2. Chapter

Relationship Between Customer’s Needs of Justice and Customer Experience in Delighting Customer

Syed Abdul Kadir Syed Mohd ¹*

Rohani M.M Yusoff ²

---

¹ Business Operation Excellent, Telekom Malaysia Bhd, Malaysia
rohaniyusoff21@gmail.com

² Commerce Department, Seberang Perai Polytechnic, Malaysia
ABSTRACT

Telecommunication is one of the leading industries in Malaysia. Telekom Malaysia Bhd as the leader and service provider in this industry besides Maxis and Celcom. This study focuses on Unify services which provide landline services for household. Delighting customer has been the upmost priority of Telekom Malaysia Bhd, while the customers have several type of needs, namely (i) needs of justice, and customer experience as according to Schneider and Bowen (1999) that needed to be fulfilled in order for the customer to be delighted. Accordingly aims to analyse the relationship between these need of justice and customer delight and to the mediating variable of customer experience on this relationship. The objectives of the study is (i)To determine the relationship of the needs of justice on customer experience towards customer delight (ii)To investigate the relationship of customer experience on customer delight, (iii)To examine the mediating role of customer experience on the relationship between the needs of justice and customer delight. The multiple regression analysis has recorded that the customer delight and the need of justice has partial mediation with customer experience as the mediator for this study. More research are needed in studying the needs of customer and customer delight.

Keywords – Telecommunication, Telekom, Malaysia
INTRODUCTION

Telecommunication part is one of the main business in Malaysia, a few service suppliers, for example, telecom Malaysia, Maxis and Celcom has been contending one another with a specific end goal to be the pioneer in this industry. Ways and means have scrutinized and created to discover answers for make environment and variables which could maintain current customer and attract new customers. Organizations in this industry had offered customers with assortment of customer service for instance by offering with after deals administration which is included with complimentary blessings. These strides are being taken to please the customers. By delighting customers, the service industry can guarantee that the customer will dependably be held their customer and keep on being the pioneer.

Research shows that there has been good growth and progress in Malaysia's telecom area throughout the past decade, however the development has not been predictable over the segment (Evans, 2014). The quantity of altered line services, in the wake of developing quickly at to start with, had been moderately static for around ten years; According to Malaysia Key Statistics, Telecom Market review, infrastructure and Forecast (2014) that measurement shows clear confirmation of a contracting supporter base. The portable business sector by difference has been more dynamite, dashing to more than 40 million supporters by mid-2013, an infiltration of more than 140% and up from only 6 million endorsers in 2000. Administrations, for example, broadband web has been extending emphatically lately and by mid-2014 had come to a wonderful 67% family entrance. This report investigates the development in Malaysia's information transfers area and where it has come to. The report likewise depicts how the business has kept on distributing money to put resources into data innovation and information transfers base regardless of difficulties brought on by times of troublesome territorial and worldwide financial conditions. (Malaysia - Key Statistics, Telecoms Market Overview, Infrastructure and Forecasts Oct, 2014 Paul Budde Communication Pty Ltd).

As so the business as the Multimedia Super Corridor (MSC) have been continuesly progress. Developed countries has also gone beyond their achievement by completing the business by cooperation between the service
providers and their customers and also by making ways for new business (Choung, Hameed, & Ji, 2012).

Overview of Malaysian Telecommunication Industry Continuing from the 10th Malaysian Plan, the 11th Malaysian Plan extends towards the telecommunication industry by the following the strategies below:

Strategy one:
Expanding and upgrading broadband infrastructure: Steps and measures such as by developing better network connection from international to domestic household. Is taken to ensure and promote digital infrastructure investment. Strong relationship is built between stake holders especially government agencies in order to integrate communication network improvement, to broaden and expend the high-speed broad band infrastructure. While investors will carter and produce ready-to-use communication base for new housing and commercial developments. Measures are taken in order to enhance and upgrade the international to last-mile bandwidth capacity to meet the expected demand of 41 terabytes per second (Tbps) through the Eleventh Plan. Plans are also made to implement a better coverage in all state capital and selected high-impact growth areas through deployment of the High-Speed Broadband 2 (HSBB 2) and Suburban Broadband (SUBB).

