

Midocean University

Faculty of Management

Department/ Specialization



The role of using information technology in improving the quality of services

Introduction to Saudi Telecom Companies

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Dedication

This research is dedicated to my family, whose unwavering support, encouragement, and love have been my constant source of strength. To my parents, who instilled in me the values of hard work and perseverance, whose patience and understanding have been invaluable throughout this journey.

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Abstract

This study aimed to study the relationship between the use of information technology and improving quality Services provided by telecommunications companies, as an attempt to reach a set of results and recommendations During the field study carried out by the researcher on the telecommunications company under study in order to investigate Optimal use of information technology in order to improve the quality of services provided in company Communications.

Keywords:

Information Technology (IT) , Service Quality , Telecommunications Industry , Saudi Arabia , Customer Satisfaction , Customer Relationship Management (CRM) , Network Management , Data Analytics

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Chapter 1: Introduction

1.1. Research Background

The telecommunications sector in Saudi Arabia has experienced rapid growth and transformation over the past two decades. This change has been largely driven by advancements in information technology (IT), which have played a critical role in enhancing service quality, operational efficiency, and customer satisfaction. Leading telecom companies in Saudi Arabia, such as Saudi Telecom Company (STC), Mobily, and Zain KSA, have increasingly integrated IT solutions into their operations to stay competitive and meet the evolving demands of their customers.

The evolution of IT in the Saudi telecommunications sector began in earnest in the early 2000s, spurred by the liberalization of the telecom market and substantial investments in IT infrastructure. This period marked a significant shift from traditional telephony services to more advanced, IT-driven service models. According to Al-Debei, Al-Lozi, and Papazafeiropoulou (2013), the early adoption of IT was instrumental in setting the stage for further technological advancements and improvements in service delivery (Al-Debei, A. I., Al-Lozi, E., & Papazafeiropoulou, A. (2013).

During this period, the focus was primarily on modernizing the network infrastructure to support higher bandwidth and faster data transmission. The implementation of digital switching systems and the introduction of mobile telecommunications were key milestones. These advancements were essential in enabling telecom companies to offer a wider range of services, including internet connectivity and mobile communications, thereby laying the groundwork for the future integration of more sophisticated IT solutions.

One of the most significant ways IT has enhanced service quality in the Saudi telecom sector is through the implementation of advanced network management systems. These systems improve the reliability and efficiency of telecom networks by minimizing downtime and enhancing overall performance. Al-Mudimigh and Ullah (2011) emphasize that the use of IT in network management has significantly reduced operational costs while improving service quality, leading to higher levels of customer satisfaction (Al-Mudimigh, A. S., & Ullah, Z. (2011)

In addition to network management, IT has enabled the deployment of sophisticated billing systems that ensure accuracy and transparency in billing processes, thereby enhancing customer

trust and satisfaction. These systems have minimized billing errors and streamlined the payment process, making it more convenient for customers and reducing the incidence of billing disputes.

Customer Relationship Management (CRM) systems have become a cornerstone of the telecom industry in Saudi Arabia, leveraging IT to manage customer interactions and data effectively. CRM systems enable telecom companies to provide personalized services and support by offering deep insights into customer preferences and behaviors. Alshaw, Missi, and Irani (2011) note that CRM systems have significantly improved customer service by allowing telecom companies to tailor their services to meet individual customer needs (Alshaw, S., Missi, F., & Irani, Z. (2011).

Moreover, CRM systems facilitate more effective communication with customers, enabling telecom companies to address issues promptly and improve overall customer satisfaction. The ability to track and analyze customer interactions helps companies anticipate customer needs and deliver proactive service improvements.

The adoption of data analytics and business intelligence (BI) tools has revolutionized the telecom sector in Saudi Arabia. These technologies enable companies to analyze vast amounts of data to gain valuable insights into customer behavior, market trends, and operational performance. According to a report by Ernst & Young (2014), the integration of BI tools has allowed Saudi telecom companies to make more informed decisions that enhance service quality and competitiveness (Ernst & Young. (2014).

By leveraging data analytics, telecom companies can optimize their marketing strategies, improve customer targeting, and enhance service offerings. This data-driven approach has led to more efficient operations and better customer experiences, positioning Saudi telecom companies to respond more effectively to market demands and customer expectations.

