

The Impact of Service Quality and its Role in Enhancing Customer Satisfaction: A Case Study of Ooredoo Algeria

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Abstract. This research paper aims to examine the impact of service quality and its role in enhancing customer satisfaction at Ooredoo Algeria. Achieving customer satisfaction has become increasingly important due to the growing challenges faced by companies striving to maintain their survival and competitiveness in the national market. This is particularly relevant as customers have become more aware of and concerned about service quality. To achieve the objectives of the study, a questionnaire was distributed to the company's customers and the collected responses were analyzed. The statistical software SPSS was used to present and analyze the data and to test the study hypotheses. The findings revealed that the impact of service quality on customer satisfaction varies from one customer to another.

1. INTRODUCTION

In light of the rapid development of information and communication technologies, service quality has become one of the most important factors determining the success and sustainability of organizations, especially in the telecommunications sector, which is characterized by intense competition and increasing customer expectations. Ooredoo Algeria is considered one of the leading operators in this field, as it strives to improve its services by relying on electronic data analysis and artificial intelligence technologies to better understand customer behavior and meet their needs more effectively.

Accordingly, achieving customer satisfaction has become a strategic objective that requires continuous improvement in the quality of services provided. Therefore, the main research problem can be formulated as follows:

What is the impact of service quality and its role in enhancing customer satisfaction at Ooredoo?

Within the framework of this research, the following hypotheses were formulated:

- Null Hypothesis (H_0): There is no statistically significant effect of service quality on customer satisfaction at Ooredoo.
- Alternative Hypothesis (H_1): There is a statistically significant effect of service quality on customer satisfaction at Ooredoo.

2. CONCEPT OF SERVICE QUALITY

2.1. Definition of Service Quality

Service quality was defined by Lewis, Orledge, and Mitchell (1994) as:

"The focus on meeting needs and requirements and ensuring that they are delivered effectively based on customer expectations. Perceived service quality is the attitude that shapes the customer's overall view of a service. This perception results from comparing customers' expectations of the service with their perceptions of its actual performance."¹

Crosby defines service quality as "conformance to requirements." Accordingly, customers will be satisfied when the characteristics of the service match their requirements. Conversely, any lack of conformity will negatively affect the level of customer satisfaction.

The National Economic Development Office (NEDO) in the United Kingdom defines service quality as:

"The set of factors or characteristics that must be present in a product or service in order to satisfy market requirements."

2.1.1. Main Dimensions of Service Quality

Service quality consists of several fundamental dimensions:²

- Tangibility: Physical facilities, equipment, appearance of premises, and other tangible aspects.
- Reliability: Providing the service accurately and dependably.
- Responsiveness: Promptness and willingness to help customers.
- Assurance: Trust, confidence, and security provided to customers.
- Empathy: Individualized attention and care given to customers.
- Communication: Effective interaction and information exchange with customers.

¹Al-Sarn, Raad Hassan. Globalization of Banking Service Quality. Amman, Jordan: Arab Communication House for Printing, Publishing and Distribution, 2008, p. 198.

² Ben Saad, Fatima. "Service Quality and Its Role in Improving Customer Satisfaction Levels." Journal of Innovation and Marketing, Vol. 10, p. 137.

Studies have demonstrated that these dimensions have a direct impact on customers' evaluation of service quality.

3. IMPORTANCE OF SERVICE QUALITY AND ITS IMPACT ON CUSTOMER SATISFACTION

3.1. First: Importance of Service Quality

Service quality plays a vital role in the design and marketing of service products. It is important for both service providers and service users. Service organizations have increasingly recognized the importance of implementing quality management practices in achieving organizational objectives, enhancing competitiveness, improving customer satisfaction, and maintaining long-term relationships with customers. Service quality also contributes to strengthening the organization's reputation, increasing customer loyalty, and achieving sustainable growth in a highly competitive environment.

3.2. Competitive Advantage and the Importance of Service Quality

Organizations focus on improving service quality for several reasons:

- Quality influences the level of demand for a service and the factors that generate such demand.
- Quality is one of the most important sources of profitability and financial success, as it contributes to reducing service costs.
- Quality serves as a means of creating a competitive position for the organization in comparison with its competitors.

Second: The Relationship Between Service Quality and Customer Satisfaction

The statement "satisfaction leads to quality" is incorrect; rather, the correct relationship is that "quality leads to satisfaction." Meeting customer needs results in customer satisfaction³. Therefore, customer satisfaction has become one of the primary objectives of quality management, as quality aims to improve service standards and achieve customer satisfaction.

