# ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

# THE EFFECT OF CONTACT CENTER ON CUSTOMER SATISFACTION: THE CASE OF ETHIO TELECOM CONTACT CENTER

## BY

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## ID: SGS/0547/2010A

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## ADDIS ABABA, ETHIOPIA

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A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTERS DEGREE IN BUSINESS ADMINISTRATION (MBA).

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FACULTY OF BUSINESS

THE EFFECT OF CONTACT CENTER ON CUSTOMER SATISFACTION: THE CASE
OF ETHIO TELECOM CONTACT CENTER

APPROVED BY BOARD OF EXAMINERS

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# DECLARATION

I the undersigned, declare that this thesis is my original work, prepared under the guidance of Adanech Gedefaw (Ass.Prof). 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 in full to any other higher learning institution for the purpose of earning any degree.

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Afia Aman                                                                        Signature

St. Mary's University College, Addis Ababa                    June, 2019

# ENDORSEMENT

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


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Advisor                                                                Signature

Adanech Gedefaw (Asst.Prof)

St. Mary's University College, Addis Ababa                    June, 2019

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# ACKNOWLEDGMENTS

## ACCRONYMS AND ABBREVIATIONS

**CRM:** Customer Relationship Management

**CC:** Contact Center

**ET:** Ethio Telecom

**ETC:** Ethiopian telecommunications Corporation

**IVR:** Interactive Voice response

**CSR:** Contact Center Responsiveness

**IPCC:** Internet Protocol Call Center

**KPI:** Key Performance Indicators

**ACD:** Automatic Call Distributor

## ABSTRACT

*The main objective of this study was to assess the effect of contact center on customer satisfaction in ethio telecom enterprise call center. A conceptual framework was developed and hypothesized. The tool used for data collection is, questioner. The collected data was analyzed using descriptive and inferential statistical analyses techniques. The findings of the study show that contact center responsiveness, assurance, process related factors, agent related factors and customer perception related factors have significant impact on customer satisfaction. The study contributes ethio telecom to improve its call center service to improve customer satisfaction. The study concluded that, contact center responsiveness, assurance, process related factors, agent related factors and customer perception related factors of call center is not good and customers are not satisfied with the services of ethio telecom call center. The researcher recommended that ethio telecom should work hard on factors affecting customer satisfaction on its call center.*

***Key words****: contact center, customer satisfaction, responsiveness, assurance*

# CHAPTER ONE

# INTRODUCTION

## 1.1. Background of the study

The Customer loyalty and customer satisfaction are focus points of an organization. Retention of customers makes customers to re-purchase products that lead to loyalty towards organization which increases profitability (Zineldin , 2006). The price is not a concern for customers who get the satisfaction after buying a product or receiving service and becomes referrers of company's services and products to others (Homburg, Koschate, & Hoyer, 2005).

Customers are communicated by companies through call centers and contact centers which is customary means to render service. Customer Service Representatives (CSR) is used to serve specific services where human presence is required and Interactive Voice response (IVR) is used for generalized or frequently asked queries where predetermined set of questions and answers are prepared with an automatic voice where customers are given instructions to use the system. A contact center caters to the growing importance of providing Omni channel customer support. In principle, the role of contact center advisor is to handle telephone calls on behalf of an organization, to fulfill customer requirements. This generally involves customer calls coming into the contact center, which are known as inbound calls. In addition to phone calls, Advisors often communicate with customers via email, web chat and post. However, an Advisor may also contact customers themselves, maybe for market research purposes or perhaps to sell them something. These are known as outbound calls (Lola, 2016).The researcher chose in-bound call center for the study into consideration for analysis.

Customer satisfaction is the expectation of the customer who purchases product from the company where he/she has beliefs before trying which turns in to reference or compare or judge the standardized product with product that is presented to him (Dietz et al, 2004).

When product or service achieves better than the expectation of the customers, then it is positive disconfirmation, when it achieves lower than the expectation of the customers, then it is negative disconfirmation and when it achieves exactly equal to the expectation of customers, then it is neutral satisfaction or zero confirmation or disconfirmation (Oliver, 1997). Most of the companies are using call centers for acquiring new customers and retaining existing customers which plays important role in serving as company's image.

Customer satisfaction is critical; it can determine the success or failure of any company. According to a review published by a Purdue University professor, the single most important factor in determining a customer's level of satisfaction with a company is their interaction with the call center (Anton, 2000). This is because 70% of all customer interactions are handled in call centers (Feinberg et al, 2002). The call center is usually the frontline of the customer's experience, and contact centers have the potential be the preferred and the most prevalent ways for companies to establish, maintain and retain long-term relationships with current as well as potential customers (Abdullateef, Mokhtar & Yusoff, 2011). The researcher examines different studies to identify factors and roles that are found influential for customer satisfaction in contact centers.

According to the council of ministers regulation NO.197 /2010, Ethio telecom is established as a public enterprise on November 29, 2010. Ethio telecom provides internet and telephone services to residential and commercial sectors. It is a government owned enterprise and the sole telecom service provider in Ethiopia. Ethiopian Telecommunications Corporation (ETC) is the oldest public telecommunications operator (PTO) in Africa which is reborn as Ethio Telecom (ET). The company has registered several accomplishments required to transform the company to the expected level which is actuality competent and modern.

At present time there are four sites (Leghar site, Old airport site ,Jemo site and TPO site ) and uses the same system.

Now the company aims to provide next generation network service based on a world class standard information technology service and to build a competent next generation network – based work force with appropriate knowledge ,skill, attitude, and work culture .since its establishment as ethio telecom ,the company has registered several accomplishments required to transform the company to a level excepted  from other modern telecom service provider and competitors and tried to build the first professional call center in Ethiopia.

The Practice of call center service in ethio telecom has been started long years ago since exact date is not found (when the organization's name was Ethiopian Telecommunication Corporation) ethio telecom is a pioneer company to start call center in Ethiopia. That time, calls were handled by manual normal telephone calls with minimum supervision and few employees. The service quality was also low (ETC Quarterly Magazine, 2010). Among different divisions operating in the organization, Customer Service is one which consists of

different departments. Of those departments, Call center (Front Office) is one which gives distant after sales support for customers. ethio telecom has established a call center department to handle customers' queries and requests via voice-to-voice interaction since 2011 using modern computerized controlling mechanism. Ethio telecom customer service division is determined to providing a multifaceted 24/7 standby support to its esteemed external and internal customers to provide free contact information and other useful tools for millions of customers in different languages (English, Amharic, Affan Oromo, Aff Somali and Tegrigna) to make customer service a bit easier and faster (www.ethiotelecom.et).

## 1.2. Statement of the problem

According to (Rawzaba, 2018), call centers are appreciated by all kinds of organizations worldwide and businesses use call centers for supporting their customers. In order to meet the increasingly complex demands of these customers, Ethio telecom has endeavored to bring its customers with more flexible and the least bureaucratic telecom services, which have made the company appear at the front line in Africa among other similar companies in the sector. Ethio telecoms Customer service division is determined to providing a multifaceted support to its esteemed external as well as internal customers through well-trained ethical and energetic professionals.

The multi-channeled contact center is equipped with state-of-the-art communication infrastructure that can communicate with full automatic vocal as well as textual interactions with in different languages. However, the quality of the service is not up to the expected level. The current contact center service delivery to enterprise customers is not meeting customers' expectations in terms of lack of immediate response, poor customer complaint handling, and mainly dissatisfied customers with respect to call centers. In addition to this, the information from the company's database on current customer satisfaction survey result of contact center of enterprise key account customers shows frustration with its ability to meet the customer's needs or customer perception related factors that have been found to have an impact on customer satisfaction (customer satisfaction survey on the database of ethio telecom call center 2019).

Since 2005, ET has initiated a corporation wide reform program to overhaul its entire system. To facilitate this reform program the corporation has undertaken Business Process Reengineering to bring radical changes and Quick Win to make incremental change. The

main component and the first priority for this program was the reengineering of the customer service delivery at a corporate level (Tele Negarit, 2010). Even though the reform program has been undertaken to curb the customer complaints and to maintain customer satisfaction, the company don't have multiple lines or means of contact to contact its customer service teams- though chat, email, Twitter and a variety of media which ones are the best options for wait time, reply time, quality of communication, quality of customer care, customer votes and more to satisfy customers.

Also a customer relations training programs and advanced technical training are not implemented in ET's call center in effort to improve the quality of service being provided as well as to increase regularly technicians' problem solving abilities.

Contact centers are emerging as central hubs for customer access for many companies and rapidly becoming a key source of customer-specific knowledge and a source of competitive advantage in an increasingly customer-centric world (Ruyter, Wetzels & Feinberg, 2001). Even though call center plays a vital role in getting customers and knowing any gaps observed between the customer and the organization, the service is not expanded in Ethiopia.

There is no extensive and deep research on the roles of contact center on customer satisfaction. Many aspects of the field, such as CC agents' sales competence (Downing, 2011), the factors influencing customer satisfaction and efficiency in contact centers (Terhi, 2013), customer satisfaction in inbound call centers (Dr. Krishna, Navulur and Fatih 2017) and increasing customer satisfaction through employee satisfaction in a call center environment (Susan, 2005), have been studied but often there is not enough research to give a fully comprehensive, accurate and reliable understanding of the phenomena in contact centers. So the research will going to study extensively the role of contact center on customer satisfaction in the case of ethio telecom.

The study, therefore, focuses on the effect of contact center of ethio telecom on customer satisfaction. The study also demonstrates that many significant factors affecting call center's ability to meet the customer's needs or to satisfy customers.

### 1.3. Research Questions

Consequently, the research study answers some research questions related to the research topic to achieve the planned research objectives.

Generally, five research questions are formulated as follows:

1. How process related factors affect customer satisfaction?
2. What is the effect of agent related factors on customer satisfaction?
3. Do customer perception related factors have an effect on customer satisfaction?
4. How contact center assurance affects customer satisfaction?
5. What is the effect of contact center responsiveness on customer satisfaction?

### 1.4. Study Objective

#### 1.4.1 General Objective

The general objective of the study is to assess the effect of contact center of Ethio telecom on customer satisfaction.