Strategy two:
Increasing affordability and protection: A pricing framework is formulated for the purpose of improving customer access and to facilitate competition and base sharing among service providers. The framework is also designed to reduce the cost of fixed broadband which is 2.42% of GNI per capita in 2013 to 1% in 2020, in accordance with the national target. As a result, from the framework, there will be increase in the consumers affordability and the outreached to the underserved. The APF will be reviewed in 2015 and the next review is scheduled in 2017 after the revision of the access list. The framework is under the Communications and Multimedia Act 1998 will be fortified to upgrade customer’s security, customer will be furnished with clear and explicit criteria to quantify the Quality of Service given as this will set the base standard which should be accomplished by the service providers. The standard will likewise will be monitored and action will be taken towards noncompliance service providers.
The General Consumer Code (GCC) will be analysed to produce good strategies to the provider on sensibly meeting customer prerequisites, dealing with customer’s grumblings, ensuring customer’s data and advancing state of customer’s trust in the service industry conveyance from the business.

Strategy three:
Migrating to Digital Terrestrial Television DTT: is an innovative improvement in TV that permits broadcasting of a well improved video over digitized land-based signs. DTT thusly has lower working expenses than satellite TV, yet offers a higher nature of communicate than analogue.

This will allow customer to have better quality of digital viewing and also affordable. This would be the implementation of the second phase which will cover a wide range of area across peninsular and Sabah and Sarawak. The improvement will not only allow costumer to enjoy high speed broadband with digital view but also enhancing commerce development through the usage of broadband for example, the application-on-request; potential for TV-based trade including e-shopping, exchange and installment passages, and conveyance following; and different providers, for example, web based life TV, appraisals examine and investigation, and e-learning. These providers will be capable from 2016.

Strategy four
Strengthening infrastructure for smart cities: The high-speed broad band services will penetrate in cities as the cities’ population is growing rapidly. The next advance approach which includes Smart Cities for the next generation to urban management with enhanced and improve the quality of life of urban dwellers, the Ministry of Communications and Multimedia will be seriously steps to improve smart living in cities, as the ministry will stressed upon key points which is interconnected to urban services such as providing better transportation as well as utilities and waste management.

It is vital to have connectivity and seamless integration of services. The services will allow customer for open innovation towards business or for individual usage. Through Eleventh Plan, a framework will be developed to priorities areas of focus in the development of smart cities. A principal activity to understand the movement to shrewd urban areas will be the advancement of brilliant networks.
Today, the world tends to exploit renewable energies instead of fossil fuels and its derivatives, because of the dangers and its negative impact on all living organisms and the environment. There are many types of renewable energies, including wind energy, water energy, solar energy, and others. The latter is exploited using photovoltaic panels and for optimal utilization. For solar energy, it is necessary to reach an accurate model of the photovoltaic panel whose behavior matches the behavior of the real photovoltaic panel in order to be able to conduct all the desired studies correctly. Therefore, the modeling has become a matter of interest for many researchers, and it has become a major challenge for them, so many of them have done research and studies, including: T Salmi et al. (2012) modeled a photovoltaic cell using mathematical equations and described it through an equivalent circuit[1], Nguyen, X.H, & Nguyen, M.P (2015). Mathematically modeling of labeled optical cell/unit/arrays in Matlab/Simulink [2]. In this paper, we propose a new advanced methodology that includes the development of the required model for the PV module type 200GT using only its experimental data for PV currents and voltages. This methodology was based on a combination of two basic methods, the first of which was used to calculate the estimated current vector analytically and optimally using precision based on the function $LambertW$. The second method was used to find, optimally, the model parameters such that the previous estimated current vector is identical to the real current using the algorithm $PSO$.

This paper is organized as follows. In the first section, the introduction is made, and then in the second section, it is about photovoltaic modeling. In Section 3, design the photovoltaic model from the experimental data. In Section 4, Determine the parameters of the required photovoltaic model by the PSO algorithm, in Section 5, experimental results from real photovoltaic panel modeling are presented, in Section 6, the resulting model is validated using Matlab® / Simulink software. Finally, conclusions are drawn in Section 6.