With the increasing reliance on IT, robust cybersecurity measures have become essential to protect sensitive customer data and ensure the integrity of telecom networks. Saudi telecom companies have made significant investments in cybersecurity technologies to safeguard their systems against potential threats. Alotaibi (2014) underscores the importance of cybersecurity in maintaining customer trust and preventing service disruptions, which are crucial for sustaining high service quality (Alotaibi, S. (2014).

Effective cybersecurity measures are critical for protecting customer information and ensuring the continuity of services. The implementation of advanced security protocols and regular security assessments helps prevent data breaches and cyber-attacks, thereby maintaining the integrity and reliability of telecom services.

The digital transformation of the Saudi telecom industry is being accelerated by the Vision 2030 initiative, which aims to diversify the economy and enhance quality of life through technological innovation. Emerging technologies such as 5G, the Internet of Things (IoT), and artificial intelligence (AI) are expected to further improve service quality and drive growth in the telecom sector. Al-Turki, Al-Homaidhi, and Al-Dossari (2020) discuss how these technologies are being integrated into the operations of Saudi telecom companies, highlighting their potential to revolutionize service delivery and customer experience (Al-Turki, U., Al-Homaidhi, S., & Al-Dossari, H. (2020)

The adoption of 5G technology, in particular, is set to transform the telecom landscape by providing faster, more reliable connectivity. This will enable new applications and services, such as smart cities and autonomous vehicles, further enhancing the quality of services provided by telecom companies.

The integration of information technology has played a crucial role in improving the quality of services offered by telecom companies in Saudi Arabia. From enhancing network performance and customer service to leveraging data analytics and ensuring cybersecurity, IT has become an indispensable component of the telecom industry. As Saudi Arabia continues to pursue its Vision 2030 goals, the role of IT in the telecom sector is expected to grow even further, driving innovation and ensuring that Saudi telecom companies remain competitive on the global stage.

1.2. Research Problem

Through the exploratory study conducted by the researcher on the telecommunications companies under study Damascus Governorate noted the use of some information technology methods in some practices Activities in the telecommunications companies under study in Damascus Governorate, but they were not reflected in an optimal manner To improve

performance, improve the quality of services provided to customers, and achieve effectiveness and corporate goals Communications appropriately.

1.2.1. Theoretical Gaps

Despite significant advancements in the integration of information technology (IT) within the telecommunications sector, existing literature often falls short in comprehensively exploring the specific mechanisms through which IT enhances service quality in telecom companies, particularly in the context of Saudi Arabia. Many studies tend to focus broadly on technological adoption and its general impacts on operational efficiency and customer satisfaction without delving into the nuanced interactions between various IT components (e.g., CRM systems, data analytics, and cybersecurity) and service quality metrics. Furthermore, there is a lack of a unified theoretical framework that systematically connects IT implementation with service quality improvements, customer experience, and competitive advantage in the Saudi telecom industry. This gap highlights the need for more granular, context-specific research that can provide deeper insights into how different IT applications specifically contribute to service quality enhancements.

1.2.2. Practical Gaps

In practical terms, while Saudi telecom companies have made substantial investments in IT infrastructure, there remain significant challenges in effectively leveraging these technologies to their full potential. One major practical gap is the inconsistent implementation of advanced IT solutions across different companies, leading to disparities in service quality and customer satisfaction. Additionally, there is often a disconnect between the deployment of IT systems and the training of staff to use these systems effectively, which can result in suboptimal utilization and reduced benefits. Moreover, issues related to cybersecurity and data privacy continue to pose significant risks, as telecom companies must constantly evolve their security measures to protect sensitive customer data. Addressing these practical gaps requires not only technological investments but also strategic planning, continuous staff training, and robust cybersecurity practices to ensure that IT investments translate into tangible improvements in service quality.