Successful organizations are those that take customers' opinions into account when designing and delivering their services. Many organizations even involve customers in service design, development, and continuous evaluation processes. This is achieved by establishing clear procedures for handling customer complaints and suggestions, maintaining effective communication, and making every effort to provide services that meet the needs of all customers, including people with special needs.

Organizations strive to treat each customer individually and make them feel valued, as if they were the organization's most important customer. All these efforts are directed toward ensuring customer satisfaction with the quality of the services provided. Customer satisfaction is achieved by meeting customers' needs, desires, and expectations, whether these have been explicitly expressed or not.

To this end, organizations should adopt one or more methods for measuring customer satisfaction and collecting customer opinions, feedback, complaints, and suggestions. Consequently, organizations continuously work toward increasing satisfaction by responding to customer expectations and listening carefully to their observations and concerns.⁴

4. TOOLS FOR IMPROVING CUSTOMER SATISFACTION

Customer satisfaction can be improved through the following tools:⁵

4.1. Perceived Quality

Improving an organization's internal performance through quality enhancement aims primarily at satisfying customers. However, measuring quality solely from an internal perspective is necessary but not sufficient. Organizations must also evaluate how customers perceive the quality of the services provided, since customer perceptions ultimately determine their level of satisfaction and loyalty.

4.2. Tools for Improving Customer Satisfaction (Continued)

- **Measuring Customer Satisfaction:**
Organizations should not rely solely on internal quality assessments; they must also measure customer satisfaction. Service quality may be objectively high, yet customers may not perceive it at the same level, resulting in lower satisfaction.
- **Analysis of Customer Dissatisfaction:**
In cases of dissatisfaction, the number of contacts made by the organization to resolve the issue, as well as the effectiveness of the solution, are critical factors in restoring customer satisfaction. The causes of dissatisfaction must be investigated carefully because poorly handled dissatisfaction can lead to the loss of a customer. Moreover, dissatisfaction is not always caused by poor service quality; it may also result from management problems, communication failures, or weaknesses in customer relations.
- **Customer Follow-Up:**
Customer follow-up takes various forms aimed at building a strong relationship between the customer and the organization. These relationships should be personalized, meaning that each customer is treated individually. Effective follow-up relies on attentive listening and considering all customer concerns, even when the customer may be mistaken.
- **Customer Loyalty:**
A loyal customer is more profitable and less costly than acquiring a new customer. Therefore, organizations should orient their strategies toward customer loyalty as a starting point. Proper management of dissatisfaction is an effective means of

³ Ouslimane, Soumia. Service Quality Strategy and Its Impact on Achieving and Developing Competitive Advantage in Insurance Companies in Algeria: A Case Study of AXA Insurance Company. PhD Thesis, Algeria, 2021–2022, p. 84.

⁴ Belbali, Abdelnabi. The Role of Internal Marketing in Achieving Banking Service Quality and Gaining Customer Satisfaction. Unpublished Master's Thesis, University of Ouargla, Algeria, 2010, p. 54

⁵ Kachida, Habiba. Customer Satisfaction Strategy. Master's Dissertation, University of Blida, 2005, pp. 69–73.

creating satisfaction. The more satisfied customers are, the more likely they are to reuse the service that generated that satisfaction.

5. SERVICE QUALITY AND CUSTOMER SATISFACTION AT OOREDOO OVERVIEW OF THE COMPANY AND ITS SERVICES

Ooredoo Group is a leading international telecommunications company that provides mobile and fixed-line communication services, broadband internet, and managed business solutions tailored to the needs of individuals and organizations across its markets in the Middle East, North Africa, and Southeast Asia.

As a company that places strong emphasis on the communities in which it operates, Ooredoo follows a vision centered on enriching customers' lives. It believes in its role in promoting human development by leveraging telecommunications services to help customers achieve their aspirations.

Ooredoo operates in several markets, including the countries of: Qatar Kuwait Oman Algeria Tunisia Iraq Palestine Maldives Myanmar Indonesia .

The company won the Best Telecom Operator Award at the Telecoms World Awards 2013.

In 2019, Ooredoo reported revenues of approximately US\$8.2 billion, and by April 30, 2020, its global customer base had exceeded 118 million subscribers. Its shares are listed on the Qatar Stock Exchange and the Abu Dhabi Securities Exchange.

At the Algerian level, Ooredoo Algeria recorded 15.32 million subscribers by the end of December 2025, compared to 14.73 million subscribers in 2024, representing a growth of approximately 4%.