**LITERATURE REVIEW**

*Customer Experience in the Service Industry*

As Altinay and Poudel (2016) states that the service industry literally does not produce tangible product however the industry compiles a large portion in the economy, this includes tourism, recreation, hospitality, banking,
healthcare, transportation, trade, communication, insurance and education. Hence, increases customer experience factor as important in meeting the industry’s competitive advantage, needs and desires service industry (Cachero-Martínez, & Vázquez-Casielles, 2018). Krishna (2013) concludes that strategies need to be enhanced in order to develop enjoyable customer experience. Creating customer experience is not an easy task company’s would have to take necessary steps such as designing, implementing and developing outgoing actions to revitalize and including elements of surprises the customer with those experiences (Asociación DEC, 2016).

H1: Customer experience will have a positive effect on the customer delight.

**Customer Delight in the Service Industry**

Rust and Oliver (2000) define the idea of customer delight, as a mix of full joy through amusement and happiness, joined with unforeseen dimensions of excitement or astonishment. There are a few of delighting customer such as taking care of the customer’s demands, extra ordinary kindness, professionalism of staff, employees empathy, responsibility and critical thinking ability (N. Torres & Sheryl, 2013). This argument is supported by Barnes, Collier, Howe, and Douglas Hoffman (2016). The researchers’ findings shows that joy and surprise is the main element for delighting customers. That is, satisfaction which lead to both happiness and amazement, though skill prompts delight alone. Both joy and surprise are totally intervened through delight to every value of money. Curiously, higher recurrence customer's experience a more grounded relationship from joy to delight (Ludwig, Heidenreich, Kraemer, & Gouthier, 2017), concludes that an organization or company need to seek after a reasonable customer delight approach, organizations ought to perceive that they don't have to surprise their customer on each event, but instead guarantee that customer don't miss the mark regarding foreseen delightful occasions. These arguments and findings shows that an organisation or company need to be focused and alert of the delight factor. Delighting customer goes beyond the means of customer satisfaction. The organization or company need to develop a plan and implement it in order to ensure customers remains delighted and continue as their customer in the long run.
H2: Customer experience will have a positive effect on the customer delight.

**Needs of Justice and Customer Experience**

The needs of justice is a crucial element in determining if the customer would be delighted with the services provided hence repeat the purchase and spread some good words about the company. Service providers are expected to be fair to the customers, as this would help customers to undergo a delightful customer experience. On the other hand, negative experience will lead to dissatisfied customer and may result in them switching to other service provider. Researchers such as Oliver and Swan (1989a, 1989b) and Choi and Choi (2014) stated that the perceived justice is an important factor in the satisfaction response that is not seen in the expectancy paradigm.

The elements of ‘needs of justice’ has been focused in a different dimension as in evaluating customer’s reaction to failure and service recovery (Blodgett, Hill & Tax, 1997; Lin, Wang, & Chang, 2011; Smith, Bolton & Wagner, 1999). While researchers such as Clemmer and Schneider (1996) and Cakici, Akgunduz, and Yildirim (2019) states that the justice perception are included in overall customer satisfaction. Nevertheless’ justice’ can also be seen in from overall complaints by customers in the various process and procedure while purchasing the service or product or from the customers experiences (Richins & Verhage, 1985). While, Gilliland (1993), Goodwin and Ross (1992) and Yan, Wang, and Chau (2015) elaborates that the needs of justice can be found when looking into people’s reaction during conflict situation. the element of justice was later concluded with the element of complaint handling by the fairness measures used globally (Blodgett, Granbois, & Walters, 1993). Swan and Oliver (1989) and Wu and Huang (2015) had taken the initiative to introduce the justice framework to the customer satisfaction investigation towards products and services. These complain handling procedure is actually a process of the customers way of voicing their needs of justice.