#### 1.4.2 Specific objectives

The research has the following specific objectives:-

➢ To identify the effect of process related factors on customer satisfaction.
➢ To investigate the influence of agent related factors on customer satisfaction.
➢ To examine the effect of customer perception related factors on customer satisfaction.
➢ To examine the effect of ethio telecoms' contact center assurance on customer satisfaction.
➢ To investigate the effect of ethio telecoms' contract center responsiveness on customer satisfaction.
➢ To investigate the level of customer satisfaction on the contact center of ethio telecom.

## 1.5. Hypothesis

Based on the research objective, following research hypotheses are formulated to be tested.

- H01: Process related factors have a positive and significant effect on customer satisfaction.
- H02: Agent related factors have a positive and significant effect on customer satisfaction.
- H03: customer perception related factors have a positive and significant effect on customer satisfaction.
- H04: contact center Responsiveness have positive and significant effect on customer satisfaction.
- H05: contact center Assurance have positive and significant effect on customer satisfaction.

## 1.6. Definition of Terms

- **Customers Satisfaction**: - is stated that a person's feeling of pleasure or disappointment resulting from comparing a product's outcome (perceived performance) in relation to his or her expectation (Oliver, 1997).
- **Call center-** a place where calls are placed in a high volume for the purpose of sales, marketing, customer's service, telemarketing, technical support or other specialized business activity calls (Lola, 2016).
- **Contact center-** is the same with call center but in addition to using calls, contact centers use email, text chat and web interfaces to communicate with customer calls (Lola, 2016).
- **Responsiveness:** Is the willingness to help customers and provide prompt service. It is attentiveness and promptness in dealing with customer request, questions, complaints and problems. It is all about length of time to wait for assistance, answers to questions or attention to problems (Susan, 2005).
- **Assurance:** Is knowledge and courtesy of employees and their ability to inspire trust and Confidence and the safety of customer's monitory transactions with the company (Susan, 2005).
- **Key Account Customer**: Enterprise customers who have more than 50 employees and/ or have greater than ten million birr capital (www.ethiotelecom.et).

### 1.7. Significance of the study

The study is highly useful for the researcher to implement the theoretical knowledge to practical scenario and help to acquire broader knowledge about the subject matter under study. Also the study enables Ethio telecom to be aware of the role of contact center on customer satisfaction and factors influencing it. In addition, the study helps the management of Ethio telecom to raise the value of the extent of the problems and take appropriate remedial actions. It is expected that a research contribute in awareness creation concerning on the role of contact centers for other researchers and to appreciate for further researches on the study aria.

### 1.8. Scope of the Research

This research concentrates on ethio telecom call center with inbound calls for the reason that the research focus on the variables (process related factors, agent related factors, customer perception related factors, responsiveness and assurance of contact center) that are related to inbound calls.

The company call center has two categories with inbound, 994 and 980. 994 used for all types of customers whereas 980 used for customers categorized as high class based on the amount of revenue generated for ethio telecom. Due to limited and well categorized population 980 were selected for the study.

Geographically the paper is delimited in Addis Ababa because Ethio telecom's call center is centralized and found in Addis Ababa only. Additionally, 85% of enterprise customers of Ethio telecom were found in Addis Ababa (Marketing plan for Ethio telecom for Enterprise customers, 2018).

The research also delimited by time constraint. The research conducted based on the time frame of the academic calendar for postgraduate program of St. Mary's University.

### 1.9. Organization of the Research

The research paper is organized in to five chapters. Chapter one provides a general introduction of the research, including background of the study, statement of the problem, research questions, main objective with specific objectives of the study, definition of terms,

significance of the study and scope of the research. Chapter two elaborates an overview of the relevant related literature review available regarding to both contact center and customer service and other related issues in the study topic. In the third chapter; types and design of the research, target population, source of data, data collection method, data analysis, reliability and validity test and ethical considerations will be described. In the fourth chapter data presentation, discussion and analysis will be included. The last chapter, chapter five includes conclusion, recommendations and; limitations and directions for further study.

# CHAPTER TWO

# LITERATURE REVIW

In this chapter relevant literature in the roles of contact centers, the concept of customer satisfaction in related to contact centers, influential factors that affect customer satisfaction in contact centers and other important issues that are related to the research topic are reviewed.

## 2.1 Theoretical Review

In theoretical review part how the concept are defined by different authors and what the relevant variables functions, importance, advantage and limitation related to the variables will be discussed.

## 2.2.1 The Call Centre, Its Evolution and Prospects: An Overview

In its research report on call centers, the Union Research Centre on Organization and Technology (URCOT) of Royal Melbourne Institute of Technology (2000:1) adopted the definition of the call center as 'an operation that uses telephone and computer technology to deliver services to customers'. The report primarily emphasized inbound or outbound telephone traffic handled by call center employees. However, Taylor and Bain (1999) described the customer service oriented functions of call center employees through the concurrent use of telephones and computers.

A contact center is a centralized office used for the purpose of sending & receiving large volumes of requests by telephone. A contact center is operated by a company to administer incoming product support or information inquiries from consumers. Outgoing calls for telemarketing, clientele, and debt collection are also made. In addition to a call center, collective handling of letters, faxes, and e-mails at one location is known as a contact center (Anton, 2000).

Call center is an office staffed and equipped to handle large numbers of telephone calls, using computer technology to assist in the management of calls, supply of information, etc. especially such an office providing the centralized customer contact and customer service functions of a large organization (Oxford English Dictionary).

People tend to use two terms interchangeably, contact center and call center but they aren't identical but similar, the main difference of contact center and call center is that the former

provides additional services such as: VoIP Telephone Services, Email, and Text Chat, Fax services, Direct Website Interface (Lola, 2016).

According to a UK magazine called helper, call centers as we know them today originate from the Automatic Call Distributor developed in 1973 by US firm Rockwell (the Rockwell Galaxy) to allow Continental Airlines to run a telephone booking system. As it turns out, this was all good marketing baloney. Rockwell did indeed develop their ACD (Automatic Call Distributor) in 1973 and it was installed that year. But it certainly was not the first. Rockwell's claim to the first ACD installation may be inaccurate, but they were certainly amongst the first and most successful manufacturers. The basic features of the modern call center can be recognized almost ten years before this, in the mid-1960s. Private Automated Business Exchanges (PABX) began to be used to handle large numbers of customer contacts. The invention of ACD technology made the concept of a call center possible. That computer technology is the Automatic Call Distributor, and its development is closely linked to that of the call center. ACD systems allow calls to be filtered and assigned to the best possible agents available at the time. An algorithm determines which agent receives which call. The invention of ACD technology made the concept of a call center possible. Essentially it replaced the human operator with a far more flexible automated system capable of handling much greater numbers of calls. The first ACD systems would probably have emerged in the 1950s to handle central operator enquiries at the main telephone companies. In May 1972, the New Scientist magazine reported that Barclaycard had installed a Plessey PABX at its Northampton processing center. This included an ACD to allow up to 72 enquiries to be dealt in cyclic order. The agents on this system were able to check the credit card records of Barclaycard's 1.6 million customers via a microfiche reference system. In the 1990s the call center industry continued to grow, spurred on by the rise of the internet. From 1995 onwards internet-based 'dot com' companies attracted vast amounts of investment from venture capitalists excited by the potential for rapid growth offered by the online economy.

The call center has now been an invaluable business facility for three decades. With the recent rise of social media and technology that may allow call centers to become virtual networks. In terms of business administration, management and marketing, the call center is a relatively new phenomenon (As-Saber et al., 2004). However, since its emergence in 1980s, the call center industry has expanded rapidly across North America, Europe, Australia and Asia (Taylor and Bain, 2004). Almost two-thirds of worldwide customer contacts are

now carried out by call centers (Day, 2000). Successful call centers are focused on efficient operation, and customers' and shareholders' value creation and optimization.

### 2.1.2 Roles of contact center

A call center is traditionally defined as a physical location where calls are placed or received in high volume for the purpose of sales, marketing, customer service, telemarketing, technical support, or other specialized business activity (Dawson, 1999). It is a complex environment that must effectively combine knowledge, technology, and workflow to provide quality customer service.

The functions or roles that call centers provide are varied. Multiple functions are blended into one office and according to a United Kingdom call center study (Babel, 2004), call centers may offer a wide range of services ranging from customer queries, telesales, marketing and information services, to reservations and balance enquiries. Call centers can be categorized in several dimensions in all sectors of business, for example banking, insurance and health care; have become an important part of the global economy. Contact centers have been supported by mathematical models such as queuing theory and operations research, which consider them to be a way to solve a wide variety of optimization problems (Lola, 2016).

Most major businesses use call centers to interact with their customers. Examples include utility companies, mail order catalogue firms, and customer support for computer hardware and software. Some businesses even service internal functions through call centers. Examples of this include help desks and sales support. Starting with the minimum requirement of using telephones, call Centre activities may extend to include the use of the Internet in the era of technological advancement primarily through the use of e-mail and VoIP (Lola, 2016).

Butler, (2004) kept the notion of call center 'as customer contact centers, customer support centers, helpdesks, and derogatorily, as cost centers', without distinguishing between the inbound and outbound contexts of call centers.

### 2.1.3 Customer Satisfaction and contact center

Several definitions and models of customer satisfaction have been anticipated by various scholars. The focus of much of the research is on the "disconfirmation of expectations" theory which explains that "the customer is satisfied when he or she feels that the product's performance is equal to or more than what was expected (confirmation). But if perceived

performance falls short of his/her expectations (disconfirmation), then the customer is dissatisfied" (Oliver, 1997).

Another model of customer satisfaction defines it as the expectation of the customer who purchases product from the company where he/she has beliefs before trying which turns in to reference or compare or judge the standardized product with product that is presented to him (Dietz et al, 2004). When product or service achieves better than the expectation of the customers, then it is positive disconfirmation, when it achieves lower than the expectation of the customers, then it is negative disconfirmation and when it achieves exactly equal to the expectation of customers, then it is neutral satisfaction or zero confirmation or disconfirmation (Oliver, 1997).

Kotler, (2000) also stated that customer satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's outcome (perceived performance) in relation to his or her expectation. Additionally, according to Yi, (1990), Customer satisfaction is defined a collective outcome of perception, evaluation and psychological reactions to the consumption experience with a product or service.

Customer satisfaction is critical; it can determine the success or failure of any company. According to a review published by a Purdue University professor, the single most important factor in determining a customer's level of satisfaction with a company is their interaction with the call center since 70% of all customer interactions are handled in call centers (Anton, 2000).