Number of Employees

According to data published by Revelo Labs in 2025, Ooredoo employs approximately 4,088 employees.

Services Provided by Ooredoo Algeria

Ooredoo Algeria offers comprehensive telecommunications services, including mobile communications (3G/4G/5G), high-speed internet, and smart solutions for both individuals and businesses. Its main services include Dima packages for internet and calls, Stormili credit transfer services, prepaid and postpaid plans, entertainment services, premium customer support, and extensive network coverage reaching approximately 99% of the population.

5.1. Main Services of Ooredoo Algeria

5.1.1. Mobile and Internet Services

- Dima Packages: Monthly offers providing large internet allowances (up to 200 GB) and unlimited calls.
- Prepaid Plans: Various packages designed for daily, weekly, and monthly usage.
- High-Speed Internet: Strong 4G/4G+ coverage and infrastructure readiness for 5G deployment.

Value-Added Services

- Stormili: A service that allows customers to transfer credit from one mobile phone to another.
- Khabarni: A news notification service delivered via SMS.
- Quiz Ooredoo: Daily and weekly competitions offering prizes and shopping vouchers.
- Business Services (B2B): Communication and internet management solutions for companies and institutions.

Customer Services

- More than 250 sales points across Algeria.
- Technical support and customer assistance through dedicated service centers.
- 5. Data Analysis Using SPSS
- The collected questionnaire data were analyzed using the IBM SPSS Statistics software package. SPSS was used to organize, process, and analyze the data, generate descriptive statistics, and test the research hypotheses regarding the impact of service quality on customer satisfaction at Ooredoo Algeria. Statistical methods such as frequencies, percentages, means, standard deviations, correlation analysis, and regression analysis can be employed to determine the significance and strength of the relationship between service quality dimensions and customer satisfaction.

5.2. English Translation (Academic Style):

Based on the results obtained from the sample of 48 respondents, the preliminary data analysis indicates that the study population is predominantly female, representing 66.7% of the respondents. The sample is also clearly dominated by the 20–30 age group, which accounts for 85.4% of the participants. This demographic structure explains the prevalence of respondents with a university-level education (77.1%) and the occupational status distribution, where students constitute the largest group, representing 62.5% of the sample.

Regarding customers' relationship with the brand, the findings indicate that 56.3% of the respondents have remained loyal customers for more than three years. In addition, two-thirds of the sample (66.7%) rely on the Ooredoo application as their primary digital tool, followed by electronic recharge services, which are used by 35.4% of the respondents.

Although the frequency of use is concentrated in the "occasional use" category, accounting for 37.5% of the sample, the main motivations for adopting digital services are ease of use (47.9%) and avoiding travel and physical visits (41.7%). Furthermore, a highly positive indicator was observed, as 75% of users reported experiencing no technical problems, reflecting the stability and reliability of the digital services provided by Ooredoo.

5.3. Descriptive Statistics

Table 1. Descriptive Statistics of Questionnaire Items.

Statistiques descriptives	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
N	48	48	48	48	48	48	48	48
Missing	0	0	0	0	0	0	0	0
Mean	9.13	8.73	8.71	8.71	9.15	9.25	9.13	8.90
Médian	10.0	9.00	8.00	8.50	10.0	10.0	10.0	9.50
Standard Deviation	1.08	1.23	1.22	1.34	1.13	1.00	1.23	1.29
Minimum	6	6	6	6	6	6	6	6
Maximum	10	10	10	10	10	10	10	10

5.4. Interpretation of the Descriptive Statistics Results

- **Strengths (Digitalization and Clarity):**

The highest mean scores were recorded for ease of use of the applications (9.25) and clarity of offers (9.15). This indicates that Ooredoo has been highly successful in its digital interface design and in communicating its service offers clearly and understandably to customers. As a result, this contributes positively to the perceived quality of the services among users.

- **Technical Performance (Network Quality and Internet Speed):**

Network quality (9.13) achieved a very high score, reflecting strong customer satisfaction with network coverage. However, internet speed (8.73) and service continuity (8.71) received slightly lower scores. This suggests that while signal coverage is excellent, the actual user experience regarding service stability and internet speed could benefit from further improvement to match the quality of network coverage.

- **Price–Value Relationship (Value for Money):**

The item related to price suitability (8.71) recorded the lowest mean score, equal to that of service continuity. From a consumer behavior perspective, this result is expected, as customers generally aspire to lower prices. Nevertheless, the score remains relatively high (above 8), indicating an overall positive perception of Ooredoo's pricing policy and value for money.

