORGANIZATIONAL  
PERFORMANCE AT ABU DHABI DISTRIBUTION COMPANY

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DISSERTATION PRESENTED TO QUALIFY FOR A MASTER OF  
MANAGEMENT  
(RESEARCH MODE)

FACULTY OF MANAGEMENT AND ECONOMICS  
SULTAN IDRIS EDUCATION UNIVERSITY

2023

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## ACKNOWLEDGEMENT

Alhamdulillah.....

I express my grateful thanks to Sultan Idris Education University, including administrators and academics, especially to Associate Professor Dr Zuraidah Binti Zainol, for the full assistance and guidance, which has had an impact on the completion of the study.

also thank all members of my family who provided me with all the comfort and attention during my studies.



## ABSTRACT

This study aimed to determine the impacts of the quality customer service dimensions, namely service standardization, customer loyalty, service fairness, customer equity and employee training, on the organizational performance at Abu Dhabi Distribution Company (ADDC). This study adopted a quantitative approach. Data were collected from a sample of 385 respondents, who are the customers of ADDC. Data were collected using a questionnaire as an instrument. Data collected were analyzed using descriptive analysis and multiple linear regression analysis. The findings showed a significant and positive effect of customer loyalty ( $\beta=0.107$ ,  $p=0.037$ ) and customer equity ( $\beta=0.181$ ,  $p=0.000$ ) on organizational performance at the significance level of 0.05. In conclusion, customer loyalty and customer equity are important dimensions to ensure quality customer service and consequently improve organizational performance. In implication, the findings provide that to improve the organizational performance of government-owned entities (GOEs), the roles of quality of customer service must be emphasized, particularly customer loyalty and equity.



## **KESAN PERKHIDMATAN PELANGGAN BERKUALITI TERHADAP PRESTASI ORGANISASI DI ABU DHABI DAN SYARIKAT PENGEDARAN ABU DHABI**

### **ABSTRAK**

Kajian ini bertujuan untuk menentukan kesan dimensi perkhidmatan pelanggan yang berkualiti, iaitu penyeragaman perkhidmatan, kesetiaan pelanggan, keadilan perkhidmatan, ekuiti pelanggan dan latihan pekerja, terhadap prestasi organisasi di Abu Dhabi Distribution Company (ADDC). Kajian ini menggunakan pendekatan kuantitatif. Data dikumpul daripada sampel seramai 385 orang responden, yang merupakan pelanggan kepada ADDC. Data dikumpul menggunakan soal selidik sebagai instrumen. Data yang dikumpul dianalisis menggunakan analisis deskriptif dan analisis regresi linear pelbagai. Dapatan menunjukkan pengaruh yang signifikan dan positif kesetiaan pelanggan ( $\beta=0.107$ ,  $p=.037$ ) dan ekuiti pelanggan ( $\beta=0.181$ ,  $p=0.000$ ) terhadap prestasi organisasi pada aras keertian 0.05. Kesimpulannya, kesetiaan pelanggan dan ekuiti pelanggan adalah dimensi penting bagi menjamin perkhidmatan pelanggan yang berkualiti dan seterusnya peningkatan prestasi organisasi. Implikasinya, dapatan ini menunjukkan bahawa untuk meningkatkan prestasi entiti milik kerajaan (GOE), peranan perkhidmatan pelanggan yang berkualiti mestilah ditekankan, terutamanya berhubung kesetiaan dan ekuiti pelanggan.



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## CHAPTER 1

### INTRODUCTION



This chapter provides an adequate introduction to the study. In particular, this chapter presents the background of the study, the research problems, the research objectives, the research questions and the research hypotheses. Next, the theoretical framework and conceptual framework are briefly explained, and the significance of the study is justified. Finally, brief operational definitions of the variables included in the study and the summary of the chapter are presented.



## 1.2. Research Background

Quality customer service is considered one as one of the factors to drive the success of the organization (Orji, Malachy, Zubairu, & Emmanuel, 2017). As many government entities in UAE used to give a high level of attention to the customer service aspects to achieve organizational excellence (Javidi, Salajeghe, Pourkiani, & Sayadi, 2020) as this strive used to be in the core strategies for most UAE Governments entities. Part of these strives was to measure the customer service implementation in the organization and to plan to improve it to enhance the organization's capabilities in improving its performance (Hassan, Mohd, Ali, & Ferdous, 2017).