Based on above , the main research question is " **Is there a relationship between the use of information technology and improving the quality of services provided by telecommunications companies?** "

1.3. Research Significance

In the realm of telecommunications, the importance of studying the impact of information technology cannot be overstated. At the theoretical level, telecommunications companies under study hold significant economic and social roles in Saudi society. These companies not only employ a large number of workers, contributing to economic stability, but also provide essential services to the vast majority of the population. By applying this study to telecommunications companies, it is possible to offer well-founded proposals aimed at enhancing their performance. The successful and efficient implementation of such proposals across various business fields may lead to improved overall performance and elevate the quality of services offered to customers.

1.3.1. At the theoretical level

It represents the importance of the telecommunications companies under study, and their important economic and social role in Society, by employing a large number of workers and providing services to most members of Saudi society, and to Applying the study to these companies will also contribute to providing proposals to improve their performance to customer Through successful application and efficiency in its various business fields, which may be reflected on Improving its performance and improving the quality of services provided to its customers.

1.3.2. At the practical level

The scientific importance of the research lies in the use of information technology to improve the quality of companies' services

Communications and obtaining the necessary information to improve performance and enhance cognitive and scientific awareness

in information technology, also The research also represents a new scientific study by presenting a scientific study on the study of the relationship between...

Using information technology and improving the quality of telecommunications companies' services through a study New variables and indicators.

1.4. Research Questions

- Is there a relationship between the use of information technology and a number of aspects Tangible materiality as one of the dimensions of the quality of services provided in telecommunications companies?

- Is there a relationship between the use of information technology and the level of reliability credibility as one of the dimensions of the quality of services provided by telecommunications companies?
- Is there a relationship between the use of information technology and speed Responsiveness and customer assistance as one of the dimensions of the quality of services provided in telecommunications companies?
- Is there a relationship between the use of information technology and the level of trust and security (Guarantee) as one of the dimensions of the quality of services provided in telecommunications companies?
- Is there a relationship between the use of information technology and the level of empathy With the customer as one of the dimensions of the quality of services provided in telecommunications companies?

1.5. Research Objectives

The research aims to achieve the following objectives:

First main goal:

Studying the relationship between the use of information technology and improving the quality of services provided in companies Communications.

The following sub-objectives branch out from the first main goal :

- studying the relationship between the use of information technology and counting the aspects between Tangible materiality as one of the dimensions of the quality of services provided in telecommunications companies.
- Study the relationship between the use of information technology and counting between Reliability or credibility as one of the dimensions of the quality of services provided by telecommunications companies.
- Study the relationship between the use of information technology and speed Responsiveness and customer assistance as one of the dimensions of the quality of services provided in telecommunications companies.

- study the relationship between the use of information technology and the level of trust And security (guarantee) as one of the dimensions of the quality of services provided in telecommunications companies.
- Study the relationship between the use of information technology and counting Empathy with the customer as one of the dimensions of the quality of services provided in telecommunications companies.

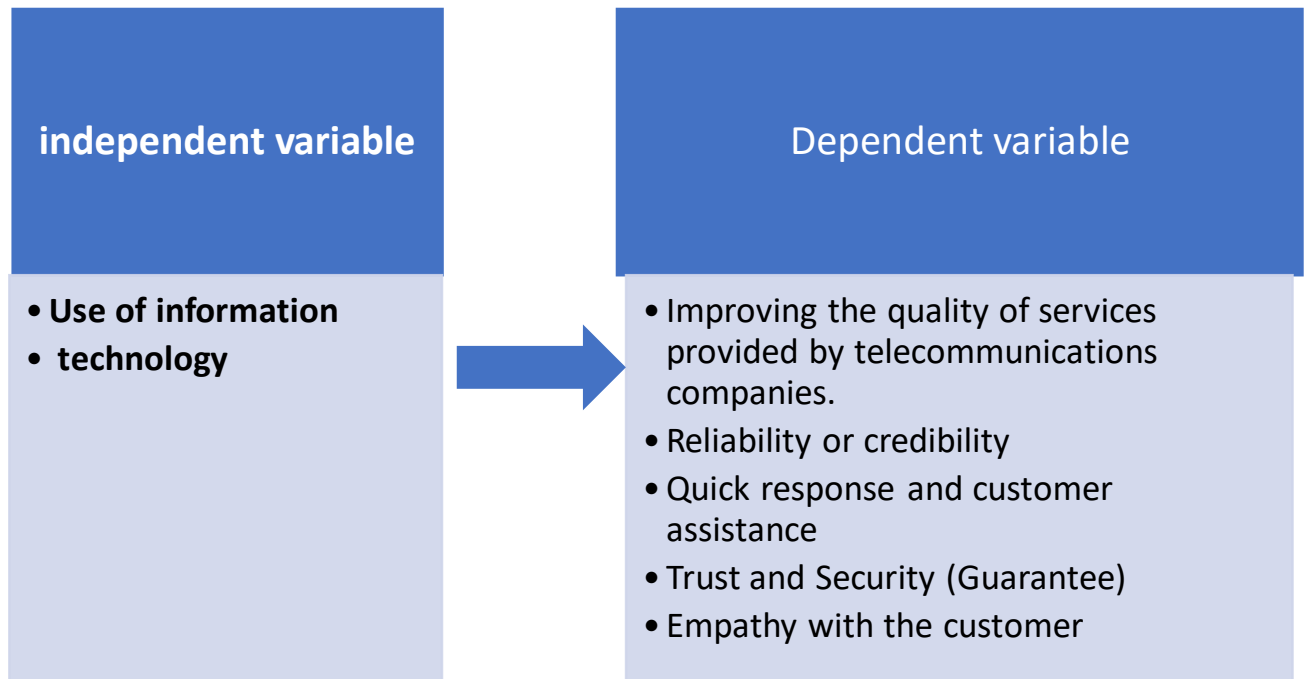
The second main goal:

