ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

THE EFFECT OF JOB QUALITY ON CUSTOMER SATISFACTION AT CUSTOMER CALL CENTER OF ETHIO TELECOM IN ADDIS ABABA

BY

TAMIRAT DEFARU

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ADDIS ABABA, ETHIOPIA

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APPROVED BY BOARD OF EXAMINERS

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Table of Contents

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ABBREVIATIONS OF KEY TERMS

ET   Ethio Telecom

CCC   Customer Call Center

CCC Job Quality   12 Dimensional Job Quality

CCC Employee   Customer Call Center Employee (Contact Center Advisor)

List of Tables and Figures

Abstract

The main aim of this research was to assess the effect of job quality of Customer Call Center employees on the customer satisfaction of Ethio telecom, Ethiopian Telecom Company. The literatures show that there is a relationship between Job quality and Customer satisfaction. The research that was conducted will be important because it is not only concerned with the managers, supervisors, employees but also includes the customers, the crucial part of Customer Call Centers (CCC). The research that was conducted is a dyadic (two way) research, therefore it has developed two structured questionnaires consists of closed ended questions. To achieve the objectives of this study, data was collected from both employees and customers with a total of 250 samples. These respondents were selected using convenience sampling method. The data collected from the questionnaire were analyzed using Statistical tools such as mean, standard deviation, correlation, and simple regression analysis. The results of this study indicate that CCC job quality has an indirect effect on customer satisfaction through CCC representative employee's job satisfaction and the perception of customer's service quality. Based on the findings of the study the researcher recommended that the management of ET CCC should understand the phenomenon of job quality and should make efforts to improve the job quality in CCC.

Key Words*: Job Quality, Customer Satisfaction, Customer Call Center, Ethio telecom*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Virtually all businesses are interested in providing information and assistance to existing and prospective customers. Rapid developments in information technology, economies of scale; along with an increased emphasis on customer satisfaction are perhaps the most important factors contributing to the quick growth of the call centre industry.

The importance of Call Centers is continuously growing with the increasing demands of globalization. The emphasis is on two aspects of Call Centers, its role as a channel of interaction and the sources of information associated to the customers. Call centers progressively becoming an important part of the service marketing.

The phenomenon of job quality is defined by Dun et al., (2012, p. 188) as a difference between employee's expectation and experience of job. The Employees have a perception about the characteristics of the job and when they experience the job in actual scenario, they develop a perception of high or low quality job. The Variables that determine the job quality like work environment, job characteristics, personal characteristics, and employee training have a potential influence on employee satisfaction and service quality (Meyer &Allen, 1991). Similarly, Heskett et al., (1994, p. 164)mentioned some critical factors such as technology, recruiting people, training and compensating employees plays a key role in increasing the performance of the employees and profitability of the company.

Normally it is considered that organizations are not much concerned about the importance of nature of the job quality that influences the job satisfaction and the service quality of organization. The employees have the most important role in developing the organizational image in customers mind and have a straight effect on customer satisfaction (Mukherjee & Malhotra, 2004, p. 163).

The customer satisfaction is defined by Homburg & Stock (2004, p. 146) as an emotional reaction towards the experience or a series of experiences, which a customer gets during the

interaction with the services organization's employees. The customers have perceived expectations in their mind belonging to the services of a particular organization. The satisfaction of a customer depends on the difference between perceived and actual standards of expectations, whether it meets or exceed the degree of assessment of customer that he perceives from the organizational services. Every customer wants that he should be given a more priority than others and should be treated in a special way, but the customers who are in regular dealing with the organization in terms of finance, definitely expect high quality of services (Miciak & Desmarais, 2001, p. 349).

One of the most important objectives of Call Center is to satisfy the customers. The employees working in Call Center who directly deal with the customers are the most important source of linkage between organizations and their customers and they need to know about the customers' expectation, to serve them in an efficient way (Burgers et al., 2000, p. 142). In Call Center settings, interaction generally takes place by telephone that restricts the physical assessment of the service in contrast to the face-to-face serve encounters, so the customer assessment of service depends on interpersonal characteristics of the customer contact employee (Burgers et al., 2000, p. 143).

Furthermore, researchers have highlighted an important relationship; the job satisfaction of employees has significant effect on service quality. The satisfied employees create satisfied customers (Malhotra & Mukherjee, 2004, p.163). Likewise, the service profit chain theory explains that the importance of job satisfaction, the employee satisfaction and loyalty has pivotal effect on customer satisfaction, customer loyalty and increases the organization profit (Heskett et ;al., 1994).

According to profit chain theory, increase in service quality can increase customer satisfaction, customer loyalty, and reduce customer turnover (Heskett et al. 1997, p.165).In another study, Malhotra &Mukherjee (2004, p. 169) found that Call Center employee's job satisfaction has significant effect on service quality. The job satisfaction can increase the customer satisfaction. Similarly, it has been proved that employee satisfaction increases customer satisfaction (Zeithaml & Bitner, 2000, p. 287). Another study shows that job satisfaction has a significant positive effect on quality of the service which is provided to the customers by Call Center employees (Malhotra &Mukherjee, 2004, p. 174).

Thus the main aim of this study was to assess the effect of job quality of call center employees on the customer satisfaction of Ethio telecom, Ethiopian Telecom Company. Hence through analyzing and examining the research findings, the researcher presented a series of recommendations from call center aspects of job quality.

1.2 Statement of the Problem

Some outside researchers have discussed the job quality dimensions and some others discussed the effect of job quality on job satisfaction, employee commitment and service quality. The most recent study has been done by Van der aa et al., (2012) about the job quality dimensions in call center context. The authors did research on the job quality in customer contact center and introduced a 12 dimensional CCC job quality model; role ambiguity, role conflict, information sharing, superior coaching, learning from customers, learning form employees, opportunity and challenge, enjoying the work, ease of tools, empowerment, integrity and atmosphere. (Van der aa et al., 2012, p.188).

Furthermore, the relationship between CCC job quality (12 Dimensional Job Quality) and Customer satisfaction have been studied. But to the best of my knowledge, the effect of job quality (12 Dimensional of Job Quality) on the customer satisfaction was not investigated. The previous model of job quality had limited boundaries as it only defines the relationships of variables within the organization. By going through the literature, the researcher observed that there is a need to test the relationship and the effect of job quality on customer satisfaction, therefore the researcher will develop a model to verify this connection.

In addition, although vast amount of literature is available on the factors of customer satisfaction but mostly it is linked with the job satisfaction, loyalty and commitment of employees and the service quality they deliver. However the job quality of Customer Call Center employees of Ethiopian telecommunication sector was not researched and its impact on the employee's job satisfaction and service quality as well as the implication on customer satisfaction has not been investigated. Hence the research mainly focused on Ethio telecom Call Center employee's job quality (12 dimensional of job quality) and its effect on the customer's satisfaction.

1.3   Objective of the Study

1.3.1   General Objective

The general objective of the paper is to study the effect of job quality on customer satisfaction in Call Center of Ethio Telecom.

1.3.2   Specific Objective

The specific objectives of the study are:

1.3.2.1 To determine whether there is relationship between job quality and customer satisfaction

1.3.2.2 To determine whether the job quality of Call Center employees have a significant effect on job satisfaction of CCC employees

1.3.2.3 To determine whether CCC employees Job satisfaction has significant effect on Service Quality

1.3.2.4 To determine whether CCC employees Job satisfaction has significant effect on Customer satisfaction

1.3.2.5 To determine whether CCC Service quality has significant effect on Customer satisfaction

1.3.2.6 To describe the level of involvement the Call Center employees have in increasing service quality there by customer satisfaction

1.3.2.7 Based on the findings, the study concludes, and recommend alternative ways to improve the job quality and hence customer satisfaction.

1.4 Hypotheses

1- Job Quality and Job Satisfaction

The job quality has a direct positive effect on job satisfaction (Van der aa et al., 2012, p. 3925). Mukherjee & Malhotra (2006, p. 461) mentioned in their paper, Customer Call Center employees who are clear about their roles will be satisfied with their jobs. Moreover, lack of supervisory support can negatively affect working experiences of the employees. The managers and supervisors support can boost the morale of the Customer

Call Center employees and can increase the job satisfaction as well. Hence based on the above discussion, the hypothesis can be developed.

Ho1: CCC job quality has no significant effect on the job satisfaction.

2- Job Satisfaction and Service Quality

Some researches on CCC show that the job satisfaction of representative employees is positively related to the service quality having a significant relationship. The purpose of this research is to investigate the extent of job satisfactions and its subsequent effect on service quality of representatives of CCC. The construction of this hypothesis is based on the assumption that if the employees are satisfied with their job quality, they will give a better performance willingly so that the services quality will be improved.

Ho2: CCC employees Job satisfaction has no significant effect on CCC representative employee's service quality

3- Job Satisfaction and Customer Satisfaction

The employee satisfaction is one of the most crucial factors to study customer satisfaction and employee loyalty (Kantsperger & Kunz, 2005, p. 147; Zeithamal & Bitner, 2000, p. 287). Highly satisfied employee will behave more positively towards the customer and untimely driver their satisfaction and loyalty towards the organization. Hence, it can be hypothesized,

Ho3: Job Satisfaction has no significant effect on Customer Satisfaction

4- Service Quality and Customer Satisfaction

Customers are the most important part of the organizations, especially in CCC. The services are made for the customers and are consumed by the customers, so customer should be the ultimate judge of service quality (Jaiswal 2008, p. 412). It is very important for the firms to provide high quality services to their customers to achieve long term customer retention. Hence, it can be hypothesized,

Ho4: Service Quality has no significantly effect on Customer Satisfaction.

After analyzing the literatures it can be assumed that,

Ho5: *Job Quality has no indirect effect on Customer Satisfaction through Job Satisfaction and Service Quality*

1.5 Scope of the Study

The scope of the study was limited to Ethio telecom Customer Call Center employees Job quality and the effect on the company's customer's satisfaction. The study has focused on Ethio telecom's Customer Call Center as it is the only telecom company having a modernized Call Center in Ethiopia. This research work covers CCC employees and Customers perception of job quality and satisfaction until the time of the data collection was completed. The data collection of this study was limited to customers existing in Addis Ababa.

1.6 Significance of the Study

The study will be important because it is not only concerned with the managers, supervisors, employees but also includes the customers, the crucial part of CCCs. From the organizational perspective the study will be helpful for the CCC managers to clearly understand the factors that are helpful in improving the job quality of employees and gain the maximum customer satisfaction. Undertaking this research will help the management and supervisors in the organization to know the satisfaction level of their customers and identify which factors affect their satisfaction. Furthermore, this research will help the organization to effectively plan for enhancing the job quality of CCC employees in the organization which ultimately increases the job satisfaction, hence, the service quality of the organization.

Moreover, the contribution of this study will be helpful for both the research and practitioners. The researcher will acquire knowledge about the way of conducting a research with identified problems, and contributed further explanations for studies on the subject matter. From the research point of view, will contribute to the literature by improving the understanding of relationship between the CCC job quality of employees and its effect on customer satisfaction in CCC context.

1.8 Organization of the Study

The study is organized in five chapters : Chapter one include Introduction, contains General back ground of the study, statement of the problem ,the objectives of the study, research question, scope of the study and significance of the study. Chapter two contains review of related literature of the study. Chapter three deals with methodology used to the study .Chapter four presents discussion and analysis of the data received and in Chapter five summary, conclusion and recommendations of the study.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The development and intense extension of call centers in business industry is rather a recent phenomenon. Different definitions of call centers are available in the research making it hard to specifically define the constituents of call centers. The most frequent term presently used is "CCC" to express the different ways of approaching the customer irrespective of the involved technologies (Valverde et al., 2007, p. 147). According to Valverde et al., (2007, p. 148) the CCC can be traditionally defined as a business activity consisting of computers and other information technologies, that precisely manages the incoming and outgoing calls in an efficient way. The frequent interactions takes place between CCC representatives and their customers, to provide a variety of services that includes marketing through telephone, promotions, building image of the product in customer's mind and others. Along with this view of CCC, it is still hard to provide one definition because of the various models adopted by the different organizations and their dedication in different activities.