A call center is a locus for customer satisfaction, particularly those where the call center is at the frontline of most customer interactions. When customers contact a call center, they expect the phone to be answered promptly and to be treated courteously by knowledgeable call center representatives who can resolve their issue quickly (Miciak & Desmarais, 2001).

According to Anton, (2000), measuring key performance indicators that are associated with customer satisfaction should be the main objective of any manager looking to optimize call center effectiveness. It is imperative to ensure each caller has a positive experience with your company. Each call has revenue potential, every caller can relay their experience with your company on social networks and each interaction has the potential to make your business more or less profitable.

### 2.1.4 Development of Ethio Telecom Call Center

According to the information found in the company site about the history of the company, Ethio telecom was introducing by Emperor Menelik IIin 1894 when the construction of the telephone Line from Harar to Addis Abeba, was commenced. Then the interurban network was continued to expand satisfactory in all other directions, many important centers in the empire were interconnected by lines, thus facilitating long distance communication with the assistants or operators at intermediate stations frequently acting as verbal human respondents between the distant calling parties. As the company background shows many changes were taken place and are taking place .this changes made significant change on call center.

Before ethio telecom established there was three national call centers .the first one was in" 997", which was for residential customers and the second one is  "980" which is for enterprise customer and the third one was 998  that was for international calls . Ethio telecom call center established in January 2011 with 100 staffs, 2sites and managed by Patrick (France citizen).

### 2.2 Empirical Review

Generally the context in which the presented findings of the studies that have been conducted by the reviewed researches differ from that of Ethiopia where technology is limited, awareness and knowledge seems to be low compared to developed world in which most studies have been conducted. Such important aspect, necessitate for investigating the factors that are found influential for customer satisfaction in call centers of ethio telecom.

Therefore; this section identifies factors that are found influential for customer satisfaction in call centers based on the prior researches which are consists of the factors found relevant in one or more of the studies.

One of the most comprehensive studies, when it comes to the number of variables influencing customer satisfaction in contact centers is conducted by Feinberg et al. (2000). They based their selection of factors for the research on a contact center manual by Anton (1997). The manual includes a total of 13 factors. Feinberg et al.'s (2000) focus was on confirming which factors are linked to customer satisfaction with an academic research.

Feinberg et al. (2000) found correlation between seven of the factors and customer satisfaction. These factors are the average speed of answer, caller queuing time, calls closed

on first contact, caller abandonment rate, contact center representative's average work time after call per call, percentage of calls blocked and service levels. The speed of answering refers to the time elapsed before a caller even gets on a queue thus separating it from the factor of caller queuing time.

Calls blocked refer to the number of callers who never even get to the queue but instead receive a busy signal. Service levels means the number of calls answered in less than certain predefined number of seconds divided by the number of total calls (Feinberg et al. 2002).

Boardman Liu (2010) on the other hand explored contact center service quality in an expert panel study. She had experts' rate different factors for their importance on service quality in a seven point Likert scale. Regarding the CC measures of service quality, like the ones in Feinberg et al.'s (2000) research, Boardman Liu's(2010) research indicates that the six most important variables for service quality are first call resolution, average speed of answer, number of blocked calls, employee churn rate, service level and caller abandonment rate. The total number of the variables rated by the panelists was thirteen. Compared to Feinberg et al.'s (2000) research, it can be seen that first call resolution, average speed of answer number of blocked calls, service levels and caller abandonment rate appear in both studies as influential factors.

Therefore, the researcher try to summarize the reviewed literatures and found that, most of the influential factors are relay on contact center responsiveness, contact center assurance, process related factors, agent related factors and customer perception related factors. The study by Dr. Krishna, Navulur and Fatih (2017) suggests that customer satisfaction in inbound call centers can be examined based on the roles of responsiveness and assurance of contact centers. On the other hand, according to Terhi (2013), the factors influencing customer satisfaction are divided in to three sub groups based on the review that summaries prior research conducted on customer satisfaction in contact centers. The three sub groups are: (1) customer perception related factors, (2) phone call related factors and (3) agent related factors. Therefore, the researcher going to set a framework that associates the influential factors in contact centers and customer satisfaction based on the reviewed literatures by making   center responsiveness, contact center assurance, process related factors, agent related factors and customer perception related factors independent variables and customer satisfaction as dependent variable.

### 2.2.1 Contact Center Responsiveness

Responsiveness is the will of the companies to assist customers and render service promptly. It deals with contact center roles related to dealing of requests, complaints and questions from customers in a prompt and attentive manner (Dr. Krishna, Navulur and Fatih 2017).

A firm's responsiveness is measured by phone call related factors: time it takes to communicate the solutions of the customers' problems. Customer's point of view is considered to achieve success by any company than company's point of view (Zeithmal et al., 2006).

Responsiveness consists of recognition of customers' wants and needs, personal concentration to each customer by the employees and priority to problems of the customers (Dr. Krishna, Navulur and Fatih 2017).

According to Susan (2005), Responsiveness is the willingness to help customers and provide prompt service. This dimension emphasizes attentiveness and promptness in dealing with customer request, questions, complaints and problems. It is all about answers to questions or attention to problems. To truly distinguish themselves and to increase customer satisfaction, companies need well-staffed customer service department as well as responsive frontline people in all contact positions to increase responsiveness. So this shows that responsiveness has an impact on customer satisfaction.

Also Dr. Krishna, Navulur and Fatih (2017) found that there is a positive relationship between responsiveness and customer satisfaction in call center accordingly the first research hypothesis supported.

### 2.2.2 Contact Center Assurance

Assurance indicates comfort inside the company area where customer enters. Assurance refers to customer perception related factors that have been found to have an impact on customer satisfaction, politeness and friendship that employees provide to customers, rendering advice with regards to finance related matters, experience and knowledge of staff and management, and simplicity in accessing information that is related to account by customers (Dr. Krishna, Navulur and Fatih 2017).

According to Oliver (1997), knowledge and courtesy of employees and their ability to inspire trust and Confidence. This dimension is likely to be particularly important for services that customers perceive as high risk or uncertain about their ability to evaluate outcomes. Trust and confidence are embodied in the contact employee and the company itself.

Additionally; Dr. Krishna, Navulur and Fatih (2017), concluded there is a significant and positive relationship between contact center assurance and customer satisfaction based on their research result which indicates that there is a positive correlation between assurance as independent factor and customer satisfaction as dependent factor.

### 2.2.3. Process related factors

The researcher tries to find out Process related factors that are found to have an Impact on customer satisfaction from related literatures based on the company and the study context. From the Process related factors found by Terhi, (2013), The Process related factors that are chosen for the study are: Queuing time, Percentage of blocked calls, Average speed of answering a call, Average work time after call, Service levels and Abandonment rate. Process related factors are possible to measure objectively in numbers than other factors (Terhi, 2013).

According to Feinberg et al. (2000), Average time in queue is the total time callers wait in call queues before an agent responds divided by the total number of calls answered by agents. Companies can reduce the average time in queue by adequately staffing their call center, ensuring that more agents are working during high volume call times and providing their agents effective tools to serve callers waiting in a queue in a timely manner.

Percentage of calls blocked is the percentage of callers that received the busy tone when they call. A company can decrease the percentage of calls blocked by ensuring that they have a call queue system that is sufficient to handle periods of large call volumes. Additionally, call center software that offers their callers the option to leave a voicemail when all agents are busy ensures that they do not ever receive a busy signal or waste time in a lengthy call queue (Feinberg et al. 2000).

According to the findings of Feinberg et al. (2000), the smaller the percentage of blocked calls, the higher the average rate of customer satisfaction is expected to be.

According to Feinberg et al. (2000), Average speed of answer is the average time it takes for the call to be picked up by the call center's ACD (Automatic Call Distributor). Average speed of answer can be decreased by how the company uses its contact center software ACD (Automatic Call Distributor) effectively and efficiently to insure the utilization of company's contact center softer. Moreover, the use of up to date algorithm used to route calls to the appropriate agent is an important step to reduce the average speed of answer by the contact center. Additionally, the study by Feinberg et al. (2000) suggested that, when the average speed of answer decreases the satisfaction of the caller become higher.

According to Feinberg et al. (2000), Average after call work time is the time that an agent uses to complete a transaction after the caller has severed. Additionally; their research indicates that as the work time after call become shorter, then the customer satisfaction becomes higher. They explain the correlation by the fact that the decrease in work means the agents are resolving the problems of the customers directly without additional work or contact.

Contact center service level is an often measured variable among contact centers. It is indicated in Feinberg et al.'s (2000) the definition of service levels as the number of calls answered in less than a certain predefined number of seconds divided by the number of total calls. Also; they can prove that the higher service level lead to high level of call center responsiveness. They further state that the effectiveness on achieving calls answer goals are measured by service levels. Service level is also one of the variables identified as important in the panel study of Boardman Liu (2010).

Feinberg et al. (2000) defined Average abandonment rate as the percentage of customers who hang up before reaching an agent. Its relevance is also supported by Feinberg et al. (2000) who found a statistically significant correlation between it and contact center responsiveness.

### 2.2.4. Agent related factors

According to Terhi, (2013), Agent related factors that have been found to have an impact on customer satisfaction are: Employee satisfaction, Employee mood, Performance monitoring & feedback, Efficiency demands on call center work, Employee-job fit, HR management issues: recognition; rewarding and Managerial attitudes.

Employee satisfaction indicates overall that influencing the working conditions, capabilities and working atmosphere of the employees may influence their responsiveness for customers. (Kantsperger & Kunz, 2005).

According to Rothbard & Wilk (2011), the willingness, politeness and friendliness of agents can be retrieved from their mood so Agent's mood in work is found to influence customer satisfaction.

Performance monitoring and feedback refers to the communication for feedback and monitoring purposes and conducting observation as it is described by Dean & Rainnie (2009). In addition; Raz & Blank (2007) used covert monitoring of calls by management as one factor in their research. By it they refer to the typical contact center practice of inspecting calls and giving feedback to the employees for their conclusion which indicates Performance monitoring and feedback effect the level of customer satisfaction.

Regarding the third highest factor in Dean & Rainnie's (2009) list, the efficiency demands on call center work, they state that it is linked with workload, time pressures and the conflict between productivity demands and service quality. More specifically, their research indicates that the agents become less able to handle interactions with customers due to the negative influence of the pressure of obeying key performance indicators and efficiency demands have negative influence on the level of service quality and customer satisfaction.