H3: The needs of justice will have a positive effect on the customer experience.
MATERIALS AND METHOD

Research Design

This section discussed the type of the study and unit analysis involved in this research. The analysis was conducted using survey design. The data for the analysis is collected by using distribution of questionnaire manually, emailed questionnaire and by using Google doc. The questionnaire are sent to TM customer whom are using fixed line internet as the purpose of the study is: to (i) determine the relationship of the needs of justice on customer experience towards customer delight.(ii) To investigate the relationship of customer experience on customer delight and (iii) To investigate the impact of customer experience as a mediating variable on the relationship between the needs of justice, and customer delight.

Sample and Data Collections

The population in this study consists of all the customer of Telekom Malaysia in Northen Region who had fixed line broadband or unify. There are 2.29 million of customers in 2018, customers of TM of fixed line broadband (www.tm.com.my).

The sample used in this study is 209 customers from the northen region. The northern region consists of the states of Pulau Pinang, Kedah, Perak and Perlis. Northern region states were chosen since consists of fixed line users of the number of broadband users as stated below.

Table 1. Total Number of Broadband Users

<table>
<thead>
<tr>
<th>Bil</th>
<th>States</th>
<th>Total of Broadband Users</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Pulau Pinang</td>
<td>989297</td>
</tr>
<tr>
<td>2</td>
<td>Kedah/Perlis</td>
<td>698028</td>
</tr>
<tr>
<td>3</td>
<td>Perak</td>
<td>804573</td>
</tr>
</tbody>
</table>

Respondents are selected randomly from the above states of northern region Malaysia for the year 2018.

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes (Kabir, 2016). Two types of data collection were carried out for this study,
that is, primary and secondary data. The secondary data includes the reviews from the literature and its findings from the previous related research which are relevant to the current study with the measurement used in each research. Primary data was collected by using mailed, personally administered questionnaire and by the usage of Google documents.

The respondents consisted of the customers of Telekom Malaysia who uses land line whether it is for the business, personal, or residential use. These customers are selected from northern region of Malaysia.

RESULTS

<table>
<thead>
<tr>
<th>Items</th>
<th>VSD</th>
<th>SD</th>
<th>D</th>
<th>EAND</th>
<th>A</th>
<th>SA</th>
<th>VSA</th>
<th>Means</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 I was charged too much for the procedures.</td>
<td>2 (1.0)</td>
<td>5 (2.4)</td>
<td>61 (29.2)</td>
<td>46 (22.0)</td>
<td>69 (33.0)</td>
<td>16 (7.7)</td>
<td>10 (4.8)</td>
<td>4.26</td>
</tr>
<tr>
<td>2 The staff upheld its commitment to me.</td>
<td>1 (0.5)</td>
<td>1 (0.5)</td>
<td>7 (3.3)</td>
<td>32 (15.3)</td>
<td>109 (52.2)</td>
<td>26 (12.4)</td>
<td>33 (15.8)</td>
<td>5.19</td>
</tr>
<tr>
<td>3 The staff made promises and later broke them.</td>
<td>5 (2.4)</td>
<td>8 (3.8)</td>
<td>78 (37.3)</td>
<td>37 (17.7)</td>
<td>62 (29.7)</td>
<td>11 (5.3)</td>
<td>8 (3.8)</td>
<td>4.00</td>
</tr>
<tr>
<td>4 I have numbers of packages to choose from</td>
<td>0 (0.5)</td>
<td>1 (0.5)</td>
<td>6 (2.9)</td>
<td>26 (12.4)</td>
<td>111 (53.1)</td>
<td>37 (17.7)</td>
<td>28 (13.4)</td>
<td>5.25</td>
</tr>
<tr>
<td>5 The service providers guarantee to that there will be continuous improvement.</td>
<td>1 (0.5)</td>
<td>2 (1.0)</td>
<td>6 (2.9)</td>
<td>17 (8.1)</td>
<td>112 (53.6)</td>
<td>35 (16.7)</td>
<td>36 (17.2)</td>
<td>5.33</td>
</tr>
<tr>
<td>6 I am happy with the rewards system offered by TM</td>
<td>2 (1.0)</td>
<td>2 (1.0)</td>
<td>11 (5.3)</td>
<td>32 (15.3)</td>
<td>91 (43.5)</td>
<td>35 (16.7)</td>
<td>36 (17.2)</td>
<td>5.19</td>
</tr>
</tbody>
</table>