2.2 Job Quality in CCC Setting

Many researchers have studied the job quality in service industry. But a little work has been done in identifying the dimensions of job quality in CCC setting (Dunet al., 2012, p. 172). The CCC job quality is different on the basis of its characteristics as like stress, directly confronting organizational flaws, and continuous performance monitoring, with general service industry. The major difference between CCC job quality and job quality in other industry is the amount of pressure and stress which is faced by the employee (Dunet al., 2012, p. 3927,p. 175).

It is very important to identify the factors which construct the job quality in CCC settings in order to distinguish between good job and bad job. But there is no standard list of factors that construct the job quality (Valverde et al., 2007, p. 149). Furthermore, there are many dimensions of job quality which overlap one another setting (Dunet al., 2012, p. 172). Hannif et al., (2008, p. 271. 277) proposed key elements like Income, Relationships with co-workers, Occupational health and safety, Identification with work, Work Hours/ Work–life balance, Managerial Style

and Strategies, Unionization, Employment Status, Training and development opportunities, in order to analyze the job quality in CCC setting. In their study, Connell & Hannif (2009, p. 364) analyzed some factors of job quality such as, Job content, Working hours, Work life balance, Managerial/Supervisory style and strategies and impact of these factors on CCC employees working life. The most common dimensions have been discussed by the researchers are compensation, non-salary benefits, training and development, job stability, work flexibility, work control procedures, the organization of work, and employee participation (Hunter, 2000, p, 463).

Further, Hunter (2000, p. 464) discussed that common idea of a job quality is consisted of pay, remuneration, training, and future opportunities. But this theory does not intake the personal perceptions and expectations of employees about the quality of the job. Extensive research has been done on dimensions that set the perception about job quality. But all these studies used different ideas about perception of job quality (Dunet al., 2012, p. 173).Although, the behavioral scientists have been broadly discussed the psychological and perceptional issues of employees but business researchers have recently started to study these issues (Aksin et al., 2007, p. 666). Although, Every CCC manager is well aware from this fact that the perception and behavior of the CC employee has a key influence on customer satisfaction and organization performance (Aksin et al., 2007, p. 666).

2.2.1 Job Quality and Employee Experience

Van der aa et al., (2012, p. 3928) defined CCC job quality as ''the overall evaluation of the job experience within the CCC, as perceived by employees.'' The job quality is the difference between employee expectation about the job quality and his/her actual experience of job quality. If the employee experience of job quality is higher than his/her expectations, the job quality will be positive. But employee experience of job quality is lower than his/her expectations; the job quality will be negative. Thus job quality is tool to measure the difference between employee expectation about job quality and his/her personal experience about job quality. The service organization should identify and understand the expectations of its employees and dimensions of job quality (Dunet al., 2012, p. 173). Furthermore, it is argued that the quality of a job might be different across the industry. The author have identified and compared different variables of job quality in CCC industry (Hunter, 2000, p.149).

2.2.2 Job Quality and Empowerment

The nature of CCC job does not give too much autonomy to CCC employee (Sergeant& Frenkel, 2000, p.27). The employees in CCC are less empowered as compare to employees of face to face contact center (Dunet al., 2012,p. 176, p. 3928).The CCC employees do not have influence on their work and other departments working style. The CCC employees have to follow the fixed procedures, rules and regulations which are already set by the CCC management (Sergeant & Frenkel, 2000, p.27). The CCC employees receive complaints and suggestion about service improvement. But, they do not have the authority to take necessary steps for service improvement which increases the employee dissatisfaction (Dunet al., 2012, p. 176). The authors suggest that CCC employees should have autonomy in their work. The CCC employees should completely understand their routine work and client's problem with sympathy (Dormann & Zijlstra, 2003, p. 306).

2.2.3 Job Quality and Technology

Another dimension of job quality, the technology plays a key role in facilitating the interaction between CC employee and customer. The quality of the interaction is largely dependent on effectiveness of the technology (Sergeant & Frenkel, 2000, p. 27). Frenkel et al., (1999, p. 87) indicated that the reliability and easiness of technology can enhance the CC employee's ability to serve the customer. Sergeant & Frenkel (2000, p. 26) argue that Technology has intensively effect the ability and work of the CC employees and plays an important role in increasing employee effectiveness.

2.2.4 Job Quality and Information Sharing

One more dimension, Information sharing becomes more important in CCC as compare to in any other industry. The CC employees have to directly confront with the customers and answers their queries and complaints. Therefore, they need timely information from other departments (e.g. launch of new marketing campaign, new product, and error in customer invoice etc.) (Dunet al., 2012, p. 176). The CC employees have not to interact with other departments on regular basis. They only have to contact other departments when the problem or query of the customer is

connected with other department (e.g., when there is misprinted or miscalculation in monthly bill etc. (Sergeant & Frenkel, 2000, p. 26).

Moreover, the relationship between other departments and CC employees has been highlighted rigorously. There should be proper communication between other departments of organization and CC employees. The CC employees should fully aware about any activity that can influence their work. For example, if marketing department launched a promotional campaign or new product. The marketing department should brief the CC employees about the new product and its relevant information. So that, the CC employees can answers the queries of the customers about new product. On other hand, when other departments support CC employee, it promotes the integration among departments and CC employee commitment towards organization. The lack of integration among other departments and CCC can negatively influence the CC employee's loyalty (Sergeant & Frenkel, 2000, p. 27).

2.2.5 Job Quality and Employee Support

The CCC employee gets frequent support from his/her colleague. However, the employee has to attend the call and handle the customer himself/herself. The CCC employee can only seek help for his/her colleagues or supervisor when he/she fails to solve the problem of the customers. The supervisor is liable to serve the customer in case of employee failed to do so. But supervisor cannot influence the employee's ability to serve the customer during the interaction between employee and customer (Sergeant & Frenkel, 2000). Narayanan & Moynihan (2006, p. 4) stressed on role of supervisor. The authors discussed that supervisor feedback can increase the mindfulness (Remains in the present) and emotional well being of the CCC employees. Thus, supervisor feedback on current performance keeps them focusing on future performance and goals. The continuous supervisor feedback about performance, improving skill and interaction with customers is an ongoing training which helps CCC employees to focus on the present reality.

In their research, Witt etal., (2004, p. 151) found that when hardworking CCC employees do not get supervisor support, autonomy, and participation in decision making, they get frustrated. Thus it affects their working. When they get these resources, their performance can be increased. Then CCC managers should carefully use supervisor support because it can increase the employee's

turnover intentions (Choi etal., 2012, p.510).On the contrary, the supervisor considerations may not play a pivotal role in establishing role clarity in CCC. The work environment of CCC is well structured; technology oriented and consisted of already established procedures and standards. So, the employee might not consider supervisor perception important in enhancing role clarity (Mukherjee & Malhotra, 2006, p. 462). On the other hand, team support also helps CC employee in understanding his/her role. Normally, the CC employees are grouped into teams in CCC. The coordination and interaction among team members enhance the role clarity in CCC.

On the contrary, Mukherjee & Malhotra (2006, p. 459-462) have investigated the relationship among the different dimensions of job quality. The authors contributed that the CC employee's participation in decision making, positive feedback from supervisor, and co-workers plays an imperative role in increasing role clarity among CC employees. Team support is also a way to establish role clarity through exchange of knowledge and experiences among team members. So, it is vital to identify the key variables that contribute to the role clarity in CCCs. The CC employee's participation in decision making and team support has significant effect on role clarity, though, autonomy and supervisory consideration has not any significant effect on role clarity. Further, the feedback to employee has direct impact on role clarity of CC employee. The feedback helps customer contact employee to clearly understand his/her role. The supervisor should give a positive feedback to CC employee about his/her good and bad work. It will definitely help to increase him/her role clarity. These findings are relevant to CCC as previously these variables have only been explored in face to face contact customer center (Mukherjee & Malhotra, 2006, p. 461).

2.2.6 Job Quality and Employee Learning

The learning from colleagues is proved very important element to get additional knowledge about job in CCC (Mukherjee & Malhotra, 2006, p.461).The team managers continuously monitor the interaction between customers and CCC employees and discuss their performance with them. The overall team performance is discussed in group meetings which is the best platform to share experience and practices among team members (Jasmand et al., 2012, p. 26).Connell & Hannif (2009, p. 371) found that CCC employees consider job variety an important factor and main reason for employee absenteeism.

In addition, the learning from customers has been previously studied in face to face contact centers. The perception and importance of this dimension might be different from CCC because CCC employees continuously deal with customers as compared to face to face contact center employees. Moreover, the dimension learning form the employee can increase the employee effective commitment towards his/her organization. Because the CCC employee face customer's complaints on regular basis, so seeking their opinions can help organization to remove its flaws, increase customer satisfaction and employee satisfaction. The dimensions, learning from customers, learning from employees, and information sharing have been researched before but not in the perspective of job quality in CCC setting (Dunet al., 2012, p. 176).

2.2.7 Job Quality and Training

Another dimension of job quality 'Training' has been discussed by researchers. The CCC conducts the training for new hired employees. The employees learn how to operate the different software to do routine work, detail information about company, products, and basic skills of customer service. Mostly, the employees go through the training program in first year of job (Valverdeet al., 2007 p. 152).Most of the CCC scheduled their training programs at the time of recruiting employees. Usually, the training program is consisted of giving knowledge about the products, use of the software; developing and enhancing customer service skills (Valverde et al., 2007, p. 152).Training and coaching strategies can be utilized to increase the customer service skill of CCC employees. Adequate knowledge about products and training should be given to CCC employees, so that, they can serve the customer in well manner. This will not only positively affect the employee's behavior but also increase their performance (Munhurrun et al., 2009, p.5).

2.2.8 Job Quality and Organization

On other side, the operational matters, procedures, organizational rules and regulations can influence the CCC employee's perception about organization and organization commitment. Some organizations emphasize the cost reduction and profit generation policies which can influence the CC employee's commitment towards organization and customer service (Sergeant & Frenkel, 2000, p. 27).CCC job quality is a good cure for the monotonous job nature in the CCC (Van der aa et al., 2012, p. 3934).When CCC job quality increase, the CCC job will be

more challenging and less monotonous. In result, the employee satisfaction will be increased and turnover ratio will be decreased. Ultimately, when CCC employee will not leave his/her job, it will not affect the overall quality of the CCC(Van der aa et al., 2012, p. 3934)Job quality plays an important role in creating satisfied, committed, high-performing employees. It can also reduce employee turnover, which remains a significant challenge to CCCs. (Dun et al., 2012, p. 191).

Another important dimension of job quality has been discussed by Budhwar et al., (2009, p. 358). The authors stressed on the importance of career planning. The authors argued that CCC's should focus on the career planning, in order to attract and retain qualified employees. In addition, career opportunity can decrease the employee turnover (Choi et al., 2012, p.510).The promotion opportunities can increase the quality of job and managers should encourage to use such practices in order to increase the level of job quality in CCC (Gorjup et al., 2008, p. 59). Budhwar et al., (2009, p.356) found in their research that three key factors (Money, Career opportunities, and work environment) motivates the individual to work in CCC.