According to Terhi, (2013), the employee-job fit is about the ability of employees in solving problems and acting positively in all situations on his/her job. Also, it encompasses feelings about his/her job, or in simple words, whether he/she likes it or not.

According to Dean & Rainnie (2009) human-resource management issues include recognition, rewards and incentives as well as issues like training and shift times affects the agents ability to serve also it is touched upon by others as well. For example, DeNucci (2011) recognizes training with ongoing refreshers as one of the four important factors for call center management. Raz & Blank (2007) include employees' views about a bonus system and pre-shift debriefing as two of the factors used to study service quality and efficiency of contact centers.

Dean & Rainnie (2009) note that the human-resource management issues can affect service quality either positively or negatively since it may influence the attitudes and skills of employees.

A managerial attitude is about the general attitudes of managers in contact centers experienced by the employees. This includes issues such as negative comments and lack of support or denying employees the opportunity the influence decisions affecting them or daily not giving the employees sufficiency time to prepare for calls. This is thus a measure of how supported the agents feel by their managers (Dean & Rainnie, 2009).

### 2.2.5. Customer perception related factors

Customer perception related factors that have been found to have an impact on customer satisfaction are: First call resolution, Agent demeanor: politeness, friendliness emotional support, Agent know-how: knowledge, justification & explanation, Anticipation of customer requests, Perceived queuing time, personalized service (Terhi, 2013).

First call resolution is the most occurring variable identified in the literature. It was identified by Feinberg et al. (2000), Boardman Liu (2010) as well as Abdullateef et al. (2011). As its name suggests, first call resolution means that the caller's issue is solved during his first call. No other calls are necessary (Feinberg et al., 2000).

The findings of all the parties that the researcher reviewed indicates that customer's satisfaction will be better due to the customers' perception to be served by their first call to the contact center when there is a high level of one call resolution. Additionally, prompt efficient service is appreciated by callers according the findings of Bennington et al. (2000).

Rafaeli et al.'s (2008) supported the relevance of the factors of agent demeanor for customer satisfaction. The politeness and friendliness of the contact center agent is agent demeanor as it is defined by Boardman Liu (2010). Also, the research of Bennington et al. (2000) gives further support by the findings that providing emotional support has a positive effect on contact center assurance.  This is because customer satisfaction is likely to be higher when a contact center agent show understudying and care and when the calling situation includes respect and mutual trust as well as open and effective communication.

According to Boardman Liu's (2010), Agent know-how is related to customer orientation behaviors of educating the customer and offering explanations and justifications. The expectation is that when customers feel they receive good and accurate information they feel more satisfied. This would mean that when a contact center has more knowledgeable agents, the higher the level of contact center assurance is likely to be (Terhi, 2013).

The customer orientation behavior of anticipating customer requests necessitates the agent to utilize both empathy and knowledge. Anticipating customer requests means the ability of the agent on the prevention of customer needs and wants and provides him/her with the answer before the customer having to explicitly ask for it (Rafaeli et al. 2008)

Based on the findings of Feinberg et al. (2000) there is a significant relationship among the length of queuing time and customer satisfaction. Their study indicates that the length of queuing time have an effect on customer satisfaction.

Furthermore, Terhi, (2013) found that the deviation of the estimation of customers on the length of their queuing time affects their satisfaction by affecting their trust on the contact center which can be defined as contact center assurance and the shorter queuing times lead to higher satisfaction than longer queuing times.

According to Terhi, (2013) Personalized service means how individually a caller is treated. Also Rafaeli et al. (2008) and Bennington et al, (2000), mention personalized service as an enhancing factor for customers to be satisfied.

## 2.3. Conceptual Frame Work

The aim of this section is to summarize the idea the researcher obtained from past literature and to bring out the contributions for the study area. Thus, the purpose of the study is to examine contact center roles on customer satisfaction in ethio telecom, so the following diagram shows the clear Idea of relationships and Variables Identified so far. The following conceptual framework indicates the relationship among Process related factors, Agent related factors and Customer perception related factors, Contact Center Responsiveness and Contact Center Assurance (Independent variables) and Customer satisfaction (dependent variable).
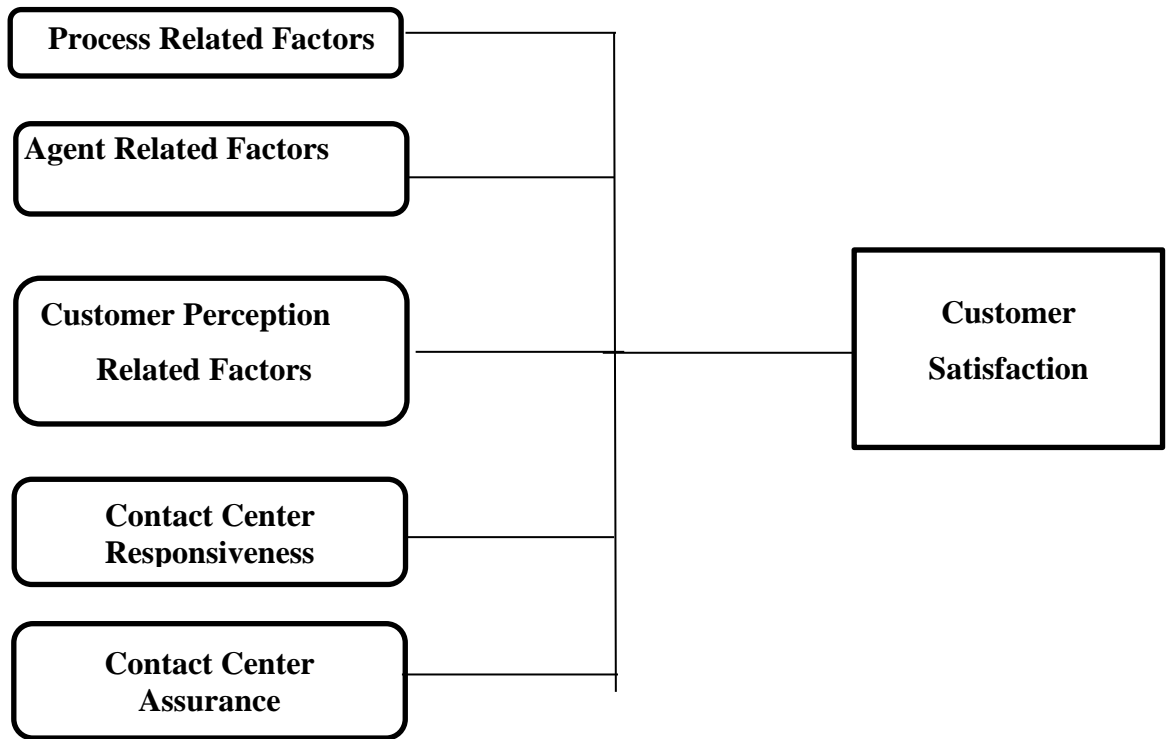
Source: Own Justifications based on: (Oliver, 1980; Dr. Krishna et al., 2017)

**Fig 2.1 Conceptual Framework**

# CHAPTER THREE

# RESEARCH DESIGN AND METHODOLOGY

This chapter describes the research design that employed to achieve the main Objective of the research which is assessing the role of contact center on customer satisfaction on ethio telecom. In this chapter the research design, target population, sample size and sampling technique, source of data and data collection instruments, data analysis methods and validity and reliability test with ethical consideration of the research will be discussed.

## 3.1. Research Approach

Descriptive and explanatory research approaches are employed in the research study. According to (Kothari ,2004), Descriptive method describes the characteristics of variables, peoples, organizations or environments means and descriptive research tries to draw a picture of a given situation by addressing who, what, when, where and how questions. Since the research going to describe the existing situation on the effects of contact center in ethio telecom on customer satisfaction, descriptive method is selected. The study also uses explanatory research approach to explaining and understanding the relationship between variables. The study uses both quantitative and qualitative method of analysis because it describes or portrays a reality regarding the effect of contact center on customer satisfaction and examines the factors that affect customer satisfaction in contact center.

## 3.2. Target Population

The target population of the research is Enterprise key account customers in Addis Ababa who receive service from call center of ethio telecom (998 call center users). The justification for selecting Enterprise key account customers in Addis Ababa is to conduct the survey pertains to the fact that more than 85% of key account customers are found in Addis Ababa. (Marketing plan for Ethio telecom for Enterprise customers, 2018). This implies that more than half of the total enterprise key account customers are from Addis Ababa. So, a sample taken from Addis Ababa is more likely best represents Ethio telecom key account customers.

There are a total of 13,900 Enterprise key account customers that have an access to call 980. From the data base on the system, on average there around 650 customers who access the

call center per week. So the researcher chose 586 enterprise customers found in Addis Ababa from 650 customers.

Also the researcher targets all the employees of 980 call center to get information about the effect of agent related factors on contact center responsiveness. There are a total of 24 agents working in contact center (980) which is only provided for enterprise customers of ethio telecom.

### 3.3. Sample size and Sampling Techniques

Due to limited capacity and large number of population, the study can't address all population so a probability sampling called simple random sampling method is selected to get reliable result and to make the sample representative of the target population of enterprise customers who use contact center of ethio telecom.

The total population is 586. Simple random sampling is selected to get reliable result and to make the sample representative of the target population. For this study since the current population of enterprise customers of Ethio Telecom who use 980 are 586, the sample size were calculated as follows:

$$n = N/1 + (N) \ e2$$

Sample size (n) $=586/1+586*(0.05)$ ^2$=238$

n=sample size,

N= total population and

 e2=sampling error.

Source: (Yamane, 1967)

In research, sampling error is between 0.01 and 0.05. For this study, the researcher selected 0.05 that is mostly expressed in percentage point is: 5% sampling error and 95% confidence interval.

Concerning contact center agents, due to the limited number of population and as a result to extract valuable information all 980 agents of ethio telecom has been selected to fill the questionnaire.

### 3.4 Source of Data and Instrument of Data Collection

For the purpose of the research and in order to achieve the objectives, the researcher use both primary and secondary data. The primary data obtained through questionnaire distribution having open-ended type questionnaire, while secondary data obtained from Ethio Telecom data bases, customer satisfaction surveys of the company, from unpublished materials of Ethio Telecom, books, journals, thesis and web sites/internet and other available sources which are used to give evidence and support the findings in analysis part.