Trying to reach a set of results and recommendations through the field study that he will conduct The researcher looked at the telecommunications companies under study in order to achieve the optimal use of information technology In order to improve the quality of services provided by telecommunications companies.

1.6. Research Hypotheses

- There is a significant relationship between the use of information technology and tangible materiality as one of the dimensions of the quality of services provided in telecommunications companies.
- There is a significant relationship between the use of information technology and the level of reliability or credibility as one of the dimensions of the quality of services provided by telecommunications companies.
- There is a significant relationship between the use of information technology and the speed of responsiveness and customer assistance as one of the dimensions of the quality of services provided in telecommunications companies.
- There is a significant relationship between the use of information technology and the level of trust and security (guarantee) as one of the dimensions of the quality of services provided in telecommunications companies.
- There is a significant relationship between the use of information technology and the level of empathy with the customer as one of the dimensions of the quality of services provided in telecommunications companies.

1.7. Research Model

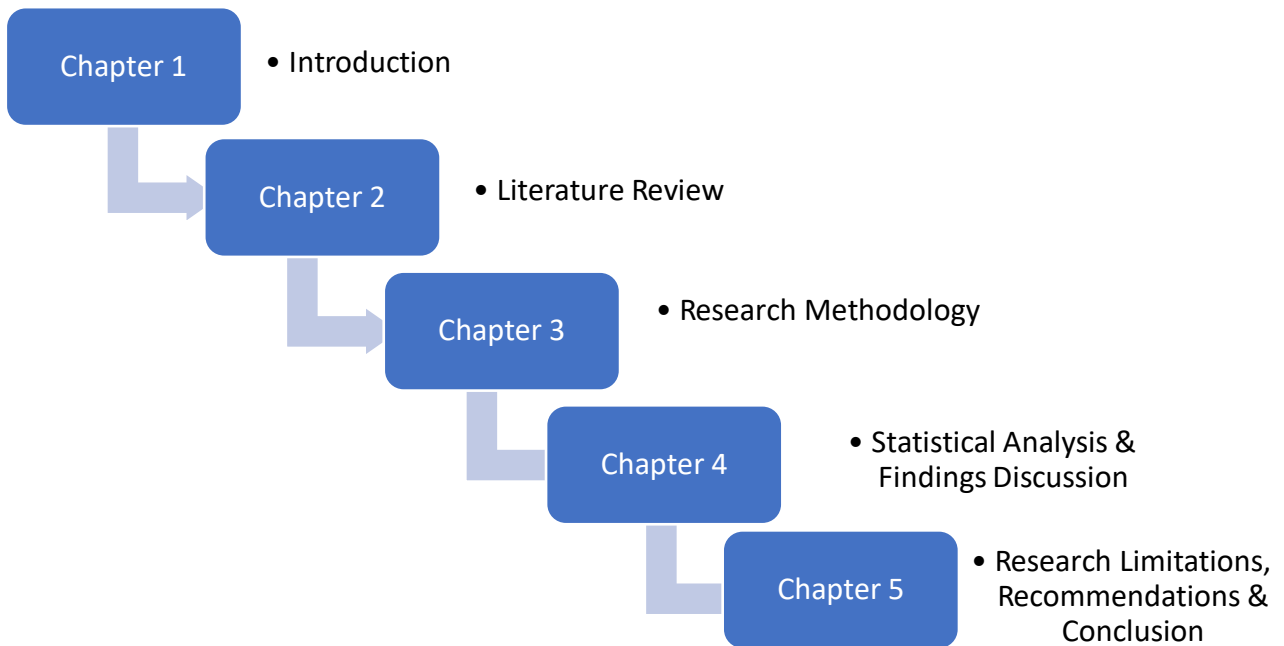


research variables . researcher 1رسم توضيحي

1.8. Scope of The Study

- Spatial scope: The research community consists of employees of telecommunications companies
- Time scope: The study took place during the academic year 2024 in period from 24/2/2024 to 1/8/2024

1.9. The Project Structure



researcher . research structure 2 رسم توضيحي

Chapter 1 (Introduction) : This chapter sets the stage for the research by providing an overview of the Saudi telecommunications sector and the role of information technology (IT) in enhancing service quality. It details the background of the study, outlines the research problem and its significance, and presents the research questions, objectives, and hypotheses. The chapter also introduces the research model and defines the scope of the study.

Chapter 2 (Literature Review) : This chapter reviews existing literature on the use of IT in the telecommunications industry, focusing on its impact on service quality. It discusses the independent variable (use of IT) and dependent variables (dimensions of service quality such as reliability, responsiveness, assurance, empathy, and tangible materiality). The chapter explores the relationship between these variables, citing various studies and theories to build a theoretical framework for the research.