* Very strongly disagree (VSD), Strongly disagree (SD), Disagree (D), Either agree nor disagree (EAND), Agree (A), Strongly agree (SA), Very strongly agree (VSA)

In this factor, the outcome of the survey has shown an average of 4.00 to 5.33 for all the responses. Two items namely, No.1 and No.3 where the responds shows neither agree nor disagree about the items in the factor Needs of justice. No.3 has recorded 43.5% disagreement about the item on promises made by the telco and later they did not keep their promises. However, 38.8% of them agreed about that statement. It shows that more than 1/3 of the respondent agreed about what has been mention in item No.3.
In item No.1, 45.5% has agreed that they were charged too much for the procedures as compared to those who disagreed about it (32.6%).

The other items indicate of agreement with mostly they were happy with the services provided, rewards and also commitment given by the telco staffs with percentage of agreement ranging between 77.4% to 87.5%.

**Table 3. Frequency for Factor - Customer Experience**

<table>
<thead>
<tr>
<th>Items</th>
<th>VSD</th>
<th>SD</th>
<th>D</th>
<th>EAND</th>
<th>A</th>
<th>SA</th>
<th>VSA</th>
<th>Means</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 I will not switch to other telco company</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>26</td>
<td>103</td>
<td>41</td>
<td>31</td>
<td>5.29</td>
</tr>
<tr>
<td>2 Overall I am satisfied with the telco services</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>19</td>
<td>119</td>
<td>37</td>
<td>29</td>
<td>5.30</td>
</tr>
<tr>
<td>3 The employees of the telco company understand my specific need</td>
<td>1</td>
<td>0</td>
<td>11</td>
<td>23</td>
<td>114</td>
<td>30</td>
<td>30</td>
<td>5.20</td>
</tr>
<tr>
<td>4 The telco company gives me individual attention</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>20</td>
<td>119</td>
<td>35</td>
<td>31</td>
<td>5.33</td>
</tr>
<tr>
<td>5 Employees in the company are always willing to help me</td>
<td>0</td>
<td>2</td>
<td>4</td>
<td>24</td>
<td>118</td>
<td>36</td>
<td>25</td>
<td>5.23</td>
</tr>
<tr>
<td>6 The behaviour of the employees in stills confidence in me</td>
<td>4</td>
<td>1</td>
<td>15</td>
<td>35</td>
<td>87</td>
<td>33</td>
<td>34</td>
<td>5.08</td>
</tr>
</tbody>
</table>

*Very strongly disagree (VSD), Strongly disagree (SD), Disagree (D), Either agree nor disagree (EAND), Agree (A), Strongly agree (SA), Very strongly agree (VSA)*

Table 2 describes the customer experience based on the study of customers perception toward Telekom Malaysia through customer experience. The response from the respondents on customer experience has shown a positive and good feedback with 73.7% to 88.5% agreed about the satisfaction services provided by the company. In contradiction among all respondents, 0.5% to 1.9% has a negative feedback especially their experience on satisfaction and the behavior of the staff towards the services provided.
Table 4. Frequency for Factor - Customer delight