Primary data offers tailored and original information while secondary data gives opportunity to support and check the primarily collected data with already existed information. With regard to primary data, the data collection through questionnaire will be obtained by distributing questionnaire to enterprise customers of ethio telecom and 980 agents. This is the main data source to analyze the objectives and research questions then to reach at a conclusion.

### 3.5. Reliability and Validity

#### 3.5.1 Reliability

Reliability is the consistency of a set of measurements or measuring instrument, often used to describe a test. Reliability is inversely related to a random error (Coakes & Steed, 2007). There are several different reliability coefficients. One of the most commonly used is called Cronbach's Alpha. Cronbach's Alpha is based on the average correlation of items within a test if the items are standardized. Cronbach's alpha reliability analysis is conducted on the independent variables in order to determine the reliability of the instrument is used. Lack of reliability is a serious drawback of an outcome measure as it indicates errors in measurements (Powell, 1999).

**Table 3.1: Cronbach's Alpha (Reliability analysis)**

| Independent variables | Cronbach's Alpha value | Number of items |
|---|---|---|
| Contact center responsiveness | .829 | 2 |
| Contact center assurance | .728 | 3 |
| Process related factors | .797 | 6 |
| Agent related factors | .715 | 8 |
| Customer perception related factors | .805 | 6 |
| **The Average mean** | .774 | 26 |

Source: survey result (2019)

Cronbach Alpha coefficient can be between 0 and 1. As a number approach to 1 the internal consistency of the items get stronger implying that all items measure the same variable (quality and satisfaction). Further supporting this statement, Bass and Avolio (1993) confirm that the instruments can be accepted as a reliable when reliability coefficient is greater than 0.5.

Accordingly, the overall mean reliability of the scale is acceptable as its coefficient (0.772) is greater than 0.5. Moreover, the scale consistency of each variables are also acceptable for the reliability coefficient of Contact center responsiveness, Contact center assurance, Process related factors, Agent related factors and Customer perception related factors are of value .829, .728, .797, .715 and .805respectively which are more than 0.5 and closer to 1. Therefore, it is logical to conclude that reliability of the scale is acceptable.

### 3.5.2. Validity

The validity assures that the constructs measure what they claim to measure. In other words, Construct validity assurers whether independent variables measure the predefined dependent variable or not. In this regard, different theories and empirical studies have been assessed to assure their validity in the literature survey portion of this paper. Also the researcher review different questioners on other published research papers and pursue the guidance of the advisor.

### 3.5.3. Ethical considerations

All the information was treated and kept secretly with high confidentiality without disclosure of the respondent's identity. No information is changed or modified, hence the information is presented as collected and the same with the literatures collected for the purpose of this study. The questionnaire was anonymous and high level of confidentiality is considered. The information gathered through questionnaire is used solely for this research whose objective is one of fulfilling requirement of my MA degree.

### 3.5. Method of data analysis

In meeting the objectives stated in chapter one, primary data has been collected from questionnaire. Then it is analyzed by using statistical package for social sciences SPSS V.20.0. To get desirable output, the researcher used both descriptive and inferential statistics to analyze the data gained from the questioner.

Descriptive statistics (like percentage, frequencies, mean and standard deviation) and inferential statistics like linier regressions and ANOVA table are applied.

Percentage and frequency apart from descriptive statistics helping to discuss the general information of the respondents and to describe the findings on the levels of responsiveness, assurance, process related factors, agent related factors and customer's perception related factors of contact center of ethio telecom

The researcher uses linier regression analyses to identify the effect of contact center responsiveness, assurance, process related factors, agent related factors and customer's perception related factors on customer satisfaction.

### 3.5.1. Model development

The study's dependent variable is the customer satisfaction and is denoted by -Y in the below relationship functional equation. And there were five independent variables in which their coefficients were estimated after the data collection and analysis. These are: contact center responsiveness, contact center assurance, process related factors, agent related factors and customer perception related factors. The mathematical representation of the above relationship is displayed as: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$

Where, $Y$ = Customer satisfaction, and $X_i$ = independent variables, (Namely: $X_1$ = contact center responsiveness $X_2$ = contact center assurance $X_3$= process related factors $X_4$ = agent related factors $X_5$= customer perception related factors and $\alpha$ is the constant ($Y$ intercept) while $\beta$ is the coefficient of the predictors.

# CHAPTER FOUR

# DATA ANALYSIS AND INTERPRETATION

This chapter comprises data analysis, interpretation and discussion of the study. Its main purpose is to analysis and interpret survey finding by using different statistical tools. It consists of different test in relation to the role of contact center on customer satisfaction and also analysis and interpretations `of background of the respondents.

### 4.1. Response Rate

The researcher prepared and distributed a total of 238 questioners to collect necessary data and Information in the study area. 234(98%) questioners returned which exhibits an acceptable respondent's rate to conduct the study.

The researcher also prepared and distributed a total of 24 questioners to collect necessary data and Information in the study area and 20(83%) questioners returned.

### 4.2. General Information about Respondents
### 4.2.1. General Information for the Respondents of Enterprise Customers
### Table 4.1: Background of the Respondents of Enterprise Customers

| Background | Item | Frequency | Percent |
|---|---|---|---|
| Company category | Financial institution | 78 | 33.3 % |
| | Service provider | 66 | 28.2 % |
| | Manufacturer | 10 | 4.3 % |
| | NGOs/international | 40 | 17.1 % |
| | Governmental organization | 40 | 17.1 % |
| | Total | 234 | 100.0% |
| Frequency of call to ethio telecom call center in last three months | Once | 34 | 14.5% |
| | Two times | 74 | 31.6% |
| | Three times | 76 | 32.5% |
| | More than Three times | 50 | 21.4% |
| | Total | 234 | 100.0% |
| Period of time using the contact center | Less than one year | 0 | 0% |
| | One up to three years | 16 | 6.8% |
| | Three up to five years | 44 | 18.8% |
| | Above five years | 174 | 74.4% |
| | Total | 234 | 100.0% |

| Reason of the call to call center | For bill request | 25 | 10.7% |
| --- | --- | --- | --- |
| | For technical support | 86 | 36.8% |
| | For information request | 18 | 7.7% |
| | For complaint | 69 | 29.5% |
| | For complaint status request | 36 | 15.4% |
| | For feedback | 0 | 0% |
| | Total | 234 | 100% |

Source: Survey result (2019)

Table 4.1 shows the general information of the respondents. Majority of the respondents (companies) are Financial institutions which account 33.3% followed by Service provider which shares 28.2 % and 17.1 % for both NGO/international organizations share and Governmental organization The lowest share is Manufacturers with 4.3%.

Regarding to respondents frequency of call in last three months, the majority of customers with 32.5% have three times frequency of call following by Two times of call frequency with 31.6% and 31.6% of respondents were call more than three times. 14.5% of respondents with the lowest frequency of call are once within the last three months.

Concerning the experiences of respondents to ethio telecom call center, majority of the respondents have more than five years' experience which counts 74.4% of respondents and no respondents have less than one year experience. Moreover, around 18.8% of respondents have three up to five years' experience followed by 6.8% respondents with the experience one up to three years respectively.

With respect to purposes of calls (call reasons), the survey result shows 36.8% of the respondents were called for technical support and for complaint 29.5% of respondents were called respectively. Complaint status request and bill request ranks third and fourth with 15.4% and 10.7%.

The lowest reasons for call were for information request which shares 7.7% and no calls for feedback from the sample respondents respectively. This implies that majority of calls are related to technical support request, complaint, complaint status request, bill request and information request.

The purpose of assessing respondents' company category is that, to determine whether the researcher considered heterogeneity of sample units. On the other hand assessing the

Frequency of call to ethio telecom, Period of time using the contact center and the reason of call of the respondents' is that, when the respondents are more experienced and used the contact center, they have better opportunity to understand the case and give better response. As a result presented on the above table, the finding enables the researcher to get better response.

### 4.2.2. Demographic Characteristics of Respondents for Agents of Ethio Telecom

**Table 4.2: Demographic Characteristics of Respondents of agents**

| Demography Characteristics | Item | Frequency | Percentage |
|---|---|---|---|
| Sex | Male | 14 | 70% |
| | Female | 6 | 30% |
| | Total | 20 | 100% |
| Age | 20-30 years | 15 | 75% |
| | 31-40 years | 5 | 25% |
| | 41-50 years | 0 | 0% |
| | Above 51 | 0 | 0% |
| | Total | 20 | 100% |
| Work Experience | below6 Months | 0 | 0% |
| | 6 Months-1year | 1 | 5% |
| | 2-3 years | 6 | 80% |
| | Above 3 years | 3 | 15% |
| | Total | 20 | 100% |
| Education Qualification | Diploma and below | 0 | 0% |
| | Degree | 20 | 100% |
| | Above Degree | 0 | 0% |
| | Total | 20 | 100% |

Source: Survey result (2019)

Gender frequency shows that the numbers of female respondents are greater than male respondents. That is 30% female and 70% male.

When we see the age distribution, it is dominated by the youth (20-30 years) which is 75%. This shows fresh graduates join call center. The remaining age groups accounts for 25% with 31-40 years of age.

According to table 4.2 the frequency distribution of respondents work experience, the greatest share of experience is 2-3 years which shows 80% share. The second figure is 15% which are Above 3 years work experience followed by 5% with 6 Months-1year experience.

At the reform carried out in 2010, minimum qualification criteria of ethio telecom was diploma and above to be assigned in ethio telecom. And currently the minimum criteria to join call center is first degree and above. As indicated from the table 100% of respondents qualified first degree. Diploma holders are old staffs of the company respondents are well qualified to give better responses.

The purpose of assessing respondents' sex is that, to determine whether the researcher considered heterogeneity of sample units. On the other hand assessing the work experience and education level of the respondents' is that, when the respondents are more experienced and educated they have better opportunity to understand the case and give better response.

### 4.3. Descriptive Analysis of data collected for the study

Respondent's perception towards the role of ethio telecom contact center on customer satisfaction is measured through the responsiveness, assurance, process related factors, agent related factors and customer's perception related factors of contact center of ethio telecom. Respondents' perception towards the factors that affect customer satisfaction also measured using their mean score.