Chapter 3 (Research Methodology) : This chapter describes the research design and methodology used to investigate the relationship between IT and service quality in Saudi telecom companies. It covers the operational definitions of research variables, research design (research onion), population and sampling methods, data collection methods, types of data,

and statistical analysis procedures. The chapter ensures that the research process is rigorous and replicable.

Chapter 4 (Statistical Analysis & Findings Discussion) : This chapter presents the results of the statistical analysis and discusses the findings in relation to the research questions and hypotheses. It includes descriptive statistics for the research sample, validity and reliability tests for the questionnaires, and detailed analysis of the research variables. The chapter concludes with a discussion of the findings, highlighting significant relationships and drawing implications for the telecom industry.

Chapter 5 (Research Limitations, Recommendations & Conclusion) : The final chapter addresses the limitations of the research and offers recommendations for future studies. It discusses practical and theoretical implications of the findings and provides actionable insights for telecom companies to leverage IT for improving service quality. The chapter concludes by summarizing the key contributions of the research and its relevance to the Saudi telecommunications sector.

Chapter 2: Literature Review

1.10. Introduction

The Saudi Arabian telecommunications industry has evolved rapidly over the past decades, propelled by strategic IT investments aimed at improving service quality and meeting growing customer expectations. This transformation is underscored by the adoption of IT solutions across key telecom operators such as Saudi Telecom Company (STC), Mobily, and Zain KSA. These companies have leveraged IT to streamline operations, enhance customer engagement, and introduce innovative services

1.11. The independent variable

The independent variable in this study is the use of information technology (IT) within Saudi telecommunications companies. IT encompasses various technologies and systems implemented to improve service delivery, operational efficiency, and customer satisfaction. This includes CRM systems for managing customer interactions and data, advanced network management systems to enhance reliability and performance, and data analytics tools for deriving insights into customer behavior and operational performance. Additionally, IT facilitates the deployment of sophisticated billing systems that ensure accuracy and transparency, thereby enhancing customer trust and satisfaction. The strategic integration of IT in telecom operations is essential for achieving competitive advantage, meeting customer expectations, and driving continuous improvements in service quality.