Many studies have addressed the concept of quality customer services through several organizations in different fields and sectors (Agus, 2019; Al-Ettayyem, & Al-Zu'bi, 2015; Arif, Aman, & Aled, 2013; Azman, Hafizah, & Ilyani, 2017; Darmawan, 2019; Famiyeh, Asante-Darko, & Kwarteng, 2018; Ghulam, Abubakar, Bilal, Munim, & Junaid, 2017; Giswandhani, Mujahid, & Hilmi, 2019; Hongwei Jiang, Yahua Zhang, 2016; Turab, Naushad, & Hafiz, 2019). Moreover, among these sectors, the government sector is considered as one of the vital sectors in the economy, which is considered an important sector to society and its services used to be considered important for the people's lives in their communities. A study by Ozols and Nielsen (2018) has proven that quality customer service is one of the main reasons for achieving high performance for government organizations and achieving this level of performance must constitute an important economic engine that benefits the community and government alike (Yane-Seri, 2019).



Abu Dhabi Distribution Company (ADDC) is considered one of the most notable important companies in the UAE community that it used to provide essential services to the community. As a government entity, ADDC adopted its vision and mission through its official website and official publications that it is providing to the local community the needed energy supplies. Also communicated that customer service is considered one of the factors to be considered to achieve high-performance levels. The management of the ADDC used to measure the levels of the customer service implementation aspects and used to take the results of these measures to set up further plans for improvements. Many aspects related to customer service used to be measured such as 1) the implementations of the quality customer service standardization, 2) the levels of the customer, 3) levels of customer equity, 4) customer services employees' training, and 5) the level of service fairness.

Government Owned Entities in UAE are constantly in the battle for improving their Organizational Performance in order to improve wholly the organization (Jham, 2019). A recent study by Masoud (2020) stated that an organization becomes more competitive through the quality provisions of customer services that are delivered on time to meet customer expectations (Masoud, 2020). It has been realized that Government Owned Entities should be able to perform their duties just like private sector institutions, and hence the introduction of many improvements programs in the government sector was always set in accordance with the considerations of the customer services level that each organization strives to achieve (Ali, 2017).

The context of measuring the impacts of quality customer service on the organization's performance used to be done by searching for the factors that affect



achieving that quality customer service (Bhatti, Abareshi, & Pittayachawan, 2019). Moreover, selecting those factors follows the nature of the research study and the organization on which the study will be based and its need to achieve those factors. By noting the reports issued by ADDC, the induction context can be adopted in factors related to service standardization, customer loyalty, service fairness, customer equity, and employee training.

Through carrying out the current study, an application framework will be obtained that enhances the quality of customer service by noting the most important factors affecting the achievement of that quality, which is the basis for successful performance in the organization. According to Javidi, Salajeghe, Pourkiani and Sayadi (2020), the quality customer service in the UAE Government entities still needs to have more research in more factors to develop a comprehensive framework to support these organizations to achieve higher levels of performance.

### **1.3. Research Problem**

The achievement of high levels of performance in the organization cannot be achieved without ensuring that the quality of customer service is effective and efficient (Sleimia, Muslehb, & Qubbajc, 2020). The current study is seeking to ensure that those aspects related to quality customer services are indeed able to achieve high levels of performance in organizations that are affiliated with the UAE government. To achieve this, the factors that organizations focus on have been identified as deficiencies in the quality of customer services to research how to achieve them.





UAE Government entities still need to develop many customer service aspects to ensure their alignment with these organizations' strives to develop its different operational and performance aspects (Sleimia, Muslehb, & Qubbajc, 2020). Recent studies such as: (Hassan, Mohd, Ali, & Ferdous, 2017; Jham, 2019; Sleimia, Muslehb & Qubbajc, 2020; Masoud, 2020) conducted on different administration topics related to UAE Government entities showed that the customer services related aspects are on the need to be developed to be able to contribute to the success and performance of the organization. These studies argued many variables related to customer service, quality is one of the related aspects that it used to be ignored or not given enough attention to be discussed through such studies. Therefore, this study is focusing on quality customer service in specific discussions to cover the gaps in the previous studies.