- **Variability of Responses (Standard Deviation):**

The item "Price Suitability" (Q4) recorded the highest standard deviation (1.34), indicating noticeable variation in customers' opinions regarding pricing. Some respondents perceived the prices as highly appropriate, while others considered them relatively expensive. In contrast, "Ease of Application Use" (Q6) had a standard deviation of only 1.00, reflecting a near consensus among respondents regarding the simplicity and user-friendliness of the application.

5.5. Overall Interpretation

The descriptive statistics reveal that customers generally hold a highly positive perception of Ooredoo's service quality, particularly regarding digital services, network coverage, and the clarity of service offers. Although some differences exist in customers' evaluations of pricing and service continuity, the overall mean scores remain high, indicating a strong level of customer satisfaction and a favorable assessment of the quality of services provided by Ooredoo Algeria.

5.6. Reliability Analysis

Table 2. Reliability Statistics of the Scale.

Statistiques de fidélité de l'objet	
Échelle	α de Cronbach 0.861

5.7. Reliability Analysis Using Cronbach's Alpha

To assess the reliability of the research instrument (the questionnaire), Cronbach's Alpha coefficient was employed. The statistical results revealed that the overall Cronbach's Alpha value for the scale was 0.861.

Since this value exceeds the minimum acceptable threshold of 0.70, it indicates that the questionnaire possesses a high level of reliability and internal consistency. In other words, the instrument is capable of producing consistent and stable results if administered repeatedly to the same sample under similar conditions.

Therefore, the obtained coefficient confirms the scientific validity and credibility of the data collected regarding the quality of services provided by Ooredoo Algeria, making the questionnaire a reliable tool for measuring customers' perceptions of service quality and satisfaction.

5.8. Correlation Analysis Between Service Quality and Customer Satisfaction

The relationship between service quality and customer satisfaction was examined using the Pearson correlation coefficient. The results are presented in the table below:

Table 3. Correlation Matrix between Service Quality and Customer Satisfaction.

Variables	Customer Satisfaction	Significance (Sig.)	Relationship Type
Service Quality	0.784	0.000	Strong Positive Correlation

5.9. Interpretation of the Result

The strength of this correlation (78.4%) indicates that technical service quality, customer interactions, and employee efficiency play a crucial role in shaping customers' perceptions and overall satisfaction among Algerian users. A correlation coefficient of 0.784 reflects a strong positive relationship, suggesting that higher levels of perceived service quality are associated with higher levels of customer satisfaction.

Through testing the study hypothesis concerning the existence of a statistically significant effect of service quality on customer satisfaction, the Pearson correlation coefficient was found to be 0.784, with a significance level of 0.000. Since the significance value is lower than the accepted threshold of 0.05, the relationship is statistically significant.

Accordingly, the alternative hypothesis (H_1) is accepted and the null hypothesis (H_0) is rejected. These findings confirm that improvements in the quality of Ooredoo's services have a direct and positive impact on customer satisfaction. Therefore, investing in the enhancement of the company's digital and technical services contributes significantly to increasing customer satisfaction and strengthening the overall customer experience.

5.10. Fifth: Regression Coefficient Analysis

Table 4. Regression Model Summary.

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.784	0.615	0.606	0.412

5.11. Statistical Interpretation

The regression analysis results indicate that the correlation coefficient (R) is 0.784, reflecting a strong positive relationship between service quality and customer satisfaction.

The coefficient of determination (R^2) is 0.615, which means that 61.5% of the variation in customer satisfaction can be explained by the quality of services provided by Ooredoo Algeria. This percentage demonstrates the substantial explanatory power of service quality in predicting customer satisfaction levels.

The remaining 38.5% of the variation in customer satisfaction is attributed to other factors not included in the current study, such as the company's brand image, competitors' pricing strategies, customer expectations, personal characteristics, and other external influences.

Furthermore, the Adjusted R Square value of 0.606 confirms that the model retains a high explanatory capacity even after adjusting for sample size and the number of variables included in the analysis. The Standard Error of the Estimate (0.412) indicates a relatively low prediction error, suggesting that the regression model provides a reasonably accurate representation of the relationship between service quality and customer satisfaction.

5.12. Interpretation of the Study Hypothesis

The obtained results confirm that service quality has a significant and substantial effect on customer satisfaction at Ooredoo Algeria. The fact that service quality explains 61.5% of customer satisfaction variations highlights its importance as a key determinant of customer perceptions and experiences.