**Table 4.3: Level of contact center responsiveness**

| Contact center responsiveness | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| readiness of contact center to assist and render service promptly | 234 | 1.00 | 5.00 | 3.2906 | .96781 |
| willingness and happiness of contact center agents to help customers | 234 | 1.00 | 5.00 | 3.4872 | .77643 |
| Total Average | 234 | 1.00 | 5.00 | 3.3889 | 0.810635 |

Source: Survey result (2019)

As table 4.3 the perception of respondents on ethio telecom contact center responsiveness shows that contact center responsiveness is low with the mean score of 3.3889 and standard deviation 0.810635 these shows that the readiness of contact center of ethio telecom to assist and render service promptly to customers and the willingness and happiness of contact center agents of ethio telecom to help customers is low.

Table 4.4: Level of contact center assurance

| Contact Center Assurance | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| safety of transactions | 234 | 1.00 | 5.00 | 3.2821 | .97034 |
| Comfort inside the contact center | 234 | 1.00 | 5.00 | 3.4188 | .87148 |
| Adequate information from the contact center | 234 | 1.00 | 5.00 | 3.3889 | .90210 |
| Total Average | 234 | 1.00 | 5.00 | 3.3661 | 1.08082 |

Source: Survey result (2019)

Table 4.4 shows the perception of respondents on ethio telecom contact center assurance. The perception of respondents on ethio telecom contact center assurance is also low with the mean score of 3.3661 these result also shows that the safety of transactions with contact center of ethio telecom, customers comfort inside the contact center of ethio telecom and the adequacy of information from the contact center is shown weakness.

**Table 4.5: Level of Process related factors**

| Process related factors | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| Queuing time | 234 | 1.00 | 5.00 | 3.3120 | .95438 |
| Percentage of blocked calls | 234 | 1.00 | 5.00 | 3.4786 | .78722 |
| Average speed of answering a call | 234 | 1.00 | 5.00 | 3.7436 | .81461 |
| work time after call | 234 | 1.00 | 5.00 | 3.2308 | 1.02236 |
| Service levels | 234 | 2.00 | 5.00 | 3.4274 | .84728 |
| Abandonment rate | 234 | 1.00 | 5.00 | 3.2821 | .93887 |
| Total Average | 234 | 1.00 | 5.00 | 3.4124 | .63294 |

Source: Survey result (2019)

As depicted from the above table, the mean value of the respondents is 3.4124 with standard deviation .63294 which indicates process related factors like Queuing time, Percentage of blocked calls, Average speed of answering a call, work time after call, Service levels and Abandonment rate are relatively good.

Table 4.6: Level Agent related factors

| Agent related factors | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| Employee satisfaction | 20 | 1.00 | 5.00 | 3.0500 | 1.19097 |
| Employee mood in work | 20 | 1.00 | 5.00 | 3.1500 | 1.26803 |
| Performance monitoring & feedback | 20 | 2.00 | 5.00 | 3.2000 | 1.00525 |
| Efficiency demands on call center work | 20 | 2.00 | 5.00 | 3.2000 | 1.00525 |
| Employee-job fit | 20 | 1.00 | 5.00 | 3.4500 | 1.23438 |
| HR management issues: recognition; rewarding | 20 | 1.00 | 5.00 | 2.9500 | 1.19097 |
| Managerial attitudes | 20 | 1.00 | 5.00 | 2.9500 | .99868 |
| Level of customer satisfaction on the agent | 20 | 1.00 | 4.00 | 2.3500 | .81273 |
| Total Average | 20 | 1.00 | 5.00 | 3.0375 | 1.0882 |

Source: Survey result (2019)

From table 4.6 above the mean of perception of respondents with agent related factors is low which are 3.13571 and .68820 respectively. In general this table shows agent related factors which are Employee satisfaction, Employee mood in work, Performance monitoring & feedback Efficiency demands on call center work, Employee-job fit, HR management issues: recognition; rewarding and Managerial attitudes are low.

**Table 4.7: Level of Customer perception related factors**

| Customer perception related factors | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| First call resolution | 234 | 1.00 | 5.00 | 3.2949 | .96428 |
| Agent demeanor | 234 | 1.00 | 5.00 | 3.4915 | .77094 |
| Agent know-how | 234 | 1.00 | 5.00 | 3.6838 | .85568 |
| Anticipation of customer requests | 234 | 1.00 | 5.00 | 3.2308 | 1.00115 |
| Perceived queuing time | 234 | 1.00 | 5.00 | 3.4188 | .87148 |
| personalized service | 234 | 1.00 | 5.00 | 3.2821 | .93887 |
| Total Average | 234 | 1.00 | 5.00 | 3.40028 | .643391 |

Source: Survey result (2019)

Table 4.7 as the table above, T h e  perception of respondents on ethio telecom contact center is moderate which have the mean score of 3.40028 and standard deviation of .643391 these result show that First call resolution , Adequacy of  information, Agent know-how, Anticipation of customer requests, Perceived queuing time and personalized services are moderately consistent  with the perception of customers.

**Table 4.8: Level satisfaction of customers**

| Customer satisfaction | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| Level of customer satisfaction | 234 | 1.00 | 5.00 | 3.2991 | .91965 |
| Total Average | 234 | 1.00 | 5.00 | 3.2991 | .91965 |

Source: Survey result (2019)

From table 4.8 above the mean and standard deviation of perception of respondents with customer satisfaction are 3.2991 and .91965 respectively.  In general this table shows customer satisfaction towards the contact center of ethio telecom is not good.

### 4.4. Regression Analysis of data collected for the study

The main objectives of the study was to investigate the impact of contact center responsiveness, assurance, proses related factors, agent related factors and customer perception related factors (independent variable) on customer satisfaction(dependent variable) which case multiple regressions will be conducted to see the impact of independent variables on the dependent variable. from the regression coefficients (Beta coefficients) and the p-values for the significance of each relationship the p-values from the ANOVA table (Appendix 2) the researcher try's to see the extent to which customer satisfaction affected by responsiveness, assurance, proses related factors, agent related factors and customer perception related factors shown in terms of the regression coefficients (Beta coefficients) and p-values for the significance of each relationship.

**Table 4.9. Linear Regression Analysis:**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta(ß) | | |
| Constant | .851 | .725 | | .720 | .48654 |
| Contact center responsiveness | .463 | .022 | .816 | 21.519 | .000 |
| Contact center assurance | .326 | .018 | .767 | 18.189 | .000 |
| Process related factors | .186 | .010 | .768 | 18.253 | .000 |
| Agent related factors | .221 | .091 | .498 | 2.436 | .025 |
| Customer perception related factors | .200 | .009 | .839 | 23.471 | .000 |

Source: Survey result (2019).

As an assumption of a linier regression there must be a linier relationship between the independent variables and the dependent variable. So to check whether the independent variables (responsiveness, assurance, process related factors, agent related factors and customer perception related factors) can affect the dependent variable (customer satisfaction). So the researcher uses the values of the standardized beta coefficient which compares the strength of the effect of each individual variable to the dependent variable. As the beta coefficient is positive and near to 1 the effect of the variable is high. And by the P

value to a positive relationship among the variables which the P value of the variables must be P< 0.05.

Based on the regression model in this paper the equation is presented below:

Y = .851+ contact center responsiveness(.816) + contact center assurance (.767) + process related factors (.768) + agent related factors (.498) + customer perception related factors (.839)

As the table 4.9 There is a positive and statistically significant (p< 0.001, ß= .839) relationship between customer perception related factors and overall customer satisfaction. Hence, hypothesis three (H3) is supported, that is: Customer perception related factors has significant positive influence on customer satisfaction is supported. Moreover, among the five independent variables, Customer perception related a factor is the strongest predictor of overall satisfaction.

Table 4.9 above also shows that there is also positive and statistically significant (p< 0.001, ß= .816) relationship between contact center responsiveness and overall customer satisfaction. And next to customer perception related factors aspect, contact center responsiveness is the second most predictor of overall customer satisfaction among the entire independent variables used in this study. Thus, this finding confirms hypothesis four (H4) that contact center responsiveness has significant positive effect on customer satisfaction.

Further, there is as well a positive and statistically significant (p< 0.001, ß= .768) relationship between Process related factors and overall customer satisfaction. Hence, hypothesis one (H1) is supported, that is: Process related factors has significant positive influence on customer satisfaction is supported.

Further there is also a positive and significance relationship between overall customer satisfaction and contact center assurance (at p< 0.001, ß= .768). The result indicates that, the attributes of contact center assurance have positive and significance effect on customer satisfaction. And hence, hypothesis five (H5) is accepted.

On the other hand, among the five independent variables agent related factors also have a positive (at p< 0.05, ß= .498) and statistically significance relationship with overall customer satisfaction. However compare to the other factors, agent related factors have moderate

significant effect on customer satisfaction, in ethio telecom. Thus, hypothesis two (H2): agent related factors have significant positive influence on customer satisfaction is accepted.

**Table 4.10: Summary of Hypothesis Testing**

| Hypothesis | Statistical Test |
|---|---|
| H01: Process related factors have a positive and significant effect on customer satisfaction. | Accepted |
| H02: Agent related factors have a positive and significant effect on customer satisfaction. | Accepted |
| H03: customer perception related factors have a positive and significant effect on customer satisfaction. | Accepted |
| H04: contact center Responsiveness have positive and significant effect on customer satisfaction. | Accepted |
| H05: contact center Assurance have positive and significant effect on customer satisfaction. | Accepted |

Source: (survey result, 2019)

# CHAPTER FIVE

# SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter is the final chapter which contains summary of the findings, conclusion, recommendations, limitations and future implication of the study.

### 5.1. Summary of Findings

The main objective of the study was to assess the role of contact center on customer satisfaction with ethio telecom call center and to investigate the impact of contact center responsiveness, contact center assurance, process related factors, and agent related factors and customer perception related factors on customer satisfaction. In this study hypothesis were also developed to investigate how independent variables can affect the dependent variable.

To meet this objective both quantitative and qualitative research strategy was adopted and a simple random sampling method was used to collect quantitative data from ethio telecom customers. And data collection by census from 980 agents of ethio telecom contact center by using formal questionnaire.

Descriptive statistics like frequency mean and standard deviation analysis techniques were applied to analyze background information of respondents, to analyze respondents' perception on the factors affecting customer satisfaction in call center of ethio telecom as well as inferential statistics like multiple regression analysis techniques were used.