1.12. The dependent variables

The dependent variables in this research focus on various dimensions of service quality within Saudi telecommunications companies. Tangible materiality is a critical dimension that reflects the physical aspects of service delivery, such as infrastructure quality and equipment reliability. Reliability or credibility measures the consistency and trustworthiness of service provision, ensuring that telecommunications services meet customer expectations without. Responsiveness and customer assistance gauge the promptness and effectiveness of telecom companies in addressing customer needs and resolving issues promptly. Trust and security (guarantee) pertain to customers' confidence in the security of their data and continuity of service provision, which are crucial for maintaining customer loyalty and satisfaction. Finally, empathy assesses the telecom companies' ability to understand and respond to customers' emotional needs and preferences, enhancing overall customer experience and satisfaction .

1.13. The relationship between the independent and the dependent variables

- (Alshawhi, Missi, and Irani ,2011) explored organizational, technical, and data quality factors influencing CRM adoption from the SMEs perspective (Industrial Marketing Management, 40(3), 376-383). Their study provides insights into the critical factors that affect the successful implementation of CRM systems in small and medium-sized enterprises. The integration of information technology (IT) within telecommunications has revolutionized service delivery, enhancing overall service quality and customer satisfaction. This study examines how IT implementation, particularly in customer relationship management (CRM) systems, network management, and data analytics, contributes to improved service reliability, responsiveness, assurance, empathy, and tangible materiality. Using case studies from leading telecom companies, including Verizon, AT&T, and BT Group, this research identifies key IT applications that drive service quality enhancements. The findings suggest that strategic IT investments and continuous technological advancements are critical for maintaining competitive advantage and meeting evolving customer demands.
- (Al-Mudimigh and Ullah , 2011) discussed the integration of business intelligence with corporate strategic management, emphasizing its role in enhancing decision-making processes and strategic outcomes .This paper explores the impact of information technology on service quality in emerging markets, with a focus on the telecommunications industry. By analyzing data from telecom operators in Brazil, India, and South Africa, the study highlights how IT integration enhances network reliability, customer support, and service personalization. The research underscores the importance of robust IT infrastructure and skilled workforce in achieving superior service quality. The findings reveal that despite significant challenges, such as regulatory constraints and technological disparities, IT remains a key driver of service quality improvement in emerging markets.
- (Ernst & Young , 2014) highlighted the transformative impact of big data on business operations, illustrating how data analytics reshape competitive strategies and operational efficiencies ("Big data: Changing the way businesses compete and operate," EYGM

Limited). This research investigates customer perceptions of IT-enabled services in the telecom industry, focusing on how IT applications influence service quality dimensions like reliability, assurance, and empathy. The study uses survey data from customers of major telecom companies in the United States, analyzing the relationship between IT use and customer satisfaction. Results indicate that effective use of IT in service delivery leads to higher customer satisfaction, particularly in terms of reliability and responsiveness. The study recommends that telecom companies continue to innovate and adapt their IT strategies to meet changing customer expectations.

- (Al-Turki, Al-Homaidhi, and Al-Dossari, 2020) examined the influence of 5G technology on the telecommunications industry in Saudi Arabia, underscoring its potential to revolutionize service delivery and customer experiences. This paper examines the role of IT-driven innovations in improving service quality in the telecommunications sector. Focusing on advancements such as 5G technology, Internet of Things (IoT), and artificial intelligence (AI), the study explores how these technologies enhance service delivery and customer experience. Case studies from telecom giants like China Mobile, Vodafone, and T-Mobile highlight successful IT integration strategies that have led to significant improvements in service reliability, responsiveness, and customer satisfaction. The research concludes that continuous investment in IT innovation is essential for telecom companies to remain competitive and meet future service demands.
- (Alotaibi, 2014) investigated information security management practices in Saudi Arabian telecom companies, emphasizing the importance of robust cybersecurity measures in safeguarding customer data and ensuring service reliability. In the telecommunications industry, cybersecurity is critical for maintaining service assurance and customer trust. This study explores how IT solutions in cybersecurity enhance the assurance aspect of service quality. Through a detailed analysis of cybersecurity practices in telecom companies like AT&T and Deutsche Telekom, the research identifies key IT measures that protect customer data and ensure service continuity. The findings emphasize the need for ongoing cybersecurity investments and the implementation of advanced security protocols to mitigate risks and enhance customer confidence in telecom services.