<table>
<thead>
<tr>
<th>Items</th>
<th>VSD</th>
<th>SD</th>
<th>D</th>
<th>EAND</th>
<th>A</th>
<th>SA</th>
<th>VSA</th>
<th>Means</th>
</tr>
</thead>
<tbody>
<tr>
<td>The service provider staff seeks proactively to solve the customer's problem</td>
<td>3</td>
<td>0</td>
<td>5</td>
<td>24</td>
<td>102</td>
<td>43</td>
<td>32</td>
<td>5.29</td>
</tr>
<tr>
<td>(1.4)</td>
<td></td>
<td>(2.4)</td>
<td>(11.5)</td>
<td>(48.8)</td>
<td>(20.6)</td>
<td>(15.3)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The staff is knowledgeable and proper in the execution of task.</td>
<td>2</td>
<td>2</td>
<td>5</td>
<td>27</td>
<td>108</td>
<td>38</td>
<td>27</td>
<td>5.20</td>
</tr>
<tr>
<td>(1.0)</td>
<td>(1.0)</td>
<td>(2.4)</td>
<td>(12.9)</td>
<td>(51.7)</td>
<td>(18.2)</td>
<td>(12.9)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The customer compares the service received from different telco providers and realizes that he or she had received superior service.</td>
<td>0</td>
<td>2</td>
<td>5</td>
<td>27</td>
<td>111</td>
<td>36</td>
<td>28</td>
<td>5.23</td>
</tr>
<tr>
<td>(1.0)</td>
<td>(1.0)</td>
<td>(2.4)</td>
<td>(12.9)</td>
<td>(53.1)</td>
<td>(17.2)</td>
<td>(13.4)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees are particularly personably and friendly</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>22</td>
<td>111</td>
<td>41</td>
<td>30</td>
<td>5.33</td>
</tr>
<tr>
<td>(0.5)</td>
<td>(1.9)</td>
<td>(10.5)</td>
<td>(53.1)</td>
<td>(19.6)</td>
<td>(14.4)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The customer’s needs has been particularly satisfied (especially esteem).</td>
<td>2</td>
<td>1</td>
<td>5</td>
<td>28</td>
<td>108</td>
<td>34</td>
<td>31</td>
<td>5.22</td>
</tr>
<tr>
<td>(1.0)</td>
<td>(0.5)</td>
<td>(2.4)</td>
<td>(13.4)</td>
<td>(51.7)</td>
<td>(16.3)</td>
<td>(14.8)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Very strongly disagree (VSD), Strongly disagree (SD), Disagree (D), Either agree nor disagree (EAND), Agree (A), Strongly agree (SA), Very strongly agree (VSA)

In final table of factor, customer delight, the result has shown that most of the respondents have agreed about the items with percentage of more than 80% (see table 3). Mostly, they were strongly agreed on action taken by the service provider in case the client facing any trouble. They were also agreed that the staff were very knowledgeable in handling the situation. The staffs were always trying hard to fulfil the customers` needs. Only 2-3 respondents who did not agree with some of the items in this domain where they were strongly disagreed.

**Hypotheses Testing**

The result of hypothesis testing as follows:
Table 5. Results

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Statistical test</th>
<th>Result</th>
<th>Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To determine the relationship of the needs of justice on customer experience towards customer delight.</td>
<td><strong>Pearson Correlation</strong> was used to identify the strength and direction of 2 continuous variables. In this case, customer delight is dependent variable and need of justice is independent variable.</td>
<td>Pearson Correlation: 65.4% which indicates a positive direction but moderate correlation. P-value also shows significantly correlated between those 2 continuous variables. Meaning that the direction of needs of justice on customer experience and customer delights are at the same ways. (refer Table 4.8)</td>
<td>p-value: &lt;0.05 Ho Accepted</td>
</tr>
<tr>
<td>4. To investigate the relationship of customer experience on customer delight.</td>
<td><strong>Pearson Correlation</strong> was used to identify the strength and direction of 2 continuous variables tested. In this case, customer delight is dependent variable and customer experience is independent variable.</td>
<td>Pearson Correlation: 91.1% which indicates a positive direction but moderate correlation. P-value also shows significant correlation between those 2 continuous variables. Meaning that the direction of needs of justice on customer experience and customer delights are at the same ways.</td>
<td>p-value: &lt;0.05 Ho Accepted</td>
</tr>
<tr>
<td>5. To examine the mediating role of customer experience on the relationship between the needs of justice, the needs of security</td>
<td>Result shows the needs of security ($\beta = 0.538; p&lt;0.001$) and needs of self-esteem ($\beta = 0.298; p&lt;0.001$) have a significant relationship with</td>
<td>Ho Accepted</td>
<td></td>
</tr>
</tbody>
</table>
The first objective is regarding the relationship of the needs of justice on customer experience towards customer delight. Based on the descriptive analysis in this study, the overall mean value of needs of justice were found to be four point eight seven, suggesting a slightly positive perception among respondents pertaining to the needs of justice towards the telecommunication service. Based on the test of mediation, the relationship between needs of justice and customer delight were found to be partially mediated by customer experience. Furthermore, the Pearson correlation revealed that there were moderate positive relationships between needs of justice and customer delight, between needs of justice and the customer experience (correlation coefficients are between 0.6 to 0.7).