The CCC should emphasize on internal marketing to improve the relationship between employees and management. It will also help to increase the overall performance of the organization. Thus internal marketing can be a good tool to recruit and retain the qualified personals who can deliver exceptional service to customers. Moreover, to cope with rising issues, CCC should introduce internal marketing strategies which can encourage the CCC employees to remain loyal to the organization and provide quality services to customers (Budhwar et al., 2009, p.358). Similarly, Berry & Parasuraman (1991, p. 151) argued that the needs and wants of internal customers (CCC employees) should be satisfied through internal marketing, So that they can provide good services to external customers (CCC customers). In other study, Cooper & Cronin (2000, p. 177) mentioned that organization tries to motivate its employees to provide better services through internal marketing.

2.3 The 12 Job Quality Dimensions in CCC

Dun et al., (2012, p. 173) assimilate different perceptions about job quality and formed the possible dimensions of job quality in CCC setting. The authors conducted a rigorous research in six CCCs from different industries. After conducting several focus group sessions and

quantitative analysis. The authors have identified 12 dimensions of job quality, specifically, for CCC. Some dimensions overlap the previously discussed dimensions.

1. Role ambiguity

The role ambiguity means that the employees should have clear goals. They should know their duties and routine tasks to solve the customer's problem.

2. Information sharing

This dimension describes that information should be shared among teams and other departments of the organization. Moreover, CCC employees can share information which they get from customers. It will help them to improve the overall performance of the organization.

3. Role conflict

Role conflict is related to the perception of employee's about how they are regulated by the higher authorities within their working environment. In simple words role conflict occurs when employee get confused about some particular work, whether to do it in this way or that way. For example in CCC employees have to answer the call as quick as possible and on contrary they have to fully satisfy the customers.

4. Superior coaching

This dimensions contains that supervisor should give feedback to employees on their work in order to improve their performance. The supervisor should support the employees in case of employee facing problem and communicate with them to boast their morale.

5. Learning from customers

This dimension entails that CCC and employees should learn from customers. The employee should learn from customers complaints and share this information with other departments in order to improve the organization overall performance.

6. Learning from employees

This dimension describes that organization should learn from employees. The organization should take suggestions from employees in order to improve customer services. The customer oriented organizations often involve the employees in decision making process in order to improve customer services.

7. Opportunity and challenge

The dimension sheds light on growth opportunities within the CCC. The employee should feel that their role in CCC is meaningful and their job should be challenging.

8. Enjoying the work

This dimension denotes that employee should enjoy their work. Their job should be diversified and should be able to answer customer query during their first call.

9. Ease of tools

Almost every CCC use automated tools. CCC should make it possible that tools should be easy to access and operate. This dimension might be limited to CCC setting, where employees are mostly dependent on automated tools to solve the problem of customers.

10. Empowerment

This dimension entails that CCC should give some power or authority to employees to solve the problem of the customers.

11. Integrity

This dimension entails the honesty of organization towards its employees and customers. It is also discussed the level of customer orientation in organization.

12. Atmosphere

This dimension discusses the atmosphere of the CCC. The CCC atmosphere should consist of good relationship among team members and supervisor. (Dun et al., 2012, p. 179-181).

All the 12 dimensions are important in the CCC employees and depending on the nature of the variables, they more or less affect the work of the CCC employees. Hence based on these dimensions the study will try to analyze which variables are more important to the job quality of the CCC employees and which variables need enhancement.

2.4 Customer Satisfaction

The main objective of CCC is to provide efficient customer services in order to retain and upsurge the customer satisfaction. A plenty of investment has been done by CCC in the field of customer relationship management (CRM) that holds and maintains the information of their

customers and manage their interactions with CC employees of the organization. The stimulating task of the mangers in CCC is to manage the organizational expenses by designing quality of jobs for employees, along with the enhancement of organization's relationship with its customers (Aksin et al., 2007, p. 682). The more intensive customer oriented organizations with CCC tries to distinguish themselves from the other CCC by showing more care about their customers (providing 24 hour telephonic services), holds better place in the customers mind than the organizations providing services with limitations (Feinberg et al., 2000, p. 131; Jaiswal, 2008, p. 405).

The organization which fails to deliver the services as expected by the customers or the services are not up to the mark as perceived, results in a dissatisfaction of the customers. The research on dissatisfaction of customers shows that the big proportion of the customers who are not satisfied with the services provided, do not complain to the organization but however most likely to quit their association with the organization as a result of their dissatisfaction. The literature on CCC highlights the importance of its correlation with customer satisfaction as 80% of the organizations communicate with its customers via CCC, and 92% of the customers' perception about organization depends on their experience and dealing with the CCC (Aksin et al., 2007, p. 681).

Furthermore, Customer satisfaction is a broad field of research and vast literature is available by different researchers. The precise definition of customer satisfaction by Oliver (1997, p. 28) is "the consumer's fulfillment response, the degree to which the level of fulfillment is pleasant or unpleasant". In the same way Zeithmal & Bitner (2000, p. 75) defines that the judgment of customers depends on the products or services provided by the organization, whether the product or services are up to their perceived expectations. The organizations (CCC) focusing and perusing the customer orientation approaches, develop their strategies by considering the three most likely questions (Feinberg et al., 2000, p. 131).

> ➢ What is meant by the high quality of services?
> ➢ What are the possible alternatives available to deliver those services?
> ➢ How to maintain and enhance those services?

The study conducted by (Feinberg et al., 2000) about 'operational determinants of customer satisfaction' shows that some of the variables mentioned above are useful but only at low levels. The significant but a week relationship was found between only two variables. These two variables are 'percentage of calls closed on first contact' and 'average abandonment'. There could be some others that may affect the job quality of representative employees and determines the caller (customer) satisfaction in CCC industry that should be taken into account in a future research (Feinberg et al., 2000, p. 139). I have considered these variables while designing the questionnaire about the variables of service quality and customer satisfaction. The details and results of these questions are discussed in the discussion chapter.

2.5 Empirical Literature: Customer Call Center

CCC are becoming the essential part of the present business industry, hiring billions of employees around the world and acting as a basic customer interaction channel for organizations in different businesses (Aksin et al., 2007, p. 665). The hiring ratio in CCC in United Kingdom only, is more than the hiring ratio in coal, steel and automotive sectors all together (Alferoff & knights, 2008, p. 29). The development of the industry of customer services, particularly the CCC can be estimated by the increasing number of call centers. The numbers of CCCs in 1996 were 63,000 and were expected to reach up to 115,000 in 2001. There is still a great potential of development of CCC in Europe. The investment done in the sector of CCC is 10 percent of the investment done in USA (Feinberg et al., 2000, p. 132). Later on a research conducted by Aksin et al., (2007, p. 666) shows the growth and development of CCC and they have mentioned their projection about CCC and their employees in different countries in 2008.

Table 2.1: Projected CCCs, (Aksin et al., 2007, p. 666)

Countries	CCC	Representative Employees/Agents
United States	47,000	2.7 million
Europe, Middle East & Africa	45,000	2.1 million
Canada and Latin America	305,500	730,000

Along with continuous growth in CCC industry, the CCC has to deal with the variety of complicated marketing and management challenges. There are several elements involved in the

growth of CCC industry, such as development of new management practices, reducing cost of telecommunication and growing information technology in a large extent. Also there are some other factors which have influence on organization's operations and complexity. It includes the knowhow of CCC being an influential customer network which is not only concerned with the delivery of services but also the customer satisfaction, managing the relationships and opportunities for sales (Aksin et al., 2007, p. 682). Formulating and pursuing the operations in any kind of services industry, with the goal of creating stability between the operational efficiency and service quality is always a great challenge for organizations. Specifically this challenge contains more value and strictly followed by the organizations, making it more complex in the telecommunication services industries (CCC) particularly. The big organizations with CCC deals with a massive calls daily and every call is expected to be answered in time and customers are provided with great deal of services (Garnett et al, 2002, p. 208).

2.6 Theoretical Framework

Customer Call Centers (CCC) are becoming the essential part of the present business industry, hiring billions of employees around the world and acting as a basic customer interaction channel for organizations in different businesses (Aksin et al., 2007, p. 665). The hiring ratio in CCC in United Kingdom only, is more than the hiring ratio in coal, steel and automotive sectors all together (Alferoff & knights, 2008, p. 29). The development of the industry of customer services, particularly the CCC can be estimated by the increasing number of call centers. The numbers of CCCs in 1996 were 63,000 and were expected to reach up to 115,000 in 2001. There is still a great potential of development of CCC in Europe. The investment done in the sector of CCC is 10 percent of the investment done in USA (Feinberg et al., 2000, p. 132). Later on a research conducted by Aksin et al., (2007, p. 666) shows the growth and development of CCC and they have mentioned their projection about CCC and their employees in different countries in 2008.

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delivery of services but also the customer satisfaction, managing the relationships and opportunities for sales (Aksin et al., 2007, p. 682).

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After thoroughly reviewing the literature and based on the hypotheses a theoretical framework model can be drawn. The model presented below shows different dimensions of job quality and their relationships with other variables. It is note able that different researchers have studied the phenomenon of job quality from different perspectives in CCC context.

Figure 2.1- Proposed Theoretical Model Framework adopted from: Ammar, A. and Khurram, S., (2012), The Relationship between Job Quality and Customer Satisfaction in Customer Contact Centers of Pakistan.

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

This chapter of the study deals with the research design and methodology of the study. It includes the research design, target population, sample and sampling designs, data collection instruments and methods of data analysis.

3.1 Research Design

A research design "provides a framework for the collection and analysis of data" (Bryman & Bell, 2007).a researcher should first have a "topic" he/she wants to investigate. In this case Job quality and Customer satisfaction is the topic the researcher decides to look into. In order to see this issue, the researcher decided to focus on the employee and customer point of view. Thus, the researcher uses customer's satisfaction survey response on CCC and the Job quality variables that contribute to these responses as a framework for the generation of data.

The research design applied in the thesis is 'cross-sectional', the study of a particular phenomenon (or phenomena) at a particular time (Saunders et al., 2009). Cross-sectional studies often employ the survey strategy (Easterby-Smith et al. 2008; Robson 2002). Another reason of selecting this design is that it is used for testing the relationships between different variables, as aligned with the study.

Both descriptive and explanatory study design using quantitative method used to analyze for data collected from CCC employees and Customers. Because descriptive study design can discribe the existing situation under study and the Job quality dimensions that lead to customer satisfaction. This study also used explanatory study design, to explaining, understanding, predicting and controlling the relationship between variables.

3.2 Population and Sampling Techniques

Sampling techniques allow researchers to choose among the different methods that help them to collect the data from the specifically required population instead of studying all the possible elements (Saunder et al., 2009, p. 210). Two methods of sampling are widely used in research, probability and non-probability sampling (Saunder et al., 2009, p. 213). Probability sampling is a

method of sampling in which the chance of selection of every element from the whole population is known. While the non-probability sampling refers to the technique in which the chance of selection of every element from the whole population is not known (Saunder et al., 2009, p. 213).

The target population for the study is CCC employees and customers of Ethio Telecom who uses CCCs. The data collection for this research study carried out by means of survey technique, self administered questionnaires to a sample of employees and customers through convenience sampling technique. Convenience sampling refers to sampling by obtaining people or units that are conveniently available. Researchers generally use convenience samples to obtain a large number of completed questionnaires quickly and economically (Zikmund, 2009). The researcher's preference for this convenience sampling technique is due to it is fast, inexpensive, easy and the subjects are readily available. And it ensures an objective representation of both the CCC employees and Customers.

3.3 Sample Design

Sample design elaborates the author's choice of selecting the elements form the whole population and the way the researcher adopt. Because of the difficultness of studying the whole population, the researcher decided to select a sample of both employees and customers to investigate the job quality and Customer satisfaction.

The consideration behind the sample selection was to get the general results from the employees and customers of the company. Due to time and financial limitations and the nature of the population, this study uses the sample determination method developed by Carvalho (1984), as cited by Ahmed (2010). Accordingly out of the total population of 1854 CCC employees, the researcher decided to get the sample size of 125 for the employee's questionnaire. Similarly, the researcher decided to take the same sample size 125 for customer satisfaction questionnaire.