According to the official portal of the UAE Government, many business organizations in the UAE government used to hire a third-party consultancy to support the organization in recognizing the most areas that it used to affect its customer services conductions. These organizations used to plan for further improvement plans to cover the findings of these recognitions, in such a strategy, the business organization will be able to cover the needs to improve its customer service in association to improve the organizational performance.

ADDC is one of these entities in UAE, which is designated to provide the community with energy supplies through its designed channels. Customer satisfaction is considered one of the main factors to ensure organizational performance and the achievement of higher performance levels. According to the internal report of the ADDC, recently, ADDC management hired a third party to measure the quality





customer service aspects in the company. The reports included many areas measured within the organization to give an understanding of customer service and its impacts on the organizational performance, the report showed that there are some areas that need to be considered to enhance the quality customer service in ADDC. These areas namely (the implementation of quality customer service standardization, the levels of the customer, levels of customer equity, customer services employees' training, and the level of service fairness). Therefore, it has been noted that the organization need to have appropriate research on its quality customer care aspects to find out the best methods to implement the needed improvements and to comply with the report findings that the organization's quality customer care aspects are still not implemented in the way to support and enhance the organizational performance.



research to measure the impacts of quality customer services to increase its capability and performance. The study selected a governmental sector that it has related to providing important services to the community through the energy supply. As such services are considered one of the most important services to the community that it needs to be delivered in adequate channels to ensure public satisfaction, therefore. This study establishes a framework to understand the impact of quality customer service implementations on the performance rates of the organization in different departments and sections that belong to the organization.

The study attempts to answer the following questions: what quality customer service practices are commonly used by government-owned entities in UAE? and what



is the relationship between quality customer service practices and the organizational performance of government-owned entities in UAE?

A study conducted by Leila, Kenny, Guan, Murali, and Samsinar (2016) researched the integration of standardization and its impact on quality service, customer satisfaction, and loyalty. This study contributed to developing an integrated framework to analyze the roles of service standardization on quality customer service. The study found that the integration of standardization of service offerings is critical for improved quality customer service, as standardization has a higher impact on quality service when compared to customization (Leila, Kenny, Guan, Murali & Samsinar, 2016). Such findings are very important to be discussed and researched to apply them to the case study and get information on how to achieve service standardization in a government sector entity.

Another study conducted by Hongwei and Yahua (2016) showed that customer loyalty used to play a vital role in improving the performance of the selected organizations in the study. In addition, the researchers linked customer loyalty with the quality customer service aspects to find out that the organizations got higher quality customer service got a higher organizational performance leading to successful outcomes for the whole organizational performance (Hongwei & Yahua, 2016). Customer loyalty to be applied to governmental entities shall be researched to get the most needed tools to achieve it. Therefore, this factor has been adopted to be researched through this study.



A study conducted by Giovanis, Athanasopoulou, and Tsoukatos (2015) aimed to find out the extended values for organizational performance through the quality customer services, this study found that interactional Service fairness is of utmost importance to customers of the investigated industry. Therefore, customers should be fairly treated at every point of contact. In addition, service fairness is heavily affected by quality customer service (Famiyeh, Asante-Darko, & Kwarteng, 2018). Such facts drive the need to research service fairness to understand its impacts on the quality customer services, and how to apply it in the governmental sector.

The study researched the relationship between quality service and customer equity in traditional markets conducted by Wang and Kim (2017) to understand how to improve traditional markets since many practitioners in the retail industry conduct business in traditional markets. The research objectives were to understand the relationships among quality customer service. Moreover, the researcher found that customer equity is considered one of the factors to drive quality customer service (Wang & Kim, 2017). Customer equity drivers, and customer quality service in traditional markets used to be linked in different types of business firms, and it used to be conducted to achieve targeted enhancements to organizational performance (Al-Ettayem & Al-Zu'bi, 2015). Selecting customer equity to be researched in this context will be a benefit to the efforts to build up a quality customer service that it will support the organizational performance in the governmental sector.