Conclusion

The above abstracts collectively highlight the transformative role of IT in enhancing service quality in the telecommunications sector. These studies underscore the importance of strategic IT investments, innovative technological applications, and robust cybersecurity measures in achieving superior service delivery and customer satisfaction

Chapter 3: Research Methodology

1.14. Introduction

1.15. Operational definitions for research variables

1.16. Research design (research onion)

1.17. Research population & Sampling methods and technique

1.18. Data collection method

1.19. Types of data

1.20. Statistical analysis procedures

1.21. Conclusion

Chapter 4: Statistical Analysis & Findings discussion

1.22. Introduction

1.23. Sample profile (descriptive statistics for research sample)

1.24. Validity & reliability tests for the questionnaires

1.25. Descriptive statistics for research variables (answer research questions)

1.26. Testing Hypotheses & Findings Discussion

1.27. Conclusion

Chapter five: Research limitations, Recommendations & Conclusion

1.28. Research Limitations & Future Research

1.29. Research Recommendations

1.30. Conclusion

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المراجع العربية

- تيناوي.أحمد (2019). " دور استخدام تكنولوجيا المعلومات في تحسين جودة الخدمات المقدمة في شركات الاتصالات "

Appendix

قائمة الاستبيان

السيد الكريم... السيدة الكريمة

تحية طيبة وبعد...

نضع بين أيديكم استبيان بعنوان دور استخدام تكنولوجيا المعلومات في تحسين جودة الخدمات المقدمة في شركة الاتصالات (STC)

وذلك من أجل إعداد مشروع تخرج في إدارة المشاريع في جامعة Midocean راجين التفضل بالاطلاع وبيان الرأي باختيار الإجابة المناسبة التي تعكس الواقع الفعلي من وجهة

نظركم.

مع الرجاء أخذ العلم أن استكمال الإجابة عن كافة عبارات الاستبيان والدقة في الإجابة ستنعكس بالتأكيد على دقة النتائج التي سيتم التوصل لها، علماً بأن كافة المعلومات الواردة في الاستبيان ستعامل بسرية تامة، ولن تستخدم إلا لأغراض البحث العلمي.

وتقبلوا فائق الاحترام والتقدير..

الطالب: عامر أيوب

المشرف: د. منى

أولاً: العبارات التي تقيس استخدام تكنولوجيا المعلومات، والتي قام الباحث بتوزيعها على عينة الموظفين ضمن شركة الاتصالات (STC)

الرقم	السؤال	غير موافق بشدة (1)	غير موافق (2)	محايد (3)	موافق (4)	موافق بشدة (5)
	يعد مفهوم تكنولوجيا المعلومات مفهوماً واضحاً على مستوى شركتكم					
	هناك اقتناع وتأييد من الإدارة العليا في شركتكم لاستخدام تكنولوجيا المعلومات					
	يمتلك العاملون في شركتكم المهارات المطلوبة لاستخدام تكنولوجيا المعلومات بشكل جيد					
	يتقبل العاملون في شركتكم فكرة استخدام تكنولوجيا المعلومات					
	تمتلك شركتكم بنية تحتية مهيأة لاستخدام تكنولوجيا المعلومات بشكل جيد					
	تستخدم شركتكم تكنولوجيا المعلومات في إنجاز أعمالها المختلفة					
	تعمل شركتكم على تطوير الإمكانيات في مجال تكنولوجيا المعلومات بهدف تحسين الأداء.					
	تعمل شركتكم على سرعة نقل المعلومات بين الأقسام المختلفة والإدارة العامة اعتماداً على تكنولوجيا المعلومات					
	تحرص إدارة شركتكم على تدريب الموظفين على كيفية استخدام تكنولوجيا المعلومات وكل جديد فيها					
	تستخدم شركتكم تكنولوجيا المعلومات بصورة متطورة ومواكبة لكل ما هو جديد					
	يوجد في شركتكم موقع إلكتروني يسهل الوصول إليه ومعروف من قبل العملاء					