The following table shows the breakdown of population range the small, medium, and large sample that can be drawn for the study.

Table-3.1. **Sample Determination Method**

Population Size	Sample Size		
	Small	Medium	Large
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3021-10000	80	200	315
10001-35000	125	315	500
35001-150000	200	500	800

Source: (Ahmed, 2010: Employees' Perception towards Compensation and Benefit Policy: The case of some selected Government Higher Education Institutions in Addis Ababa).

3.4 Types of Data and Tools of Data Collection

To undertake the study both primary and secondary data was collected. Secondary data was collected from different sources including journals, books, periodicals, and from internet sources. Primary data was collected from Ethio telecom CCC employees and Customers using questionnaire.

3.5 Procedures of Data Collection

The research that was conducted is a dyadic (two way) research, therefore it has developed two structured questionnaires consists of closed ended questions. Both of the questionnaires start with the demographic questions about the respondent's personal profile. As the research was aimed to investigate the four variables, the researcher decided to use two questionnaires because of the collection of data from two perspectives. For the employee's perspective first questionnaire includes the variables of job quality and job satisfaction. The questions related to 12 dimensions of job quality and job satisfaction of employees were deployed in first questionnaire. It contains 67 questions. The purpose of the second questionnaire was to investigate the perspective of customers about service quality and their (customer) satisfaction. This questionnaire contains 15 questions including the demographic, service quality and customer satisfaction questions.

In employee questionnaire to measure the CCC job quality, the researcher used Ammar & khurram's (2012) scale as adopted from the Van dun aa et al., (2012) scale which was consisted of 12 dimensions of job quality in CCC setting and 57 questions under these dimensions. The researcher perceived that their scale for measuring job quality in CCC is more reliable and generalizable than any other scale. Similarly, the researcher taken questions to measure the job satisfaction from the previous study of Homburg & Stock (2004, p. 155) and Sergeant, & Frenkel (2000, p. 29) as adopted by Ammar & khurram's (2012). Likewise, in customer questionnaire, the questions to measure the service quality variable, have been taken from the previous literature (Malhotra & Mukherjee, 2004, p. 173).

3.6 Methods of Data Analysis

After collecting data, it was compiled, sorted, edited and classified and then entered into computer for analysis. The statistical tools that were used in this study are namely descriptive analysis, correlation and regression analysis. The researcher used statistical packages for social scientists (SPSS) software version 20 to manipulate and present the data.

Descriptive analysis

The descriptive statistics were carried out to describe the characteristics of the sample. The descriptive statistical results are offered by tables, graph, pie chart, frequency distributions and percentages to provide a condensed picture of the data. It was achieved through tabulations and summary statistics, which include the means, standard deviations values which were computed for each variable in this study.

Pearson Correlation analysis

In this study Pearson correlation coefficient was used to determine the relationships between job quality, job satisfaction, service quality and customer satisfaction variables.

Regression Analysis

Furthermore, in order to measure the relation between variables (dependent and independent) job quality, job satisfaction, service quality and customer satisfaction simple regression analysis was applied to the findings through the sample.

The objective of this study was generally built around two sets of variable constructs: Job Quality and Job Satisfaction; Job Satisfaction and Service Quality; Job Satisfaction and Customer Satisfaction; and Service Quality and Customer Satisfaction.

Hence the equation for the simple regression analysis used to measure the effects of each individual variable construct is:

$$Y_i = \beta 1 + \beta 2 X_j \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots \ldots . (1)$$

(Job Satisfaction, Service Quality, Customer satisfaction) = $\beta 1 + \beta 2$(job Quality, job Satisfaction, Service Quality).

Where Y_i is the Dependent Variable(s) (job Satisfaction, Service Quality, Customer satisfaction) and Xj is the independent variable(s) (job Quality, job Satisfaction, Service Quality).

β1 is the intercept term- it gives the effect on Y of all the variable excluded from the equation, although its mechanical interpretation is the value of Y when the stated independent variable (s) are set equal to zero. β2 refers to the coefficient of the respective independent variable which measures the change in the of Y, per unit change in the respective independent variable.

3.7 Validity and Reliability

The precision with which things are measured in a study is expressed in terms of validity and reliability (Hopkins, 2001). These two are related because if a measure is valid then it is reliable (Bryman & Bell 2003, p. 79). Validity is concerned with whether the findings are really about what they appear to be about (Saunders et al 2009, p. 157). Validity represents how well a variable measures what it is supposed to measure (Hopkins 2001). Likewise reliability refers to the extent to which the data collection techniques or analysis procedure will yield consistent findings (Saunders et al., 2009, p. 157, Bryman & Bell 2003, p. 33).

Following the design type for this study, only internal reliability could be measured using Cronbach's alpha. It helps to measure the internal consistency of different entities that collectively form a single scale. Cronbach's alpha coefficient varies from 0 to 1 with 1 indicating perfect reliability and 0 no internal reliability; 0.80 denotes an acceptable level of internal reliability (Bryman & Bell, 2003, p. 77). Another author added that if the Cronbach's alpha

coefficient is greater than 0 .9 it implies excellent, greater than 0.8 is Good, greater than 0.7 is acceptable, greater than 0 .6 is questionable, greater than 0 .5 is poor, and less than 0.5 is unacceptable" (George & Mallery, 2003, p. 231). This study is consistent of four variables having different dimension and results are based on the relationships among these variable of job quality, job satisfaction, service quality and customer satisfaction.

On the other hand the validity of the contents was measured with the help of co-relation analysis in the study. The aim of the co-relation is to measure the interrelationships between the variables in the context of similarities among different dimensions. It is also used to calculate the extent of significance among different variables.

The finding of this study present CCC employee's job quality has an effect on customer satisfaction, through job satisfaction and service quality in the context of CCC. The results are presented on the bases of dimension of the variables that showed their relation with each other. The significance among the variables of job quality, job satisfaction, and service quality and customer satisfaction are discussed in detail in the chapter of analysis.

3.8 Ethical Considerations

The ethical issues in research contain high importance that cannot be ignored (Saunders et al., 2009, p. 187). All information gotten from the respondents were treated with confidentiality without disclosure of the respondents' identity. Moreover, no information was modified or changed, hence information gotten was presented as collected and all the literatures collected for the purpose of this study were appreciated in the reference list.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The purpose of this chapter is to present the data that the researcher has collected through questionnaires. The results related to different dimensions and variables are presented separately for the clear understanding. The chapter starts with the respondents profile information and the results from employees are presented first.

4.1 Profile of the Respondents

4.1.1 Employee Questionnaire

The Employee questionnaire contains the information collected from the Customer Call Center (CCC) employees. The initial questions contain the demographic information about the age group, gender, education level and work experience. According to Sekaran (2001) as sited by Ahmed Kelil (2010), a response rate of thirty percent is acceptable for most studies. The response rate for this study was 68% which is sufficient and will be taken as 100% in the analysis.

Table 4.1 - Employee Characteristics

Characteristics	Description	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	**1**. Female	47	55.3	55.3	55.3
	2. Male	38	44.7	44.7	100.0
	Total	85	100.0	100.0	
Age	**1**. 18-25	57	67.1	67.1	67.1
	2. 26-30	28	32.9	32.9	100.0
	Total	85	100.0	100.0	
Education Level	**3**. Degree	84	98.8	98.8	98.8
	4. Master & Above	1	1.2	1.2	100.0
	Total	85	100.0	100.0	
Work Experience	**1**. < 1 Year	28	32.9	32.9	32.9
	2. 1-2 Years	42	49.4	49.4	82.4
	3. 3-5 Years	15	17.6	17.6	100.0
	Total	85	100.0	100.0	

Source: compiled from author's survey, 2016

Table 4.1 indicates the gender distribution of the sample of employee respondents from the company which the study was conducted. As can be seen from the table, 55% of the sample (n =47) were female, while the remaining 45% (n = 38) comprised of male respondents.

As can be seen from the table, employee respondents fall in two age categories. The majority of the respondents in the sample 67% were between ages of 18-25. The second age categories of employee respondents in the sample were between age of 26 and 30.   It can be seen from the above table that the level of education in the employee's respondents sample falls in two categories. 99% of the respondents (n=84) in the employees sample had first degree in their educational qualification. However only 1% of the respondents (n=1) in the sample had Master and above in their educational qualification.

The above table also indicates the work experience of employees in the respondent's sample. In terms of length of service at the company, 18% (n=15) of the respondents had worked in the company three to five years, 49% (n=42) between one and two years, and the rest 33% (n=28) less than one year.

Generally the response collected from the employee's survey shows the CCC employee's have enough educational background and work experience in the company to understand and increase the response rate of the survey as it indicated by 99% of employee's completing their first degree and more than 67% of the employee's having a work experience of above 1 years.

4.1.2 Customer Questionnaire

The second questionnaire deals with the variables of service quality and customer satisfaction that include the customers of three companies. It is comprised of total 15 questions that also include demographic questions. Another question that was included in the questionnaire is about the frequency of calls customers do or get from CCC. The interaction of customers and CC representatives is recorded in terms of number of time in a month, week and day.

Table – 4.2 Customers Characteristics

Characteristics	Description	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	**1**. Female	37	43.5	43.5	43.5
	2. Male	48	56.5	56.5	100.0
	Total	85	100.0	100.0	
Age	**1**. 18-25	15	17.6	17.6	17.6
	2. 26-30	39	45.9	45.9	63.5
	3. 31-40	25	29.4	29.4	92.9
	4. >40	6	7.1	7.1	100.0
	Total	85	100.0	100.0	
Education Level	**1**. Certificate	3	3.5	3.5	3.5
	2. Diploma	18	21.2	21.2	24.7
	3. Degree	59	69.4	69.4	94.1
	4. Master and Above	5	5.9	5.9	100.0
	Total	85	100.0	100.0	
Frequency of Interaction	**1**. Once Daily	10	11.8	11.8	11.8
	2. Daily twice and above	13	15.3	15.3	27.1
	3. Once in a week	24	28.2	28.2	55.3
	4. Weekly twice and above	9	10.6	10.6	65.9
	5. Once in a month	29	34.1	34.1	100.0
	Total	85	100.0	100.0	

Source: compiled from author's survey, 2016

As can be seen from table 4.2, 56% (n=48) were female respondents in the customers sample from which the data was collected in the study and 44% (n=37) are male respondents in the customers sample. The table indicates that the number of customer respondents in the sample between age group of 18 and 25 was 15 (18%), and the age group of customer respondents in the sample between 26 and 30 were 39 (46%). The age group of customer respondents between 31 and 40, and above 40 in the sample comprises 25 (29%) and 6 (7%) respectively.

As it can be observed in the above table the majority of customer respondents 69% (n=59) comprise those having first degree in their educational experience. This is followed by those customer respondents 21% (n=18) who has diploma in their level of education. 6% (n=5) and 4% (n=3) comprise customer respondents in the sample whose educational level was Masters and above, and Certificate respectively.

The table also shows the interaction of customers with CCC representatives of the company the study was conducted. As it indicate the greater number of customer respondents in the sample had an interaction rate of 34% (n=29) once in a month with CCC representatives. This is followed by those customer respondents having an interaction rate of 28% (n=24) once in a week. Those customer having an interaction rate of Daily twice and above and once daily represent 15% (n=13) and 12% (n=10) respectively. Lastly, 11% (n=9) of the respondents in the customer sample questionnaire represent those customers who interact with CCC representatives weekly twice and above.