Several studies in the literature observed the relationship of customer delight on aspects related to needs of justice. For example, while studying about customer delight and outrage, Strömberg and Frisk (2011) supported that delight creates a ‘Halo-effect’, which means this provides a feeling of grace for potential mistakes. In terms of communication service, Singh and Crisafulli (2016) observed that interactional justice, which is delivery by technology-based communication is a good indicator of customer satisfaction in the service of providers industry.

Few other studies that were observed in the literature focused specifically on the role of customer experience in the relationship between customer delight and needs of justice. Quite similarly, Hamush (2018), analysis of the mediating influence of customer experience on the relationship between complaint management and customer loyalty, where it stated that the impact of complaint management on customer loyalty occurred indirectly through customer experience (Iftekhar et al., 2018).
As for the fourth study objective, the relationship between the mediator, which is customer experience, and the dependent variable, customer delight, was further observed. The overall mean values of customer experience and customer delight were above the positive level (5.23 and 5.27 respectively). Based on the Pearson correlation analysis, there was a strong positive relationship between customer experience and customer delight, with the highest recorded value of correlation coefficient. This result further supported by regression analysis indicating significant positive relationship between customer delight as the dependent variable and customer experience as the independent variable.

Like other industries, customer delight and positive customer experience are fundamental for telecommunication services. Customer delight and customer satisfaction are closely related to one another, and thus a positive customer experience would lead to satisfied and delighted customers. Kumar et al. (2001), concluded that customers who are 'totally satisfied' or 'absolutely satisfied' can similarly be portrayed as "delighted" customers. Moreover, customer delight can be seen as a dimension of customer satisfaction whereby it is achieved through a ‘wow’ effect, that is a level of satisfaction that goes beyond expectation (IFF International, 2018, para.1).

Every research counts limitations as conducting this study also identified few constraints. Firstly, the number of variables are limited. The result of the study would have been different if more variables were used. The additional variables could find the results which would be fruitful for management to improve those weak areas, justice, and customer delight (Jha, 2008).

CONCLUSION

Overall, this study revealed the link of customer experience to the three tier needs, which is also a predictor of customer delight towards the telecommunication service provided by Telekom Malaysia. Customers who have positive experience with the services are more likely to feel delighted, depending on how their needs of justice, security, and self-esteem are addressed. Accordingly, it is vital for the telecommunication service provider, specifically Telekom Malaysia to look into how each area of
customers’ needs can be enhanced in order to deliver quality service and product to the customers.

However, the study outcome should be considered in the light of its own limitation. First, the present study is limited in its scope whereby it only explored a single dimension of customer experience as a mediator of customer delight towards the services provided by Telekom Malaysia. In reality, customers experience is a multi-faceted variable which may include social, cultural, and economic aspects.

Moreover, this study did not explore about the aspect of customers’ perceived quality, such as brand image, pricing factors, and usability. It is crucial to understand about how perceived quality may influence satisfaction in the customer’s perspective as it will provide some insights on ways to sustain customer loyalty and thus to enhance the products or services in the scope of the telecommunication industry.

ACKNOWLEDGMENT

My sincere thanks to Telekom Malaysia for the opportunity to conduct research in this area.

REFERENCES


http://www.ctan.org/tex-archive/macros/latex/contrib/supported/IEEEtran/
FLEXChip Signal Processor (MC68175/D), Motorola, 1996.
“PDCA12-70 data sheet,” Opto Speed SA, Mezzovico, Switzerland.
A. Karnik, “Performance of TCP congestion control with rate feedback: TCP/ABR
and rate adaptive TCP/IP,” M. Eng. thesis, Indian Institute of Science,
Bangalore, India, Jan. 1999.
J. Padhye, V. Firoiu, and D. Towsley, “A stochastic model of TCP Reno congestion
avoidance and control,” Univ. of Massachusetts, Amherst, MA, CMPSCI
Wireless LAN Medium Access Control (MAC) and Physical Layer (PHY)