Shen and Tang (2018) conducted a study to show the relationship between the employees' training practices in an organization and the customer service levels. They found in their research that organizations seeking to improve their operational





performance by adhering to establishing certain quality customer service standards definitely will need to train their employees in certain areas related to customer service. Moreover, they mentioned that such achievements are required in order to improve employee training modules and enhanced employee satisfaction in their employment and their workplace. Such practices are important to enhance the employee's capabilities to contribute to the organization's objectives and enhance their organizational performance by serving their customers in a quality manner (Roland, Katherine, & Valarie, 2014). Since employees are considered as a key factor for the success of any organizational performance, including this factor through the training tools will be one of the tools to enhance the quality of customer service (Lin & Taylor, 2017). Therefore, this factor, employee training, is considered one of the needs to be discussed and addressed for any organization type to ensure that it will be supporting the organization's objectives in getting quality customer service.

Customers are considered an important aspect of both public and private organizations. Hence, customer satisfaction is considered as one of the priorities to the management team to work on developing its aspects and its conceptions. The management of organisations used to measure customer satisfaction through different methods. One of the methods is through a survey to gain feedback from the customer towards the service or the product (Barnea, 2016). Further, this method is to be conducted by the management to rectify all needed areas to be developed in accordance with the outcome of the survey (Kasiri, Cheng, Sambasivan, & Sidin, 2017).

The critical point that this research was conducted for is how to establish quality customer services to support organizational performance. To tackle the issues, this







study looks into five attributes related to quality customer service, namely service standardization, customer loyalty, service fairness, customer equity, and employee training. Such five attributes have been discussed previously in many of past studies that aimed to achieve a proven impact for each attribute on organizational performance. While this study aimed to fill the gap that has been left to prove the impact of those attributes on organizational performance through a comprehensive empirical prospective rather than a theoretical prospective.

#### **1.4. Research Objectives**

The general objective of the study will be to determine the impacts of the quality customer service dimensions on the organizational performance of government-owned entities (GOEs), particularly at Abu Dhabi Distribution Company (ADDC). Specifically, this research attempts to:

1. Determine the effect of service standardization on organizational performance.
2. Investigate the effect of customer loyalty on organizational performance.
3. Investigate the effect of service fairness on organizational performance.
4. Determine the effect of customer equity on organizational performance.
5. Examine the effect of employee training on organizational performance.



## 1.5. Research Questions

This study got one main question as follows:

RQ: What are the impacts of the quality customer service dimensions on the organizational performance of government-owned entities (GOEs)

To be able to have an efficient analysis in this research, the study set the research questions to reflect the following components:

SRQ1: What is the effect of service standardization on organizational performance?

SRQ2: What is the effect of customer loyalty on organizational performance?

SRQ3: What is the effect of service fairness on organizational performance?

SRQ4: What is the effect of customer equity on organizational performance?

SRQ5: What is the effect of employee training on organizational performance?

## 1.6. Research Hypotheses

The study assumptions were developed to include the following hypotheses:

H<sub>1</sub>: Customer service standardization has a positive and significant effect on organizational performance.

H<sub>2</sub>: Customer loyalty has a positive and significant effect on organizational performance.



H<sub>3</sub>: Service fairness has a positive and significant effect on organizational performance.

H<sub>4</sub>: Customer equity has a positive and significant effect on organizational performance.

H<sub>5</sub>: Employee training has a positive and significant effect on organizational performance.

### 1.7. Research Contribution

The value of this project came from the importance of the efforts to ensure quality customer services through the provision of public services provided by governmental sectors to the public, as such efforts used to increase public satisfaction through the services provided to them and it will increase the lifestyle of people within their communities.

This research will be benefits for any business organization or service provided in the government sector. ADDC as one of these organizations under this sector will be taking the benefits of this research. Since its always seeking for excellence in the services provided to the public, the services and activities are one of these services that most of the people gain to be served in better methods. Moreover, the research will be trying to establish the needed points to be improved for these services to enhance the users and the company practices on handling it.