In general, the customer survey response shows that more than 75% of customer's from which the data was collected were having first degree and above in their educational qualification. From this the researcher inferred that the customers can understand the questions in this study and increase the reliability of the response. On the other hand, the important question in the customer's questionnaire was regarding customer's interaction with CCC employees. The response indicated that 66% of the customer's interact frequently with CCC employees. Thus the researcher can infer that customers had a good understanding of the CCC.

4.2 Descriptive Statistics

4.2.1 Reliability Test

Reliability refers to the extent, to which the scale/survey provides consistent results when surveying similar populations. In the literature, three main types of reliability have been identified by researchers. These are internal consistency, split half reliability and test-retest reliability. All the three method attempts to verify the reliability of the constructs of a scale but they rely on different methodologies. For the purposes of this study, however, internal consistency is the main focus. Thus, the study employed Cronbach's alpha to verify the internal consistency of each construct in order to achieve reliability.

Since summated scores of each construct are needed for the correlation and regression analysis, the total valid sample (N) of 85 was used for the reliability test. It is argued that if a study measures more than one construct, then we can only speak about the reliability of each construct but not the reliability of the survey as a whole. In accordance with this argument, the internal consistency test of each construct is presented in Table 4.3 below.

Table- 4.3 Reliability statistics for the constructs

Constructs	Cronbach's Alpha	Number of Items
Job Quality	.929	57
Job Satisfaction	.584	5
Service Quality	.703	8
Customer Satisfaction	.710	2

Source: Computed from IBM SPSS Statistics 20

Cronbach's alpha coefficient varies from 0 to 1 with 1 represents high internal reliability and 0 represents no internal reliability (Bryman & Bell, 2003, p. 77). Furthermore, if Cronbach's alpha coefficient is greater than 0.9, it suggests an outstanding internal reliability, > 0.8 is considered Good, > 0.7 is considered satisfactory, > 0.6 is questionable, > 0.5 is poor, and < 0.5 is unacceptable (George & Mallery, 2003, p. 231).

The results from the internal consistency test showed that all the constructs except Job Satisfaction have Cronbach's alpha of more than 0.70 with Job Quality construct having an alpha value greater than 0.90. The construct Job Satisfaction has Cronbach's alpha value .584 which is poor but acceptable for further test.

4.2.2 Job Quality

"*The five steps in teaching an employee new skills are preparation, explanation, showing, observation and supervision*" *(Barton, 2013).*

Proceeding towards the job quality, the further questions are based on the 12 different dimensions of job quality. Every dimension is followed by three to nine questions and some of them are going to be discussed in this section. As it is indicated in the method part the questionnaires were designed using Likert Scale where almost all the statements were measured on a five point scale with 5 = strongly Agree; 4 = agree; 3 = Neutral (Medium); 2 = disagree; and, 1 = strongly disagree. The information obtained from the questionnaire are summarized and discussed in tables.

1- Role Ambiguity

Table-4.4 Item Descriptions related to Role Ambiguity

Items	N	Mean	Std. Deviation	Skewness
1. I have clear and fixed goals in my work	85	4.46	.733	-1.713
2. I know my responsibility in my work	85	4.75	.486	-1.813
3. I know exactly what is expected of me in my work	85	4.67	.605	-2.999
4. I receive clear explanation of what is expected of me in my work	85	4.26	.966	-1.683
5. I know what is expected from me during contact with customers	85	4.51	.881	-2.583
6. I know how much service to give to customers	85	4.35	.922	-1.607
7. I know how to handle objections of customers	85	4.39	.901	-1.957
8. I know how to handle unexpected situations or problems	85	4.21	.888	-1.479
9. I know how to handle criticism of customers	85	4.44	.731	-1.830

The above table shows the means, standard deviations as well as the skewness of each construct of the first Job Quality dimension Role Ambiguity questions. Results from the summary statistics indicated that the mean response rate for questions related to Role Ambiguity is above 4. This gave indications that, in general CCC employees have clear roles as elaborated by clarity of goals in the company.

From theory, a low standard deviation values suggest that the data points tend to be very close to the mean, whereas high standard deviation values indicate that the data are spread out over a large range of values. From Table 4.4, for the construct "I receive clear explanation of what is expected of me in my work" recorded a high standard deviation value 0.966. This implies that there is high level of dispersal in the data for the construct. The phenomenon can be explained by the fact that since the survey captures different team of CCC representatives some employees may receive better explanation of what is expected of them in their work.

The construct "I know my responsibility in my work" has the lowest standard deviation of 0.486, suggesting a comparatively lower spread in the data and clustering of the responses around the mean. A careful scrutiny of standard error of skewness values indicated that the data is negatively skewed. This can be interpreted to mean that most of the responses are higher values such as 4 and 5(5=strongly agree; 4 = agree).

2- Information Sharing

Table-4.5 Item Descriptions related to Information Sharing

Items	N	Mean	Std. Deviation	Skewness
1. The teams within call center share information with one another on a regular basis	85	3.79	1.145	-.789
2. We as customer service receive sufficient cooperation of other departments	85	3.02	1.282	-.149
3. There is good communication between customer service and other departments	85	2.81	1.220	.129
4. Other departments use the information they receive from customer service	85	3.04	1.239	-.222
5. We share information from customer service with other departments	85	3.48	1.250	-.540
6. We, as customer service, are informed in time about activities from other departments that have an impact on customer service	85	3.19	1.314	-.131
7. Within my company, all departments collaborate well	85	3.14	1.082	-.172

As presented in table 4.5 the result from the statistics show that the mean response rates for most of the questions under the construct Job Quality dimension Information sharing lies between 3 and 4. This indicates that most of CCC employees have a habit of information sharing in their department. The table also shows that the question item "*We, as customer service, are informed in time about activities from other departments that have an impact on customer service*" has a high standard deviation indicating a high dispersal in the data collected.

Whereas the questions under the construct Job Quality dimension information sharing "*Within my company, all departments collaborate well*" has a lower standard deviation of 1.082 indicating a lower spread and clustering of responses around the mean as compared to other question items. As indicated in the skewness column of the above table most of the question items under the construct Job Quality dimension information sharing shows negatively skewed. This may mean most of the responses are 4 and 5.

3- Role Conflict

Table – 4.6 Item Descriptions related to Role Conflict

Items	N	Mean	Std. Deviation	Skewness
1. I have to do things that should be done differently	85	3.53	1.150	-.722
2. I have to do tasks without having the authority to do so	85	2.74	1.399	.210
3. I have to go against rules to do my tasks	85	2.79	1.398	.121
4. I work with two or more teams within call center that work very differently	85	3.26	1.187	-.126
5. I receive contradictory assignments from two or more people	85	2.85	1.075	-.100
6 I do things that one accepts but the other does not	85	2.94	1.209	.115
7. I receive assignments without the means to execute them	85	2.85	1.200	.006
8. I engage myself in needless matters	85	2.84	1.379	-.003

The aim of this dimension is to know that whether the employees agrees with the standards set by the organization and they follow that rules exactly or there are some conflicts from which they have to go through. The mean of this dimension as presented in the table it ranges between 2 and 4 indicating there is a different perception of the employees regarding their role.

As table 4.6 indicate the higher standard deviation (1.399) is recorded for the question "*I have to do tasks without having the authority to do so*" which shows a high dispersal in the data collected from employee's response. On the other hand the response for the question "*I receive contradictory assignments from two or more people*" recorded a low standard deviation (1.075) indicates a lower spread and clustering of responses around the mean. The skewness of this dimension also suggests there is a difference in their perception of the CCC employees.

4- Superior and Feedback

Table – 4.7 Item descriptions related to superior and feedback

Items	N	Mean	Std. Deviation	Skewness
1. My superior has faith in my abilities	84*	3.56	1.176	-.670
2. My superior is there for me when I have questions	85	3.48	1.181	-.534
3. I experience positive stimulus from my superior	85	3.52	1.171	-.430
4. My superior takes me seriously	85	3.73	1.199	-.688
5. My coach/superior communicates and informs me well	85	3.86	1.104	-.802
6. I receive sufficient feedback about what I do well	84*	3.73	1.186	-.958
7. I receive sufficient feedback about what I can improve	85	3.86	1.082	-1.041

*1 missing value

Superior and feedback is a dimension of job quality designed for the assessment of employee's perspective about the support and feedback they get from their superiors or supervisors. The questions are related to the involvement of the superiors with employees regarding to the customer services. As the above table indicates the mean value of the superior and feedback dimension is between 3 and 4 which indicate the company's CCC representatives get good support and feedback from their supervisors (Coaches).

Table 4.7 also shows that the standard deviation for the question *"I receive sufficient feedback about what I can improve" recorded* a lower standard deviation (1.082) indicating a lower dispersal from the mean. Whereas the question "*My superior takes me seriously*" recorded a higher standard deviation (1.199) indicating a higher dispersal in the spread of the mean. In addition the negative skewness suggests most of the responses are 5 (strongly agree) and 4(agree).

5- Learning from Customers and Employees

Table – 4.8 Items related to learning from customers and learning from employees

Items	N	Mean	Std. Deviation	Skewness
1. My Company offers a good product portfolio to its customers	85	3.61	1.013	-.700
2. My Company stays in touch with customers regularly to inform itself about its customers' needs	85	3.52	1.171	-.522
3. My Company uses the input of its customers to better match its products and services with the needs of the customers	85	3.54	1.140	-.697
4. My Company takes actions based on the customers' complaints	85	3.45	1.097	-.528
5. My Company learns from its customers' signals	85	3.38	1.035	-.287
Items Learning from Employees	**N**	**Mean**	**Std. Deviation**	**Skewness**
1. I am regularly being asked how I think we can improve our organization	85	3.73	1.040	-.864
2. I feel that my suggestions are being used	85	3.49	1.221	-.749
3. I receive feedback about the suggestions that I have made	85	3.60	1.177	-.739

The above table presents job quality dimensions learning from customers and learning from employees. As it can be seen from table 4.8 the mean value for learning from customer's dimension is between 3 and 4 indicating there is good organizational culture of taking customers inputs for the decision making in the CCC. It is also true for learning from employee's dimension which has the mean value between from 3 and 4.

The standard deviation for is highest for the item "My Company offers a good product portfolio to its customers" recording 1.171 standard deviation for the learning from customers dimension whereas the learning from employees dimension highest standard deviation is for the item "My Company stays in touch with customers regularly to inform itself about its customers' needs" recording 1.221 standard deviation indicating a higher dispersal in standard deviation for the two items in their respective dimension.

However the lowest standard deviations for the two dimensions learning from customers and learning from employees are 1.013 and 1.040 respectively. Both job quality dimensions learning from customers and learning from employees recorded negative skewness values.

6- **Opportunity & Challenge, Enjoying the work, Easy Tooling, Empowering, Integrity and Atmosphere**

Table – 4.9 item related to Opportunity & Challenge, Enjoying the work, Easy Tooling, Empowering, Integrity and Atmosphere

Dimensions	Items	N	Mean	Std. Deviation	Skewness
Opportunity and Challenge	1. I have sufficient growth opportunities within my company	85	2.98	1.447	-.006
	2. I feel that my work is meaningful	85	3.53	1.428	-.702
	3. I am sufficiently challenged in my work	85	3.87	1.078	-1.314
Enjoying the Work	1 My work is diverse	85	3.42	1.199	-.494
	2. I have enough fun in my work	85	2.82	1.373	.072
	3. We often share information among ourselves	85	3.76	1.141	-.754
Easy Tooling	1. I have enough easily accessible tools to answer the questions of the customers	85	3.26	1.302	-.332
	2. I have easy tools to register the contacts with the customers	85	3.53	1.119	-.441
	3. There is enough distance between the workplaces	85	3.18	1.320	-.238
Empowering	1. I am encouraged to take initiative	85	3.38	1.112	-.637
	2. It is allowed to take initiative	85	3.53	1.030	-.749
	3. Company trust me to make the right assessment	85	3.55	1.180	-.797
Integrity	1. My company is customer-oriented	85	3.65	1.306	-.691
	2. My company is honest towards its customers	85	3.47	1.201	-.267
	3. My company is honest towards its employees	85	3.35	1.241	-.400
Atmosphere	1. The collaboration with my colleagues is pleasant	85	3.66	1.129	-.610
	2. There is a good work climate in the customer service department	85	3.01	1.268	-.023

The above table presented the mean, standard deviation and skewness of the other job quality dimensions. As indicated in the table opportunity and challenge recorded a mean value between

2 and 4 whereas its standard deviation 1.447 and 1.078 are the highest and lowest standard deviations respectively. As can be seen from the table the opportunity and challenge is negatively skewed suggesting the responses are more of 1 and 2.