Therefore, enhancing network quality, improving digital services, ensuring service reliability, and maintaining effective customer support are likely to contribute significantly to increasing customer satisfaction and strengthening customer loyalty. These findings support the acceptance of the alternative hypothesis (H_1), which states that there is a statistically significant effect of service quality on customer satisfaction, while the null hypothesis (H_0) is rejected.

Table 5. Analysis of Variance (ANOVA).

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5,007	1	5,007	4,752	,035 ^b
	Residual	47,418	45	1,054		
	Total	52,426	46			

5.13. Interpretation of the ANOVA Results

The significance value (Sig.) is 0.035, which is lower than the accepted significance level of 0.05 ($0.035 < 0.05$). Therefore, the regression model is statistically significant, indicating that the relationship between the independent variable and the dependent variable is not due to random chance.

Furthermore, the F-statistic is 4.752, which confirms the overall validity of the regression model and demonstrates the existence of a real effect of the independent variable (responsiveness when requesting the service) on the dependent variable (customer satisfaction with Ooredoo's services).

Academic Interpretation

The ANOVA test results reveal that the regression model is statistically significant at the 5% significance level, as the probability value (Sig. = 0.035) is less than 0.05. In addition, the calculated F-value (4.752) confirms the adequacy and validity of the model for analysis. Consequently, it can be concluded that responsiveness when providing services has a statistically significant effect on customer satisfaction at Ooredoo Algeria. These findings support the acceptance of the alternative hypothesis and indicate that improving service responsiveness contributes positively to enhancing customer satisfaction.

5.14. Hypothesis Testing

5.14.1. Alternative Hypothesis (H_1)

The alternative hypothesis (H_1) states that:

5.15. There is a Statistically Significant Effect of Service Quality on Customer Satisfaction at Ooredoo.

The statistical analysis produced the following results:

- The calculated mean scores were relatively high, indicating that customers have a positive perception of the quality of services provided by Ooredoo.
- The Pearson correlation coefficient revealed a positive relationship between service quality and customer satisfaction.
- The regression analysis results showed that the significance level (Sig. < 0.05), confirming that the relationship is statistically significant.
- The coefficient of determination ($R^2 = 0.615$) indicates that service quality explains 61.5% of the variation in customer satisfaction, which represents a substantial proportion and reflects the strong impact of service quality on customer satisfaction.

5.16. Conclusion of the Hypothesis Test

Based on the above findings, the alternative hypothesis (H_1) is accepted, while the null hypothesis (H_0) is rejected. Therefore, it can be concluded that service quality has a statistically significant and positive effect on customer satisfaction at Ooredoo Algeria. These results demonstrate that improving service quality contributes directly to enhancing customer satisfaction and strengthening customers' overall perception of the company's services.

6. CONCLUSION

Service quality is considered one of the fundamental factors that contribute to achieving customer satisfaction and enhancing customer loyalty, particularly in the highly competitive telecommunications sector.

The statistical analysis results revealed a statistically significant relationship between service quality and customer satisfaction. The findings demonstrated that improvements in service quality have a positive impact on customers' satisfaction levels. Furthermore, the regression analysis showed that service quality explains a considerable proportion of the variation in customer satisfaction, confirming its pivotal role in enhancing the overall customer experience.

Despite these positive findings, customer satisfaction is not determined solely by service quality. It is also influenced by other factors such as pricing, network quality, and the effectiveness of customer service. Therefore, Ooredoo should adopt a comprehensive strategy that takes into account all dimensions of the customer experience.

Accordingly, it can be concluded that improving service quality constitutes a key approach to increasing customer satisfaction and ensuring the company's sustainability and competitiveness in the market. This requires Ooredoo to continue its efforts in developing its services and responding effectively to customer expectations and evolving needs.

Overall, the results indicate that service quality has a significant and positive effect on customer satisfaction at Ooredoo. It contributes substantially to explaining variations in satisfaction levels, highlighting that enhancing service quality is an essential factor in increasing customer satisfaction and strengthening customer loyalty toward the company.

7. RECOMMENDATIONS

Based on the findings of the study, the following recommendations are proposed:

1. Continue improving the quality of services provided, given their significant impact on customer satisfaction.
2. Invest in the development of network infrastructure to ensure better connectivity, coverage, and service reliability.
3. Enhance responsiveness to customer issues and continuously improve customer support services.
4. Introduce innovative offers and services that align with customers' changing needs and expectations.
5. Focus on all dimensions of service quality, including reliability, responsiveness, assurance, empathy, and tangibility, in order to provide a comprehensive and satisfying customer experience.

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