Linier Regression analysis was undertaken to investigate impacts of each independent variables on dependent variable.

The finding also indicated that all independent variables (CC Responsiveness, CC Assurance, Process related factors, Agent related factors and Customer perception related factors) have significant relationship with dependent variable (Customer satisfaction) at $p= 0.00$ even though their strength is different. The finding of descriptive analysis on contact center responsiveness and assurance indicated in that responsiveness is better followed by assurance with a mean score value of 3.3889 and 3.3661 respectively.

On the other hand agent related factors are shown weak value with the mean value of 3.0375respectively. And process related factors have moderately well with the mean value of 3.4124 respectively.  Based on the findings,

Also, the mean value of customer perception is indicated that customer's perception towards the contact center of ethio telecom is less consistent with their perception based on the mean value 3.40028 respectively.

The perception of customers on the overall satisfaction on the contact center of ethio telecom also shows that customers are less satisfied with the mean 3.2991.

Finally, the hypotheses developed in this study were tested and accepted based on the result shows that contact center responsiveness, contact center assurance, process related factors, and agent related factors and customer perception related factors have a significant and positive impact on customer satisfaction.

## 5.2. Conclusion

The main aim of the study was to assess the effect of contact center on customer satisfaction as well as to examine the impact of various factors affecting customer satisfaction in ethio telecom call center. Accordingly,  five independent variables (contact center responsiveness, contact center assurance, customer perception related factors, Agent related factors and process related factors) were hypothesized to assess the role of contact center on customer satisfaction.

On the base of the finding of mean value of contact center responsiveness and assurance indicated in that responsiveness is better followed by. Based on the mean value of contact center responsiveness and assurance, the researcher concludes that customers are less satisfied with the responsiveness and assurance of the contact center of ethio telecom.

Similarly, agent related factors are shown weak value and process related factors have moderately well with the.

Based on the findings, the researcher concluded that process related factors and agent related factors in ethio telecom contact center are not worthy.

Also; as the indication of mean value of customer perception related factors, it is concluded that customer's perception towards the contact center of ethio telecom is less consistent with their perception. Generally; the perception of customers on the overall satisfaction on the contact center of ethio telecom also shows that customers are less satisfied with the service of contact center of ethio telecom.

Besides, the impact analysis, it is found out that all independent variables (contact center responsiveness, contact center assurance, customer perception related factors, Agent related factors and process related factors) have positive and significant impact on customers' satisfaction (dependent variable).

Finally; the researcher concluded that Ethio telecom should improve its service of contact center and increase customer satisfaction by focusing on responsiveness, assurance, customer perception related factors, Agent related factors and process related factors of its contact center.

### 5.3. Recommendations

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

1. Contact center responsiveness is not as responsive as the customers require. The company has to revisit its service responsiveness to be prompt to customers query. It is also necessary to establish mechanism to make information easily availability to its customers and render service promptly.
2. Ethio telecom should implement multiple channels of communication like internet, video chat, integrated voice record (IVR) which leads to contact center servicer other than using only voice call.
3. The company should implement different kinds of motivational schemes like refreshment trainings, incentives, rewards atc.. to call center agents which will encourage employees to provide appropriate service to customers which could increase customer satisfaction.
4. The company should Implement standardized work process and procedures related to call center service is important. These include setting achievable KPI (Key performance indicators) and standardized call quality monitoring parameters. Implementations of these procedures help to minimize the variation between agents in handling customers.

5. The company should show good progress in Implementing modern systems automation like IPCC (Internet Protocol call center and CRM (Customer relationship management), full implementation of these systems is recommended. This will help to provide prompt and error free service to customers.

6. Also, the company should implement modern system of automatic call distributor (ACD) for achieving fast and systematic distribution of calls to improve process related factors.

## 5.4. Limitations and Direction for Further Research

### 5.4.1. Limitation of the study

There are some limitations associated with this study that need to be explained. Firstly, the results obtained from this study cannot be generalized to a wide range of enterprise customers as the perceived satisfaction level might be different. Second it is geographically limited to ethio telecom enterprise customers in Addis Ababa. Time and budget constraints are other limitations of the study because the research needs deep study and data on the topic. Moreover, there were no adequate prior studies in Ethiopia related to call center service. However, the above limitations are less significant compared to the importance of carrying out this type of study.

### 5.4.2. Direction for Further Research

The purpose of this study was to find how customers of ethio telecom call center perceive contact center responsiveness, contact center assurance, customer perception related factors, Agent related factors and process related factors to measure their. Knowing how customers perceive contact center responsiveness, contact center assurance, customer perception related factors, Agent related factors and process related factors can benefit management of ethio telecom by providing reliable data that can be used to monitor and maintain improved contact center service. Findings also show that customer' perceived contact center responsiveness, contact center assurance, customer perception related factors, Agent related factors and process related factors and satisfaction is low and therefore this means ethio telecom should work hard on the factors that are found influential on customer satisfaction on these study in order to bring higher perceived service of contact center and customer satisfaction.

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**APPENDIX 1**

**Questionnaire 1**

**St. Mary's university**

**School of graduate studies Department of Business Administration**

<u>A Questionnaire to be filled by Ethio Telecom enterprise customers who use contact center of ethio telecom (980)</u>

Dear Respondent,

The purpose of this questionnaire is to collect primary data for conducting a study on the topic, **"the role of contact center on customer satisfaction"** for the partial fulfillment of the Masters of Business Administration(MBA) Program at St. Mary`s university. I kindly request you to provide me reliable information. Your responses will be kept confidential.

I kindly request you to spend some minutes of your time in answering the questionnaire.

**General Instruction:-**

- There is no need of writing your name

- In all cases where answer options are available please tick **(√)**

For any doubt, please use 0930108719 or <u>alfiaaman@gmail.com</u>

**Thank You! For your kind cooperation in answering the questionnaire.**

**Part I:** General information about the respondents

Direction: Please circle your response

1. Company category

    1. Financial institution

    2. Service provider

    3. Manufacturer

    4. NGOs/international organization

    5. Governmental organization

2. How long you have been using Ethio telecom call center service?

    1. Less than one year          3.Three up to five years

    2. One up to three years        4. Above five years

3. How many times you have been called to ethio telecom call center since last three months?

    1. Once          3.Three times

    2. two times      4. More than Three times

4. Mostly what were the reasons of your calls to ethio telecom call center?

    1. for bill request          4. For Complaint

    2. for technical support      5. For complaint status request

    3. for information request    6. For Feedback

**Part II: Likert Scale Questions**

Direction: The following tables contain the features that relate to your feelings on the factors which may affect customer satisfaction on contact center of ethio telecom. Please put a checkmark (√) on the number which reflects your perception.

1= Strongly Disagree   2=Disagree   3= Medium      4=Agree and 5 =Strongly Agree

| S/N | Items | Rank | | | | |
|---|---|---|---|---|---|---|
| | | Strongly Disagree | Disagree | Medium | Agree | Strongly Agree |
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | **Contact Center Responsiveness** | | | | | |
| 1.1 | The call center of ethio telecom is ready to assist you and render service promptly. | | | | | |
| 1.2 | Employees in ethio telecom call center are always willing and happy to help you. | | | | | |
| 2 | **Contact Center Assurance** | | | | | |
| 2.1 | You feel safe in your transactions with ethio telecom call center. | | | | | |
| 2.2 | You feel comfortable when you call to ethio telecom call center. | | | | | |
| 2.3 | Employees in ethio telecom call center provide you adequate information on the service you requested. | | | | | |
| 3 | **Proses related factors** | | | | | |
| 3.1 | The length of time you had to wait before you could speak to an advisor is reasonable. | | | | | |
| 3.2 | You didn't receive the busy tone when you call to ethio telecom call center | | | | | |
| 3.3 | The speed which your call to be picked up by call center agents of ethio telecom is fast | | | | | |
| 3.4 | Call center agents of ethio | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | telecom take a reasonable period of time to complete a transaction to solve your compliant | | | | | |
| 3.5 | Call center agents immediately answer your request | | | | | |
| 3.6 | You never hang up the phone after you call to call center of ethio telecom before you get call center agents | | | | | |
| **4** | **Customers perception related factors** | | | | | |
| 4.1 | You get a solution for your request by call center agents of ethio telecom on your first call. | | | | | |
| 4.2 | Call center agents of ethio telecom served you politely and friendly. | | | | | |
| 4.3 | Agents in ethio telecom call center have respective knowledge to answer your questions. | | | | | |
| 4.4 | Agents in ethio telecom call center anticipate your needs and wants before you request them. | | | | | |
| 4.5 | The length of time you had to wait on the line is not beyond your expectation on it | | | | | |
| 4.6 | ethio telecom call center agents provides to you a good treatment individually | | | | | |
| **5** | **Customer satisfaction** | | | | | |
| 5.1 | In general, you are satisfied with the services of ethio telecom call center | | | | | |

**APPENDIX 2**

**Questionnaire 2**

**St. Mary's university**

**School of graduate studies**

**Department of Business Administration**

**<u>A Questionnaire to be filled by Ethio Telecom enterprise Call Center Representatives (980)</u>**

Dear Respondent,

The purpose of this questionnaire is to collect primary data for conducting a study on the topic, "the role of contact center on customer satisfaction" for the partial fulfillment of the Masters of Business Administration (MBA) Program at St. Mary`s university. I kindly request you to provide me reliable information. Your responses will be kept confidential.

I kindly request you to spend some minutes of your time in answering the questionnaire. Your responses will be used only for academic research and any information which you provide will be kept confidential. Your genuine response will have significant effect on the result of the study.

General Instruction:-

- There is no need of writing your name

- In all cases where answer options are available please tick (√)

For any doubt, please use 0930108719 or alfiaaman@gmail.com

**Thank You! In advance for your kind cooperation in answering the questionnaire.**

**Part I: Background Information**

Direction: Please circle your response

1. Gender   1. Male

          2. Female

2. Educational Level

   1. Diploma & below   2. Degree     3.above Degree

3. Age

   1. 20-30     2. 31-40        3. 41-50        4. Above 51

4. Work Experience in call Center

   1.  Below 6 months          2.  6 months- 1 year

   3.  2-3 years               4. Above 3 years

**Part II: Likert scale Questions**

The following table contains the features that relate to your feelings on the agent related factors which may affect the responsiveness of contact center. Please show the extent in each feature that is close to your view of by circling your choice.