Enjoying the work dimension has a mean value between 2 and 4 suggesting there is difference in perception of interest of employees in their work. The standard deviation 1.373 is the highest standard deviation for the item "I have enough fun in my work" whereas 1.141 is the lowest standard deviation for the item "We often share information among ourselves" indicating low dispersion from the mean.

On the other hand the job quality dimension Easy Tooling has recorded a mean value between 3 and 4 indicating the existence of friendly tools necessary for CCC representatives in their work. In addition 1.119 is the lowest standard deviation whereas 1.373 is the highest standard deviation for this dimension. It is also negatively skewed.

Lastly, seeing the rest three Job Quality dimensions Empowering, Integrity and Atmosphere together they have a mean value between 3 and 4 indicating a good working environment in CCC. Empowering, Integrity and Atmosphere have low standard deviations of 1.030, 1.201 and 1.129 respectively. This indicates a low dispersion from the mean value for the responses for the three dimensions. The skewness of the three dimensions is negative indicating more of the responses are 5(strongly agree) and 4 (agree).

7- **Job Satisfaction**

Table- 4.10 Item related with job satisfaction

Item	N	Mean	Std. Deviation	Skewness
1. My workload is easily manageable	85	3.25	1.234	-.448
2. My job performance is measured by a proper way	85	3.60	1.049	-.588
3. Promotion is based on my efficiency of work	85	3.60	.990	-.398
4. There are no fundamental things I dislike about my job	85	3.64	.924	-.223
5. Overall, I am quite satisfied with my job	85	3.33	.981	-.166

Table 4.10 presented the job satisfaction variable that measures the satisfaction of CCC employees. Five questions are used to get the responses from employees on the basis of agreed and not agreed likert scale. The mean value recorded based on the responses from employee's questionnaire indicate that it is between 3 and 4. This indicates that generally there are not big issues concerning employee's complaints and dissatisfaction towards organization; however there might be some minor things with little consideration.

The Job Satisfaction variable recorded a lower standard deviation (1.234) for the question "My workload is easily manageable" indicating higher dispersion from the mean of the employee's responses to the question. The question "There are no fundamental things I dislike about my job" has recorded a low standard deviation 0.924 indicating a lower dispersion from the mean. The negative Skewness of the variable also suggests there are some minor things that should be given consideration.

8- Service Quality

Table- 4.11 items related to service quality variable

Items	N	Mean	Std. Deviation	Skewness
1. I feel free to call for customer services of Ethio telecom	85	3.73	1.117	-.702
2. My problems get solved or request answered in one call	85	2.88	1.149	.139
3. I have to wait for a long time while connecting to the call center representative	85	3.24	1.202	-.216
4. The call center representative takes enough time to understand and solve my problem	85	3.66	1.018	-.791
5. The call center representative remains calm, if (even) I get angry	85	3.76	.972	-.544
6. The call center representative has the authority to solve my problems	85	3.47	1.171	-.224
7 The behavior of call center representative increases my confidence	85	3.78	.891	-.470
8 The call center representatives are very friendly	85	3.75	.937	-.814

As indicated in table 4.11 the mean value for the service quality variable is between 2 and 4 suggesting there is difference in the impression of the mind of the customers regarding the service quality delivered in CCC.

The higher standard deviation (1.202) for service quality variable recorded by the question "I have to wait for a long time while connecting to the call center representative" indicating a higher dispersion from the mean for the question. Whereas a low standard deviation of 0.891 has recorded by the question "The behavior of call center representative increases my confidence" suggesting a low spread in dispersion around the mean for this question. Except the question "My problems get solved or request answered in one call" all the other questions under service quality variable record a negative skewness suggesting more of the responses are 5(Strongly agree) and 4 (agree).

9- Customer satisfaction

Table- 4.12 Item related with customer satisfaction

Items	N	Mean	Std. Deviation	Skewness
1. On an overall basis, my experience with customer services has been positive	85	3.61	.914	-.579
2. On an overall basis, I am satisfied with the provided services by call center representative	85	3.40	.775	-.050

The Last variable considered in this study is customer satisfaction containing two questions in the customer questionnaire. Customer satisfaction questions are simply designed on the basis of overall experience of customers they have from the CCC representative employees. The mean value of the variable under consideration is between 3 and 4.

From the two questions "On an overall basis, my experience with customer services has been positive" has recorded high standard deviation of 0.914 suggesting a high dispersion from the mean value whereas the question "On an overall basis, I am satisfied with the provided services by call center representative" recorded a low standard deviation of 0.775 indicating a low spread of dispersion from the mean. The customer satisfaction variable has a negative skewness this may mean more of the responses are 5 and 4.

4.3 Pearson Correlation Coefficient

In this section, the correlation matrix of the constructs are computed which provides a preliminary evidence of the relationship between the variables. The correlation coefficient measures the strength of relationship between two variables. The results of the correlation matrix are presented in Table. Results of Pearson's correlations indicated that all the variables are positively correlated to each other at 1% level of significance.

Table- 4.13 Correlation

		Job Quality	Job satisfaction	Service quality	Customer satisfaction
Job Quality	Pearson Correlation	1	.379[**]	.089	.144
	Sig. (2-tailed)		.000	.419	.188
Job satisfaction	Pearson Correlation		1	.329[**]	.412[**]
	Sig. (2-tailed)			.002	.000
Service quality	Pearson Correlation			1	.810[**]
	Sig. (2-tailed)				.000
Customer satisfaction	Pearson Correlation				1
	Sig. (2-tailed)				

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

The correlation between customer satisfaction and service quality was the highest (0.810) followed by the correlation between the customer satisfaction and job satisfaction (0.412). This implies that there is a strong positive relationship between Customer Satisfaction and Service quality. This supports the literature that customer satisfaction may be the conduit through which service quality affects customer satisfaction. The correlation between Job satisfaction and service quality is the lowest (0.329); whereas the correlation between Job Quality and job satisfaction is 0.379.

4.4 Regression Analysis and Hypothesis Test

Hypothesis 1- Job Quality and Job Satisfaction

Ho1: *CCC job quality has no significant effect on the job satisfaction.*

Table- 4.14 Regress Job Satisfaction on Job Quality variable

Dependent Variable	Parameter	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
Job Satisfaction	(Constant)	2.433	.301		8.076	.000
	Job Quality	.317	.085	.379	3.727	.000**

R=.143   Adjusted R^2 = .133   ** Significance at 1%

The results of regression result, as presented in table 4.14 above, revealed that Job Quality has a positive and significant effect on customer satisfaction with a beta value (beta = 0.379), at 99% confidence level (p < 0.01). The results from the above table depicts that R = 0.143: R²= 0.133 this explore that 13.3% of the variance in the employee's job satisfaction is explained by their perceptions of job quality. The value of F = 13.889 at a significance level of 0.000 has been given the model a good fit. Therefore, the researcher may reject the null hypothesis and it is accepted that, CCC Job Quality has significant effect on Job satisfaction of CCC employees.

Hypothesis 2- Job Satisfaction and Service Quality

Ho2: *CCC employees Job satisfaction has no significant effect on CCC representative employee's service quality*

Table- 4.15 Regress service quality on Job Satisfaction variable

Dependent Variable	Parameter	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
Service Quality	(Constant)	2.448	.348		7.028	.000
	Job Satisfaction	.312	.098	.329	3.170	.002

R=.108   Adjusted R^2 = .097   ** Significance at 1%

The hypothesis 2 examines the relationship between the employee's job satisfaction and service quality. This suggested that when the employees feel satisfaction, this motive them to improve the quality of service provided to customers, hence increasing the level of perceiving service quality for customers.

The results of regression, as presented in table 4.15 above, revealed that Job Satisfaction has a positive and significant effect on Service Quality with a beta value (beta = 0.329), at 99% confidence level ($p < 0.01$). The results show that R = 0.108: R^2= 0.097 this declares that 9% of the variance in the perceptions of customers for service quality is explained by employee's job satisfaction. The value of F = 10.051 at a significance level of 0.002 has been given the model a good fit. Therefore, the researcher may reject the null hypothesis and it is accepted that, CCC employees Job Satisfaction has significant effect on CCC representative employees Service Quality.

Hypothesis 3- Job Satisfaction and Customer Satisfaction

Ho3: *Job Satisfaction has no significant effect on Customer Satisfaction*

Table- 4.16 Regress customer satisfaction on Job Satisfaction variable

Dependent Variable	Parameter	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
Customer	(Constant)	1.829	.414		4.418	.000
Satisfaction	Job Satisfaction	.481	.117	.412	4.116	.000

R=.170   Adjusted R^2 = .160   ** Significance at 1%

The results of linear regression, as presented in table 4.16 above, revealed that Job Satisfaction has a positive and significant effect on customer satisfaction with a beta value (beta = 0.412), at 99% confidence level ($p < 0.01$). The results show that R = 0.170: R^2= 0.160 this explore that 16% of the variance in customer satisfaction is explained by employee's job satisfaction. The value of F = 16.942 at a significance level of 0.000 has been given the model a good fit. Therefore, the researcher may reject the null hypothesis and it is accepted that, CCC employees Job Satisfaction has significant effect on Customer satisfaction. The hypothesis supposed that

when employees feel satisfaction this motive them to exert additional efforts to achieve the customer satisfaction.

Hypothesis 4- Service Quality and Customer Satisfaction

Ho4: *Service Quality has no significantly effect on Customer Satisfaction.*

Table- 4.17 Regress customer satisfaction on service quality

Dependent Variable	Parameter	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
Customer Satisfaction	(Constant)	-.021	.284		-.074	.941
	Service quality	.998	.079	.810	12.585	.000

R=.656   Adjusted R^2 = .652   ** Significance at 1%

Hypothesis 4 investigates the correlation between service quality and customer satisfaction. The results of regressions, as presented in table 4.17 above, revealed that service quality has a positive and significant effect on customer satisfaction with a beta value (beta = 0.810), at 99% confidence level (p < 0.01). The results show that R= 0.656: R²=0.652, this declares that 65.2% of the variance in the customer satisfaction is explained by service quality. The value of F = 158.382 at a significance level of 0.000 has been given the model a good fit. Therefore, the researcher may reject the null hypothesis and it is accepted that, CCC Service Quality has significant effect on Customer Satisfaction. Hence, the results show that the perceptions of service quality are essential for increasing the level of customer satisfaction.

Hypothesis 5- Job Quality and Customer Satisfaction

Ho5: *Job Quality has no indirect effect on Customer Satisfaction through Job Satisfaction and Service Quality*

After testing the all four hypothesis above, the researcher found out that Job quality has significant effect on Job satisfaction, Job satisfaction has significant effect on Service quality, Job satisfaction has significant effect on Customer satisfaction, and Service quality has significant effect on Customer satisfaction. The researcher rejected all null hypothesis and accepted alternative hypothesis. On the basis of above result, the researcher approved that there is indirect relationship between Job quality and Customer satisfaction through Job satisfaction

and Service quality. Therefore, the researcher rejected the null hypothesis and accepted the alternative hypothesis.