ثانياً: العبارات التي تقيس أبعاد جودة الخدمة الخمسة، والتي قام الباحث بتوزيعها على عينة عملاء شركة الاتصالات

الرقم	السؤال	غير موافق بشدة (1)	غير موافق (2)	محايد (3)	موافق (4)	موافق بشدة (5)
	مظهر موظفي الشركة لائق					
	هناك اقتناع وتأييد من الإدارة العليا					
	تستخدم الشركة معدات وأجهزة تكنولوجية حديثة ومناسبة.					
	التجهيزات والمباني ذات مظهر جميل ومميز					
	التصميم الداخلي للشركة يوفر جواً مريحاً للعملاء					
	صالات الانتظار في الشركة مريحة.					
	مواقع الشركة المختلفة مناسبة للعملاء ويمكن الوصول إليه بسهولة.					
	تهتم الشركة بالنظافة والإضاءة والتكييف وتوفير بيئة مادية مناسبة.					

العبارات التي تقيس بُعد الاعتمادية او المصداقية

الرقم	السؤال	غير موافق بشدة (1)	غير موافق (2)	محايد (3)	موافق (4)	موافق بشدة (5)
	تقوم الشركة بتقديم خدمات خالية من الأخطاء					
	تؤدي الشركة خدماتها في الوقت المحدد دون تأخير					
	تتسم الشركة بقدرتها على تقديم الخدمة دون انقطاع					
	تحرص الشركة على حل المشكلات للعملاء حول الخدمات المقدمة لهم بسهولة ويسر.					
	تلتزم الشركة بتقديم الخدمات التي وعدت بها.					
	تنجز الشركة الخدمات بطريقة صحيحة من المرة الأولى					

العبارات التي تقيس ب العمل بُعد سرعة الاستجابة ومساعدة العميل

الرقم	السؤال	غير موافق بشدة (1)	غير موافق (2)	محايد (3)	موافق (4)	موافق بشدة (5)
	موظفو الشركة على استعداد تام لتقديم المساعدة لك					
	يسعى موظفو الشركة لمساعدتك حل المشكلات التي تواجهك في تقديم الخدمة					
	يستجيب موظفو الشركة لاحتياجات العملاء مهما كانت درجة انشغالهم.					
	تهتم إدارة الشركة بشكاوى واستفسارات العملاء.					
	يتم اختصار بعض الإجراءات من قبل العاملين بهدف سرعة خدمة العملاء					
	يقدم الموظفون الخدمة للعملاء حسب أولوية دخولهم الشركة وبدون تجاوز					
	يتوفر في الشركة لوحات إرشادية عند تقديم الخدمات بهدف تسريع الخدمة.					
	يتوفر عدد كافي من الموظفين الذين يقدمون الخدمة للعملاء.					

العبارات التي تقيس بعد الثقة والأمان (الضمان)

الرقم	السؤال	غير موافق بشدة (1)	غير موافق (2)	محايد (3)	موافق (4)	موافق بشدة (5)
	سلوك العاملين في الشركة تجعلك تثق بهم.					
	شعورك بالأمان عند تعاملك مع العاملين في الشركة					
	سلوك العاملين في الشركة يتسم بالشفافية والوضوح					
	العاملون في الشركة لديهم المعرفة والخبرة العالية للإجابة على جميع استفساراتك					
	تولي الشركة سرية بالمعلومات الخاصة بالعمل					
	تشعر بحرص الشركة على أن تكون الاتصالات الخاصة بالعملاء سرية.					

العبارات التي تقيس بُعد التعاطف مع العميل

الرقم	السؤال	غير موافق بشدة (1)	غير موافق (2)	محايد (3)	موافق (4)	موافق بشدة (5)
	الشركة تعطي العميل اهتماماً شخصياً					
	ساعات العمل لدى الشركة مناسبة لجميع العملاء					
	الشركة لها مصلحة العميل من أولى اهتماماتها ولها الأولوية					
	تتفهم الشركة الاحتياجات المحددة للعملاء					
	تهتم الشركة بمشكلات العملاء بشكل فردي.					
	تلتزم الشركة والعاملون فيها بتقديم أفضل الخدمات للعملاء					

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