1= Strongly Disagree     3= Medium   2= Disagree             4= Agree and       5 = Strongly
Agree.

| S/No | Agent related factors | Strongly Disagree | Disagree | Medium | Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | You are comfortable in the working conditions, capabilities and working atmosphere | | | | | |
| 2 | You serve customers based on your mood in work | | | | | |
| 3 | The company constantly monitors your calls and keep track of all your shortcomings | | | | | |
| 4 | You meet the targets on the key performance indicators (KPIs) | | | | | |
| 5 | You fit with your Job | | | | | |
| 6 | The company gives you recognition, rewards and incentives | | | | | |
| 7 | You are comfortable with managerial attitudes of your coach | | | | | |
| **Level of customer satisfaction** | | | | | | |
| 8 | Your customer satisfaction survey result filled by the customers is good | | | | | |

**APPENDIX 3**

**Annexes**

**Annex1: Multiple Regression Analysis and Impact of contact center responsiveness, assurance, process related factors, and agent related factors and customer perception related factors on The Level of Satisfaction**

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-----|----------|-------------------|----------------------------|---------------|
| 1 | .851[a] | .725 | .720 | .48654 | 2.046 |

a. Predictors: (Constant), contactcenterassurance, processrelatedfactors, Contactcenterresponsivness, customersperceptionrelatedfactors

b. Dependent Variable: customersatisfaction

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-----|----------|-------------------|----------------------------|
| 1 | .498[a] | .248 | .206 | 1.90446 |

a. Predictors: (Constant), agentrelatedfactors

**ANOVA[a]**

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|-------|----------------|-----|-------------|---------|-------|
| Regression | 131.283 | 1 | 131.283 | 463.049 | .000[b] |
| Residual | 65.776 | 232 | .284 | | |
| Total | 197.060 | 233 | | | |

**ANOVA**[a]

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 115.831 | 1 | 115.831 | 330.830 | .000[b] |
| | Residual | 81.229 | 232 | .350 | | |
| | Total | 197.060 | 233 | | | |

a. Dependent Variable: customersatisfaction

b. Predictors: (Constant), contactcenterassurance

Dependent Variable: customersatisfaction

b. Predictors: (Constant), Contactcenterresponsivness

**ANOVA**[a]

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 116.169 | 1 | 116.169 | 333.181 | .000[b] |
| lResidual | 80.891 | 232 | .349 | | |
| Total | 197.060 | 233 | | | |

a. Dependent Variable: customersatisfaction

b. Predictors: (Constant), processrelatedfactors

**ANOVA**[a]

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 138.663 | 1 | 138.663 | 550.878 | .000[b] |
| Residual | 58.397 | 232 | .252 | | |
| Total | 197.060 | 233 | | | |

a. Dependent Variable: customersatisfaction

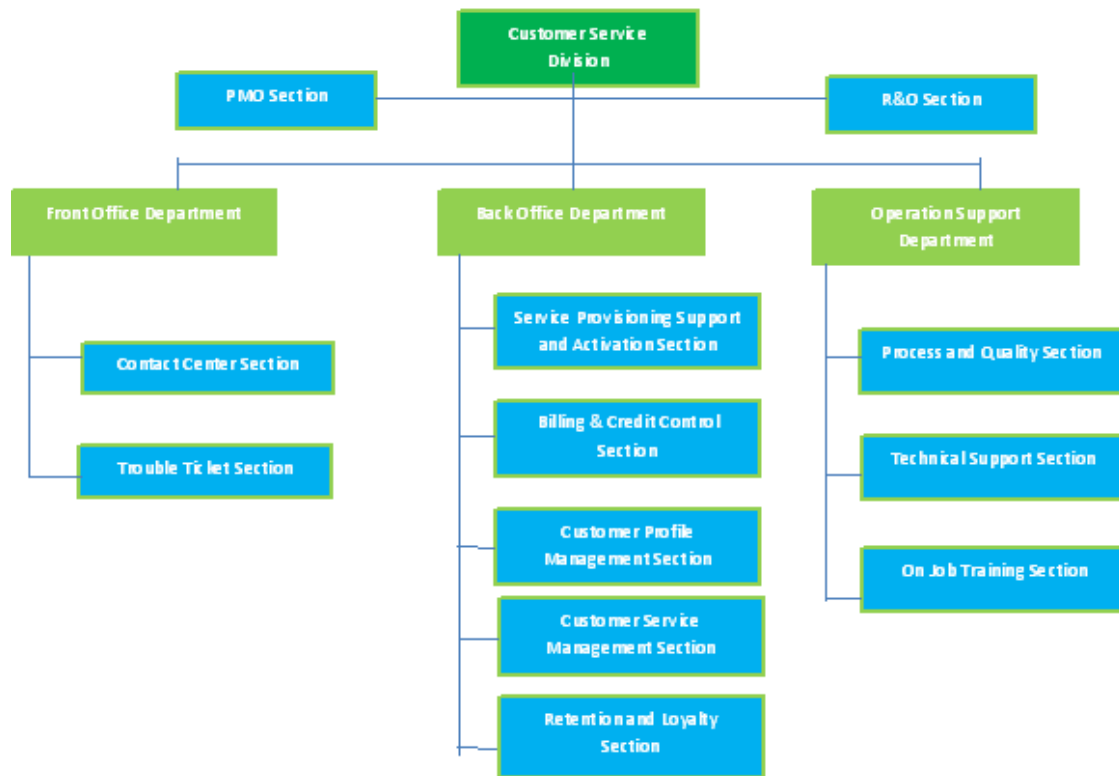b. Predictors: (Constant), customersperceptionrelatedfactors

**ANOVA**[a]

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 21.514 | 1 | 21.514 | 5.932 | .025[b] |
| Residual | 65.286 | 18 | 3.627 | | |
| Total | 86.800 | 19 | | | |

a. Dependent Variable: agentsresponsivness

b. Predictors: (Constant), agentrelatedfactors

# APPENDIX 5

**ethio telecom**

## JOB DESCRIPTION

Human Resources Division

| Entity: Customer Services Division / Front Office Department/ Contact Center Section | |
|---|---|
| **Job Information:** | |
| Job Title: Contact center Advisor | Job Role Code: CUS4415 |
| Filed: Commercial | Job Level: C |
| Family: Customer Support | Location: |
| Subfamily: Customer relations and information. | Specific Location: |
| Job Role: Advisor | Issued Data: |

**Report to:** Contact Center Coach

### General missions:

- To handle distant support to the customer
- To deliver quality of service with Excellency
- To become customer Voice within the company
- Implements the Contact Centre organization (For Residential, Distributor and Enterprise Customers) activities, the processes and the tools in coordination with the contact centre coach, to handle the front line support to the customers, and deliver excellent quality of service as per defined targets
- Implements the Customer Services Outbound Calls (OC) organisation, activities, the processes and the tools in coordination with the outbound calls manager, to handle the front line support to the customers, and deliver excellent quality of service as per defined targets
- Responsible for the Second Level (SL) activities, and responsible for a professional level of service to be offered to the customers, and objectives are achieved
- Be responsible for the Front Line activities, offering a professional level of service to the customers, and achieving objectives
- Handles the Outbound Calls (OC) activities, responsible for a professional level of service to be offered to the customers, and objectives are achieved
- Act as a leader in customer relationship management both internally and externally according to the standards of excellence set by Customer Service Division
- Supports cross functional actions to enhance the performance of the company
- Is responsible for the productivity and quality of the service, reaching the targets
- Should work motivated and in good service spirit

### Main duties and tasks:

Domain
Ensures:
- Front Line objectives elaboration (related For Residential, Distributor, top residential, VIP and Enterprise Customers)
- Understanding the Front Line/Outbound/Second Level KQIs, KPIs (Customer Satisfaction Index and

1

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Fax: +251 (0) 115 515 777

# JOB DESCRIPTION

Human Resources Division

employee efficiency), and achieving the defined targets

- Applies the quality system according to the company quality
- Customer's contacts Service qualities are adapted to the customers profiles, in a highly positive mind set.
- Applies the processes, procedures and tools according to the efficiency and quality needs
- The coordination with Residential First Level coach to deliver excellent service to customers

<u>Does:</u>

- Analyse his/her quality/productivity results versus objectives
- Assures all inbound contacts receive state of the art service, which is professional, prompt, friendly, courteous, accurate and helpful
- Register/record all customers' call reasons
- Applies KPI's, KQI's, in coordination with the Residential First Level coach
- OC team handle the outbound contacts campaigns coming loyalty/retention operations to explain to customers our offer/products/services, stimulating usage, and for up/cross selling purpose
- Respect corrective actions taken by the Residential First Level coach and work accordingly to achieve targets.
- Actively work on the front line activities, according to processes & procedures, providing professional and excellent customer service & satisfaction: for residential and enterprise customers, covering all the company products
- Permanently propose improvements for tools and processes improvement, as a result of the daily experience, to improve the customers contacts efficiency/quality according to the priorities set by the customers (service quality) and company's needs (optimising costs)
- Keep the Residential First Level coachinformed about the daily experiences (like incidents, repetitive customers call reasons etc) and different occasions faced, with regard to service and tool issues
- Permanently/correctly apply processes/procedures
- Leverage on the customers contacts to reinforce the loyalty
- Responsible to formalize, from the customer's feedback and needs, coordinate with the Residential First Level coach informing the management and company
- Apply adapted process/ tools/ services accordingly
- Efficient resolution is being delivered to all customers request, complaints, and inquiries contacts as per the Service Level Agreements
- Maintain his/her mind set good and positive
- Maintain proper behaviour, discipline, and be punctual and regular to insure that the department's objectives are attained & company rules are respected
- Prepare accurate individual reports about the Front Line activity to insure that targets are met
- Keeps the history of all the reports, to permanently learn and adapt from the experience
- Propose (according to dept. policies and procedures) all required actions to permanently optimize the quality and productivity, and to resolve customer's issues and complaints
- Understand well and implement corrective actions provided by the Residential First Level coach
- Practice to be able to handle every customer, even difficult ones
- Alert Residential First Level coachregarding any deficiency in the system and/or procedures
- Measure and record the impact of the corrective actions (from customers' feedbacks) to be sure the needed solutions are implemented solving the problems

2