4.5 Results and Discussion

One of the core elements of this study is CCC Job Quality. The CCC job quality is comprised of 12 dimensions which were discovered by Van dun et al., (2012) and these dimensions makes CCC job quality different from Job quality in other industry. In order to find out the indirect effect of job quality on customer satisfaction the researcher tested the effect of job quality on customer satisfaction, Job Satisfaction on Service Quality and service quality on Customer satisfaction.

On the basis of the correlation and regression result, the researcher inferred that "CCC Job Quality has significant effect on CCC representative employee's job satisfaction. The result confirms the hypothesis which was developed after discussing the relationship between these two variables (CCC job quality and Job satisfaction) thoroughly in literature framework. Similarly, the outcome is conformed to the study of Van der aa et al., 2012, p. 3925) who found the direct positive link between these two variables. The employees feel comfortable and satisfy when internal quality is increased (Haskett et al. 1997, p. 29).

The researcher concluded that CCC job quality has direct positive influence on job satisfaction. A strong positive relationship between these two variables has been proved through previous research and this study empirical finding.

The second construct the researcher tried to test was the effect of CCC employee's job satisfaction on service quality. The test results from the regression analysis show that job satisfaction of CCC representative employee's has a direct significant effect on service quality. The research conducted by Malhotra & Mukherjee (2006) about the role clarity of CCC employees and service quality presents the results similar to the finding of this research.

The CCC employees who have a clear understanding of what is expected from them, how much authority they have and know their responsibilities will have a high level of job satisfaction and organization commitment (Malhotra & Mukherjee, 2006, p. 460) and they ultimately provide better service to customers. Afterwards this relationship was confirmed by many researchers

including the study of Dun et al., (2012). Hence the researcher verifies that CCC employee's job satisfaction has direct effect on service quality.

The third construct in this study was between CCC employee's job satisfaction and customer satisfaction variables. The researcher attempted to testify the variables of job satisfaction and customer satisfaction. One of the vital drivers of customer satisfaction is satisfaction of employees (Homburg & Stock, 2004, p. 144). The satisfied employees positively affect the customer's satisfaction (Homburg & Stock, 2004, p. 155) in many ways. Mukherjee & Malhotra (2004, p. 170) concluded that the employees who are emotionally attached towards their organization perform well, as they understand and contribute to achieve the organizational goals.

In accordance with this research another research conducted by Kantsperger & Kunz (2005) presents a high association between job satisfaction and customer satisfaction. They argued that the companies should understand and take care of the requirements of their employees. The employees are given such an importance that makes easy to achieve the higher level of their satisfaction. The literature indicates that the intense customer relationships could be achieved by increasing the employee job satisfaction (Kantsperger & Kunz, 2005, p. 147). Hence it can be concluded that CCC employees have positive and direct effect on customer satisfaction.

On the other hand the construct between service quality and customer satisfaction has been investigated by many researchers. A recent study done by Dun et al., (2012, p. 173) also proved a positive linkage between service quality and customer satisfaction. A previous study stated that products and services of high quality leads to customer satisfaction and higher profits (Matzler, et al, 2004). Customer's perceptions of satisfaction are almost always dependent on the factors of quality, facilities and service that the company offers, resulting in loyal customers and favorable word of mouth exchanges (Praukvong, et al, 2007).

The interaction rate is considered important while determining the relationship between service quality and customer satisfaction (Homburg & Stock, 2004, p. 155). The results depicts that the customers having a good experience of interaction are more satisfied with the service quality. The positive behavior of representative employees is a determinant of high service quality.

A good example of high service quality is the results of a question about service quality which was asked from customers. According to the answer, more than 66% customers agreed that the

CCC representative always remains calm and friendly even if they (customers) get angry. On the other hand the company highly monitors the employees and their conversations because the company does not want to compromise on the service quality. Thus it can be inferred that service quality has a direct significant effect on customer satisfaction.

The last and main purpose of this research study was to find a relationship between job quality and customer satisfaction. However the researcher did not find evidence of a direct effect of CCC job Quality on Customer satisfaction. Although, the researcher has found an indirect relationship between CCC job quality and customer satisfaction through two other variables (Job satisfaction and Service quality). This is supported by the recent study done by Ammar & khurram"s (2012), they concluded that ''There is indirect relationship between Job quality and customer satisfaction through job satisfaction and Service quality.'' On the basis of literature, the researcher hypothesized the relationships among these variables. As it has been discussed above, the study found the significant effect among the constructs.

Therefore the researcher can say that there is an indirect effect of CCC job quality on customer satisfaction through job satisfaction and service quality.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

The study was intended to investigate the effect of Job Quality on customer satisfaction in Customer Call Center of Ethio Telecom based on the questionnaire collected from employees and customers.

The results of background information of respondents from employees and customers questionnaire indicated that majority of the total respondents (55%) and (56%) were female, and (45%) and (44%) were male respectively. The age distribution of respondents shows that the employees are categorized into two age groups 18-25 (67%) and 26-30 (33%). Whereas the age distribution of respondents from customer satisfaction questionnaire shows that the majority of the respondents are in between age of 26-30 (46%). The result of the descriptive statistical analysis also shows that, employees and customers recorded a mean value of slightly above 3 (medium), 3.33 and 3.40 respectively for on an overall satisfaction rate. Hence this indicate that there is a big challenge for the ET management in CCC for increasing the employees job satisfaction and thereby increasing the service quality and hence the customer satisfaction.

The correlation result show that there is a positive and significant relationship between Job Quality and Job satisfaction; Job satisfaction and service quality; job satisfaction and customer satisfaction; and service quality and customer satisfaction. The finding also indicates that the highest relationship was found between service quality and customer satisfaction (0.810), while the lowest relationship was found between Job satisfaction and service quality (0.329). Furthermore, the multiple regression results showed that job quality has positive and significant effect on job satisfaction (R^2= 0.133); Job satisfaction has positive and significant effect on Service quality (R^2= 0.097); Job Satisfaction has positive and significant effect on Customer satisfaction (R^2= 0.160); and Service quality has positive and significant effect on Customer satisfaction (R^2=0.652). Lastly the researcher inferred that Job quality has indirect effect on Customer satisfaction through job satisfaction and service quality.

5.2- Conclusion

The findings of this study explored that employees' perceptions of job quality were significant and positively affect their feeling of job satisfaction. The findings also indicate that the employees' perceptions of job satisfaction were significant and positive effect on customers' perceptions of service quality. The findings also indicate that employee's job satisfaction was significant and positively affect on the perceptions of their customers for the level of service quality. The results also referred that customer's perceptions of service quality were significant and positive effect on their customers' satisfaction. Finally, the results also indicated that the employee's perceptions of job quality on customer satisfaction.

These findings asserted that when the organizations seek to make their customers feel with satisfaction, it must improve the perceptions of their employees toward the organizational service climate, job quality and this will lead to make them feel with satisfaction, and hence motive them to exert more efforts to improve the service quality and this will lead to the end to make customers feel with customer satisfaction.

Based on this, it can be concluded that customer satisfaction was positively and significantly affected by job satisfaction and service quality. Finally Job quality has indirectly affects customer satisfaction through these two variables. This means that the organization, besides improving the service quality in CCC setting, it should also give great concern to employee's job quality and their satisfaction.

5.3 Recommendation

Based on the findings and conclusions of the study, the researcher forwards the following recommendations to the management of the ET CCC and suggestion for other researchers.

Service quality was considered as one of the most important factors influencing customer satisfaction. The finding in this research also suggests the customers of Ethio Telecom were found highly affected by the service quality perception of the customers. However not all customers agree on this. Hence, one way of addressing this could be by treating customer with great respect, giving individual attention to customers, serving customers based on their specific

needs and treating customers in a friendly manner. This is to say, the ET management should focus on this factor to maximize customer satisfaction.

Furthermore, ET's CCC representative employee's job satisfaction was considered as one of the most important factors affecting customer satisfaction. However, as the study found out it was about 46% of the CCC employee's only agreed to have overall satisfaction in CCC work environment. One way of handling this problem is by increasing the support provided to CCC employees. In addition Managers must understand the key to maintain their personnel are job satisfaction and expectations.

This study is also helpful for managers of CCC. This study sheds light on the importance of the job quality in CCC, its effect on employee satisfaction, service quality, and subsequently its effect on customer satisfaction. The manager should understand the phenomenon of job quality and should make efforts to improve the job quality in CCC. They should work along with employees to improve the working conditions and should encourage them to improve service quality. Eventually, service quality will increase the customer satisfaction. In the end, satisfied employees can make customers satisfied.

5.3 Limitations

The following limitations have been identified;

First, the researcher would have wanted to include more samples for the study but due to the limited time frame available for the study, only 250 questionnaires were administered.

Secondly, convincing employees and customers to answer the questionnaires was rather challenging as some of them claim they are busy and therefore do not have time which makes the response rate lower from the total administered.

Despite these challenges, the findings from the study are valid and would be of great benefit to ET CCC management and future research in this area.

5.4 Direction for Future Research

5.4.1 This study was conducted to examine the effect of CCC Job Quality on customer satisfaction in telecom industry. So, future research can be conducted on the impact of employee's job quality   in other industry.

5.4.2 This job quality scale is only test in customer contact center. It can also be checked in other departments like face to face customer contact centers.

5.4.3 This study presented the perspectives, customers and employees. But further research can be conducted on single perspective, either employee or customers to increase harmony in findings.

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Appendix A- Employee Questionnaire

School of Graduate Studies, St. Mary's University

Dear Respondents, this questionnaire is prepared by postgraduate student, Master of Business Administration (MBA), at SMU to gather data about the *'The Effect of Job Quality on Customer Satisfaction in Customer Call Center of Ethio telecomin Addis Ababa'* and is to be filled by Call Center employees of the cased company. This survey is solely conducted for academic purpose and your information will be kept in secrecy. If you have any questions regarding the questionnaire please use the contact address-Phone no-+251(1)911510378 or email: kubadf@gmail.com

Thank you in advance for filling the questionnaire making considerable sacrifices.

Section one: Demographic Data (Please Tick Inside the Given Box)

1. Sex? Male ☐ Female ☐

2. Age? <18-25 years ☐ 26-30 years ☐ 31-40 years ☐ >40 years ☐

3. **Your academic status**? Certificate ☐ Degree ☐

Diploma ☐ Master and above ☐

4. **Years of experience**? <1 years ☐ 1-2 years ☐ 2-5 years ☐ >5 years ☐

Section-Two: - Perceived Over All Job Quality Related Questions

General **Directions**

For each of the questions in the following sections, please **tick (✓)** a number that represents your choice as to the level of agreement or disagreement you do have.

Note: - You will find statements about certain aspects of your present job. Read each statement carefully and describe how you feel about the aspect as:

1= strongly disagree 2= Disagree 3= Neutral (Medium) 4 =Agree 5= strongly Agree

Following are items presented in positive form statements to measure over all Job Quality of Call Center employees' in ethio telecom. Please tick the appropriate number on the scale that represents your level of agreement or disagreement.