Research and studies in the quality customer services in public sectors used to be one of the most important tools for the management to plan its strategies and to increase the organization's capabilities. As such research on the quality of customer services and its impacts on the business's organizational performance will be a good tool to understand where the organization stand for in satisfying its customers and to measure the contribution of customer service activities and practices in the organization to enhance the performance of the organization to support its strives to achieve the targeted objectives.

The importance of this research will enable UAE government agencies to identify key areas they need to focus on to meet customer needs. In addition, research will need to identify areas of work that need improvement. This study will also be important for clients as they will be able to identify the inefficiencies that will be identified in the study as indicators of customer quality. The study will aim to educate policymakers on the various customer qualities and performance that need to be improved, and this research will provide an indication of that purpose through its findings and analysis.

With the emergence of the urgent need to provide services in a manner that satisfies customers, especially in the competitive markets that the markets are currently witnessing, it is necessary to carry out research aimed at revealing the best practices that achieve quality in customer service, and the current study conducted in-depth research into those practices, and the adopted and proven effective were extracted from it to be the focus of the variables that were addressed in the study, hence the importance of the current study by linking the theoretical study with the applied experiences.



## 1.8. Conceptual Framework

The studies dealt with the concept of quality customer service through several contexts, and those contexts were identified through the need of the organization or sector that the study was focusing on to apply those contexts and to obtain high levels of performance in the organization.

The concept of quality customer services can be taken as an academic concept and link it to a theoretical framework related to one of the quality theories such as the disconfirmation paradigm, expectancy-value theory, the SERVQUAL Model, organizational performance theories, to be applicable in an actual work environment.

Hence, it is necessary in the beginning to define the contexts that will be addressed in the study in order to achieve its applicability in the work environment of the organization. The current study, by examining the concept of quality customer services in the government sector, found that the five contexts shown in the below diagram are the most prominent needs of the sector to obtain quality customer services that it will enhance and raise the level of the organizational performance. Through the background of the study and the research problem presented earlier, the study adopted these contexts to be researched and find out its actual impacts on organizational performance.

Service standardization has been proven that it played a vital role to implement solid business conduction in different fields and business reunite across any organization (Kasiri, Cheng, Sambasivan, & Sidin, 2017). By noting this factor through its implications and its proven outcomes, it has been considered as one of the quality customer service factors, the role of standardization has been discussed through the



process management that it used to be implemented by setting standard methods to ensure the right workflow to proceed with certain tasks related to the quality customer service (Leila, Kenny, Guan, Murali, & Samsinar, 2016). Furthermore, the role of service standardization used to be one of the supporting tools to set up the services provision methodologies that it includes the delivery channels for certain services, and the methods to complete the service in the ways to ensure the quality provisions of the services or the products (Xia, 2019). As is the case with the contribution of standardization to raising the performance levels of the organization, the standardization procedures that the organization activates to obtain the quality of customer service would achieve an enhanced contribution to the performance levels in the organization (Appelbaum, Cooper, Kline, Mayo-Wilson, Nezu, & Rao, 2018).



academic studies that have been linked to practical applications, which have proven that customer loyalty is one of the factors in the quality of customer service (Bhatti, Abareshi, & Pittayachawan, 2019). This quality appears through the results that appeared on the organizations that were able to implement incentive programs to raise the percentage of customers' loyalty to them (Famiyeh, Asante-Darko, & Kwarteng, 2018). These organizations were able to achieve quality in serving customers, which made these customers more loyal to the organization and the services or products it provides (Hongwei & Zhang, 2016). The effect of customer loyalty on raising the percentage of organizational performance in the organization was demonstrated by contributing to making the company's trade name more solid and present in the markets, which helped the organization achieve an increase in profitability and thus the ability to grow business in the organization (Sleimia, Muslehb, & Qubbajc, 2020).





Service fairness has been discussed as one of the quality customer service factors, the studies proved the role of achieving service fairness to enhance the quality aspects of the customer services, such achievements used to enhance organizational performance in the organization (Giovanis, Athanasopoulou, & Tsoukatos, 2015). Therefore, considering the service fairness as a factor for quality customer service will ensure that consideration to implement quality customer service will be comprehensive.