No	Items/Descriptions related to Role Ambiguity	Alternative level Of agreement.				
		1	2	3	4	5
1	I have clear, fixed goals in my work					
2	I know my responsibilities in my work.					
3	I know exactly what is expected from me in my work					
4	I receive clear explanation of what is expected of me in my work					
5	I know what is expected from me during contact with customers					
6	I know how much service to give to customers					
7	I know how to handle objections of customers					
8	I know how to handle unexpected situations or problems					
9	I know how to handle criticism of customers					
	Items/Descriptions related to Information Sharing	1	2	3	4	5
10	The teams within call center share information with one another on a regular basis					
11	We as customer service receive sufficient cooperation of other departments					
12	There is good communication between customer service and other departments					
13	We share information from customer service with other departments					
14	Other departments use the information they receive from customer service					
15	We, as customer service, are informed in time about activities from other departments that have an impact on customer service					
16	Within my company, all departments collaborate well					
17	The good quality of the products and services of other departments make sure that we do not receive unnecessary calls from our customers					

		1	2	3	4	5
	Items/Descriptions related to Role Conflict					
18	I have to do things that should be done differently					
19	I have to do tasks without having the authority to do so					
20	I have to go against rules to do my tasks					
21	I work with two or more teams within call center that work very differently					
22	I receive contradictory assignments from two or more people					
23	I do things that one accepts but the other does not					
24	I receive assignments without the means to execute them					
25	I engage myself in needless matters					
	Items/Descriptions related to Superior Feedback	1	2	3	4	5
26	My superior has faith in my abilities					
27	My superior is there for me when I have questions					
28	I experience positive stimulus from my superior					
29	My superior takes me seriously					
30	My coach/superior communicates and informs me well					
31	I receive sufficient feedback about what I do well					
32	I receive sufficient feedback about what I can improve					
	Items/Descriptions Related to Learning from Customers	1	2	3	4	5
33	My Company offers a good product portfolio to its customers					
34	My Company stays in touch with customers regularly to inform itself about its customers' needs					
35	My Company uses the input of its customers to better match its products and services with the needs of the customers					
36	My Company takes actions based on the customers' complaints					
37	My Company learns from its customers' signals					
	Items/Descriptions Related to Learning from Employees	1	2	3	4	5
38	I am regularly being asked how I think we can improve our organization					
39	I feel that my suggestions are being used					
40	I receive feedback about the suggestions that I have made					

	Items/Descriptions Related to Opportunity and Challenge	Alternative level of agreement				
		1	2	3	4	5
41	I have sufficient growth opportunities within my company					
42	I feel that my work is meaningful					
43	I am sufficiently challenged in my work					
	Items/Descriptions Related to Enjoying the Work	1	2	3	4	5
44	My work is diverse					
45	I have enough fun in my work					
46	We often share information among ourselves					
	Items/Descriptions Related to Easy Tooling	1	2	3	4	5
47	I have enough easily accessible tools to answer the questions of the customers					
48	I have easy tools to register the contacts with the customers					
49	There is enough distance between the workplaces					
	Items/Descriptions Related to Empowering	1	2	3	4	5
50	I am encouraged to take initiative					
51	It is allowed to take initiative					
52	Company trust me to make the right assessment					
	Items/Descriptions Related to Integrity	1	2	3	4	5
53	My company is customer-oriented					
54	My company is honest towards its customers					
55	My company is honest towards its employees					
	Items/Descriptions Related to Atmosphere	1	2	3	4	5
56	The collaboration with my colleagues is pleasant					
57	There is a good work climate in the customer service department					
	Items/Descriptions Related to Job Satisfaction	1	2	3	4	5
58	My workload is easily manageable					
59	My job performance is measured by a proper way					
60	Promotion is based on my efficiency of work					
61	There are no fundamental things I dislike about my job					
62	Overall, I am quite satisfied with my job					

Thank you for your response!!

Appendix B- Customer Questionnaire (English)

School of Graduate Studies, St. Mary's University

This questionnaire is prepared by postgraduate student, Master of Business Administration (MBA), at SMU to gather data about the *'The Effect of Job Quality on Customer Satisfaction in Customer Call Center of Ethio telecom in Addis Ababa'* and is to be filled by Customers of Ethio telecom. This survey is solely conducted for academic purpose and your information will be kept in secrecy. If you have any questions regarding the questionnaire please use the contact address: Phone No-+251(0)911510378 or email: kubadf@gmail.com

Thank you in advance for filling the questionnaire making considerable sacrifices.

Section one: Demographic Data (Please Tick Inside the Given Box)

1. Sex?   Male ☐   Female ☐

2. Age?   18-25 years ☐   26-30 years ☐   31-40 years ☐   >40 years ☐

4. **Your academic status**?   Certificate ☐   Degree ☐
                                        Diploma ☐   Master and above ☐

5. I usually interact with call center representatives?
   1. Once Daily ☐   2. Daily twice and above ☐   . Once in a Week ☐
      4. Weekly twice and above ☐   5. Once in a Month ☐

Section-Two: - Perceived Over All Service Quality Related Questions:

General Directions

For each of the questions in the following sections, please **tick (✓)** a number that represents your choice as to the level of agreement or disagreement you do have.

Note: - You will find statements about certain aspects of service quality. Read each statement carefully and describe how you feel about the aspect as:

1= strongly disagree   2= Disagree   3= Neutral (Medium) 4 =Agree   5= strongly Agree

*Following are items presented in positive form statements to measure over all Service Quality of Call Center of Ethio telecom. Please **tick** the appropriate number on the scale that represents your level of agreement or disagreement.*

No	Items/Descriptions Related to Service Quality	Alternative level of agreement				
		1	2	3	4	5
1	I feel free to call for customer services of Ethio telecom					
2	My problems get solved or request answered in one call					
3	I have to wait for a long time while connecting to the call center representative					
4	The call center representative takes enough time to understand and solve my problem					
5	The call center representative remains calm, if (even) I get angry					
6	The call center representative has the authority to solve my problems					
7	The behavior of call center representative increases my confidence					
8	The call center representatives are very friendly					
	Items/Descriptions Related to Customer Satisfaction					
9	On an overall basis, my experience with customer services has been positive					
10	On an overall basis, I am satisfied with the provided services by call center representative					

Thank you for your response!!

Appendix C- Customer Questionnaire (Amharic)

ቅድስተ ማረያም ዩኒቨርሲቲ

ውድ ምላሽ ሰጪዎች

ይህንን ቃለመጠይቅ ለድግሪ መመረቂያ ጽሁፍ ምርምር(ኤምቢኤ) በቢዝነስ አድሚኒስትሬሽን አካል ያዘጋጀሁት ነው። ይህ መጠይቅ የኢትዮ ቴሌኮም ደንበኞች በ ደንበኞች ጥሪ ማዕከል ላይ ላላቸው መረዳት የሚሰራ ሲሆን የሚገኘው ምላሽ ለእኔ መመረቂያ ጽሁፍ ብቻ የሚውል ሲሆን የተሰበሰበው መረጃ ሙሉ በሙሉ ምስጥራዊ ነው። ስለዚህም ዋጋ ያለው ጠቃሚ ምላሻቸውን ለእኔ ለመስጠት እና መመረቂያ ጽሁፌን ይበልጡን ሳቢ እና ጥራት ያለው እንዲሆን ያግዙ። ጥያቄዎቹን ከመመለሳችሁ በፊት ከዚህ በታች የተሰጡትን መመሪያዎች በጥንቃቄ ያንቡ። ይህንን መጠይቅ ስለሞሉ አመሰግናለሁ። በመጠይቁ ላይ ለሚኖሮት ማንኛውም ጥያቄ ወይም ማብራሪያ ካስፈለገዎት በዚህ አድራሻ ያግኙኝ:- (+251)911510378 ወይም በ ኢ-ሜይል:- kubadf@gmail.com.

አጠቃላይ ትዕዛዞች

- ስምዎን መፃፍ አያስፈልግዎትም
- ለሁሉም የመልስ አማራጭ ላላቸው ጉዳዮች በተከክለኛው ሳጥን ላይ (✓) ምልክት ያድርጉ

በቅድሚያ አመሰግናለሁ።

ክፍል 1፡ ስነ ህዝባዊ መረጃ

1. **ፆታ**

ሀ. ወንድ ☐ ለ. ሴት ☐

2. **ዕድሜ** ሀ. 18-25 ☐ ለ. 26-30 ☐ ሐ. 31-40 ☐   መ. >40 ☐

3. **የትምህርት ደረጃ**

   ሀ. ሰርተፊኬት ☐ ለ. ዲፕሎማ ☐   ሐ. የመጀመሪያ ዲግሪ ☐ መ. ማስተርስ እና ከዚያ በላይ   ☐

4. **የደንበኞች ጥሪ ማዕከል ሰራተኞች ጋር እገናኛለው**

   ሀ. በቀን አንዴ   ☐   ለ. በቀን ሁለቴና ከዚያ በላይ   ☐   ሐ. በሳምንት አንዴ ☐

መ. በሳምንት ሁለቴና ከዚያ በላይ ☐ *ሠ.* በወር አንዴ ☐

ክፍል 2፡ ከአገልግሎት ጥራት እና ከደንበኞች እርካታ ጋር የተያያዙ ጥያቄዎች

የ ማከተሉት በሰንጠረዥ ውስጥ የተቀመጡት ጥያቄዎች ከአገልግሎት ጥራት በተገናኘ የደንበኞች እርካታ ሚዳስስ ሲሆን በ በ5 የምዘና ማዘኖች መሰረት የሚለካ ነው፡ ፡ 1. በከፍተኛ ደረጃ አልስማም ሲሆን 5 በከፍተኛ ደረጃ እስማማለሁ ይይዛል፡ ፡ ከመለ ጫዎቹ ጋር የሚስ ማመባትን መልስ (✓) ምልክት ያድርጉ፤ አንድ ምላሽ ብቻ ይምረጡ ፡

ቁ ጥ ር	ከአገልግሎት ጥራት ጋር የተገናኙ መረጃዎች	በከፍተ ኛ ደረጃ አልስማ ም	አልስማማ ም	ልዩነ ት የለው ም	እስማማ ለሁ	በከፍተኛ ደረጃ እስማማለ ሁ
		1	**2**	**3**	**4**	**5**
1	ወደ ኢትዮ ቴሌኮም የደንበኞች ጥሪ ማእከል የ መደወል ነፃነት ይሰማኛል					
2	ጥያቄ ወይንም ችግሬ በአንድ ግዜ ደወል/ጥሪ ምላሽ ያገኛል					
3	የ ደንበኞች ጥሪ ማዕከል ሰራተኞችን ለ ማግኘት ለረጅም ግዜ በአየር ላይ መቆየት አለ ብኝ					
4	የ ደንበኞች ጥሪ ማዕከል ሰራተኞች ግዜ ሰጥተውብ ማዳመጥ ለ ችግሬ መፍትሄ ይሰ ጣሉ					
5	የ ደንበኞች ጥሪ ማዕከል ሰራተኞች ምን ም እንኩዋን እኔ ብናደድም እርጋታን ያሳያሉ					
6	የ ደንበኞች ጥሪ ማዕከል ሰራተኞች ችግሬን ለ መፍታት ሃላፊነት አላቸው					
7	የ ደንበኞች ጥሪ ማዕከል ሰራተኞች ስ ብዕና በእነሱ ላይ ያለኝን መተማም እነ ዲጨምር አድር ጎ ታል					
8	የ ደንበኞች ጥሪ ማዕከል ሰራተኞች ተግባቢ ና ቸው					
አጠቃላይ ከደንበኞች እርካታ ጋር የተገ ናኙ መረጃዎች		**1**	**2**	**3**	**4**	**5**
9	በ ጠቅላላ ውመስፈርት ከደንበኞች ጥሪ ማዕከል ጋር ያለኝ ልምድ በጎ ነ ው					
10	በ ጠቅላላ ውመስፈርት የ ደንበኞች ጥሪ ማዕከል ሰራተኞች በ ማሽ ጠት አ ገ ልግሎት ረ ክ ቻለ ው					

አ መስ ግና ለ ሁ!!

62

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Abdurezak Mohammed (PhD). All Sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or full to any other higher learning institutions for the purpose of earning any degree.

Name	**Signature**

St. Mary's University, Addis Ababa   **June, 2016**

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Name	**Signature**

St. Mary's University, Addis Ababa   **June, 2016**