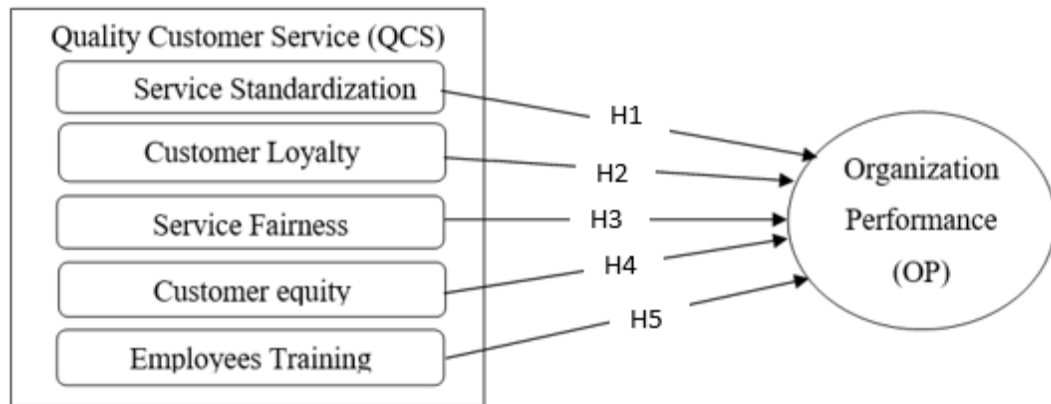
Customer equity is one of the aspects that gives a perception of the extent of the organization's interest in its customers (Gao, Melero-Polo, & Sese, 2020). Organizations from various sectors and activities adopt these rights and make them through the internal policy of the organization, which is shared and informs customers about them, and through this procedure, the customer can know their rights and duties, which it gives the organization the ability to achieve services or provide products that meet the expectations of customers. Such achievements are considered part of the quality customer service, and it used to enhance the organizational performance by increasing the customer satisfaction (Kevin & Tim , 2019).

Employee training has been always considered as one of the main tools to enhance organizational performance. Such tool has been used in different organizations by ensuring planning appropriate conductions for the training programs or plans (Kiruja & Mukuru, 2018). By implementing appropriate training plans for the customer service team in the organization, the organization will be able to achieve quality customer service, the link between the training objectives to enhance the organizational performance, and the training objectives to enhance the quality customer service, gave





the importance to the employees training as a factor for the quality customer service that it impacts the organizational performance (Shen & Tang, 2018).



*Figure 1.1.* Conceptual Framework

## 1.9. Operational Definition

### 1.9.1. Quality Customer Service

According to Rahman (2019), quality customer service is one of the business activities that all business firms of its different nature, size, and activities attempt to achieve to enhance the performance of the organization (Rahman, 2019). This applies to government entities that may be providing services to result in customer satisfaction ratings (Masoud, 2020). Quality Customer Service is considered one of the activities that it used to focus on designing the organization functions to provide the business customer with quality experiences through enhanced services or products that it will satisfy them and meet their expectations at all times (Richard & Christopher, 2015).



### 1.9.2. Service Standardization

Service Standardization is a process of creating standards that will guide the construction of a product or service based on the consensus of all stakeholders in the industry (Franziska & Christopher, 2016). Standards ensure that products or services are provided to a certain standard with consistent quality and are comparable to other comparable products or services in the same industry (Caner & Servet, 2020). Measurement also helps to ensure the safety, coherence, and consistency of the goods produced in the market. Some of the organizations that should be involved in the process of setting up include users, interest groups, governments, companies, and rating agencies (Hongwei & Yahua, 2016).



considered as one of the processes used to be conducted in a typical business organization to ensure the provisions of the services are in accordance with a set of adopted measures by the management. Such adoption shall be implemented to ensure the quality of the service to enhance the customers experiences and to support the organizational performance.

### 1.9.3. Customer Loyalty

Customer Loyalty term refers to the process that the business organization used to conduct to ensure appropriate measures to maintain the recent customers for the business and ensure their full satisfaction to stay in relations with the business service





or product provision (Aramburu & Pescador, 2019). Customer loyalty is considered one of the business pillars that any organization strived to achieve to ensure that the business is able to get its targeted objectives through the number of customers with actual needs to the services or products of the business (Shankar & Jebarajakirthy, 2019). Therefore, customer loyalty could be defined as one of the pillars to build up quality customer service through the process to ensure that the customers are satisfied on their gained services.

#### **1.9.4. Service Fairness**

Service fairness is a customer's perception of the degree of justice in a service firm's behavior (Kandampully, 2015). Customers' judgments of service fairness surface when their experience conflicts with their fairness standards and they sense either injustice or uniquely fair behavior (Ngo, Vu Minh, & Huan, 2016). Therefore, customer fairness terms are one of the quality customer service contexts, that it will be achieved through an adequate process to ensure of fair and transparent service provision to all types and levels of customers.

#### **1.9.5. Customer Equity**

Customer equity is the total lifetime values of all current and future customers of the organization. It is the sum total of all the value the organization will ever realize from customers. As customers create all value, this means that customer equity is virtually



the same number as the "going concerned" value of the business (Long, 2016). From this definition, Customer equity could be understood as a managerial task that the organization used to implement to ensure that the quality customer service provisions are supporting the organization's image or position in the market which is considered one of the signs of a high level of organizational performance.

#### **1.9.6. Employees Training**

Training employees refer to one of the main functions conducted by Human Resources Management in the business organization (Abdulahi & Aykan, 2016). As any business organization used to implement certain training for the employees to enhance their capabilities and qualifications towards specific-targeted competencies that the management will decide to improve it within the employees (Bassey, Bassey, & Asuquo, 2019). Therefore, employee training as a process to be implemented by the organization that is used as one of the factors to drive the employee's capabilities and enhance their abilities to respond to different quality improvements and to support the organizational performance as well.

#### **1.9.7. Organizational performance**

Organizational performance, as defined by Answerfinancial.com, is "the measure of how well the company is doing". Organizational performance is relevant to the performance factor of an organization as it concentrates on aspects of cost, delivery,



quality, and speed of the introduction of a new good or service to the market. Financial or commercial services companies used to adopt certain measures to ensure the organizational performance is up to the target (Fadhil, 2020). Organizational performance used to be measured through different measuring tools; one of the most important tools is the quality of the organization's services (Duckjung & Alison, 2017).

Organizational performance is the outcome of all the organization's operations and is a reflection of how the organization uses and invests its resources in such a way that it can achieve its goals. Regulatory performance can be divided by the criterion of inclusiveness into:

- Overall performance: Reflected in the achievements that all functions and subsystems of the organization have contributed to without individual part or element of unity in achieving them, and through overall performance, the extent to which the organization achieves and achieves its overall objectives such as continuity, growth and profitability can be judged.
- Partial Performance: Partial Performance is intended for performance at the level of the organization's subsystems and core functions, as each subsystem seeks to achieve its own objectives, not those of other systems. By achieving the total performance of the subsystems, the overall performance of the organization is achieved.





### 1.10. Research structure

The framework of this research study has been set to include five chapters, as in the first chapter the study presents an introduction for the study to include the objectives, problem statements, research questions, research significances, and presentation of the research methodology.

The second chapter includes a review of the theoretical background and literature reviews to gain more understanding of the quality customer service terms and their different components. This allows the researcher to go through the third chapter which is going to present the research methodology and the implementation of the different stages of the research through the data collection and tasting of its attributes and variables. The fourth chapter is designed to include the data analysis and to present the results of these analyses to allow the researcher to link these results with the theoretical study presented in the second chapter and to conclude recommendations and conclusions in the last chapter.

### 1.11. Summary

This research will be conducted to investigate the impacts of the quality system of customer service to be implemented in different departments and functions in the business organization. Moreover, will try to understand how quality management techniques enhance customer service activities in the organization. In addition, what are the most notable problems that the customers face every time when they receive or





inquire about one of the services provided by the company, and it will try to create a framework to be implemented to allow customer service to be improved to meet the expectations of the public and to enhance the performance of the organization.

