



Addis Ababa University

School of Commerce

Department of Marketing Management

**Relationship between Service Quality and Customer
Satisfaction: The Case of Ethiopian Airlines Call
Center**

BY

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Relationship between Service Quality and Customer Satisfaction: The Case of Ethiopian Airlines Call Center

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Declaration

I, TigistMakonnen hereby declare that the work in this research study entitled **“Relationship between Service Quality and Customer Satisfaction: The Case of Ethiopian Airlines Call Center”** is fully my own original work and that all sources of materials used or quoted for this study have been indicated and acknowledged as complete references. This research paper has not been previously submitted in full or partial fulfillment for any degree in this university or any other recognized educational institution. This research study is being submitted in partial fulfillment of the requirement for the degree of masters in Marketing Management.

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This is to certify that Ms. TigistMakonnen has completed her project work entitled **“Relationship between Service Quality and Customer Satisfaction: The Case of Ethiopian Airlines Call Center”**

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Abstract

This study was carried out with the intention of examining the relationship between the five service quality dimensions, namely Tangibility, Reliability, Assurance, Responsiveness and Empathy, and customer satisfaction, focusing particularly on Ethiopian Airlines Call Center. For this study, accessible sample size of 330, who have used Ethiopian Airlines Call Center at least ones, either through phone or email, was selected. A structured questionnaire was used to collect data form respondents by using a self-administered data collection system. Data analysis mainly took place with SPSS 20.0 to test hypothesized relationships. The study found out that three out of the five service quality dimensions, Assurance, Responsiveness and Empathy, have significant relationship with Customer satisfaction. On the other hand, the relationship between the rest two dimensions, Tangibility and Reliability, and customer satisfaction is insignificant.

Keywords: Call Centers, Service, Service quality, Customer satisfaction

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In a highly competitive environment, virtually all companies are forced to be more customer-oriented. It is generally agreed that the level of customer satisfaction determines repeat sales, word-of-mouth recommendations, and customer loyalty. Superior service quality has become a major differentiator in producing customer satisfaction, and successful quality management is recognized as the most powerful competitive weapon that many leading service organizations possess (Atalik&Arslan, 2009).

Service quality and customer satisfaction are the two core concepts of contemporary marketing theory and practice in service industries. Shemwell (1998) stated that the key to sustainable competitive advantage lies in delivering high-quality service that result in satisfied customers. The link between service quality and customer satisfaction is now firmly established, and it has been shown that this link subsequently produces higher revenues, increased cross-sell ratios, higher customer retention, repeat purchasing behavior, and expanded market share.

Service quality and customer satisfaction take on paramount importance as the main drivers of customer's behavioral intentions. It is broadly accepted that providing superior service quality and higher levels of satisfaction lead to greater customer loyalty, secure future revenues, reduce the costs of future transactions through positive referrals, decrease price elasticity and ultimately affect company's bottom line (Anderson, 1994).

Customer service is the service provided in support of a company's core products/services. Customer service most often includes answering questions, taking orders, dealing with billing issues, handling complaints, and perhaps scheduling maintenance or repair. Customer service can occur on site (as when a retail employee helps a customer find a desired item or answers a question), or it can occur over the phone or via the internet (Zeithaml&Bitner, 2003).

Customer satisfaction is the concept that occupies a central position in marketing though and practice (Potluri&Mangnale, 2010). Customer satisfaction is actually how customer evaluates the ongoing performance (Gustafsson, Johnson &Roos, 2005) and it is a critical issue in the success of any business system in today's business world (Ahmed, Nawaz, Usman, Shaukat, Ahmad &Iqbal, 2010). The ability of a service provider to create high degree of satisfaction is crucial for product differentiation and developing strong relationship with customers. However, key challenge of this market is how they satisfy and retain their customers and manage service quality (Atalik&Arslan, 2009).

Customer satisfaction is influenced by many factors such as service quality and price. However, quality had a long term impact on the satisfaction of customers (Ahmed, 2010). Atalik&Arslan (2009) found that creating value and offering quality of service offered to customer creates loyal customers.

The air transport industry is one of the world's most important service industries which is also essential to economic progress. Air transport makes possible the rapid movement of millions of people and billions of dollar worth of goods to the market around the world fast and efficiently where the global community and market place are increasing. Airlines are becoming more and more customer oriented with innovative ideas and approaches. New product and service features will become increasingly important in long sectors even if price remains the core competitive element especially in the leisure markets and short sectors. In the drive to secure individual and unique customer relationship in order to ensure customer loyalty, more and more airlines are striving to differentiate their products through branding and more individualized treatment of customers (Getachew, 2004).

As tough and multidimensional competition exists in the airline industry, different methods such as ticket pricing, economies of scale due to alliance of group of airlines, employing the latest technology to enhance efficiency, etc., are used to win the competition (Getachew, 2004).

Service quality is another and major area of competition. It is all the chain of activities that must take place efficiently and effectively to transport the passenger from origin airport to the destination airport (Getachew, 2004). It is the result of the comparison that customers make between their expectation about a service and their perception of the way the service has been

performed (Gronroos, 1982; Parasuraman, 1985, 1988). A number of experts define service quality differently. If the expectation is greater than the service performance, perceived quality is less than satisfactory and hence, customer dissatisfaction occurs (Parasuraman, 1985).

The end product of an airline is the transportation services it offers to its customers and the main performance indicator of an airline is its Service Quality. Airline Service Quality is a key differentiator between the competing airlines. It is especially very critical in a highly competitive environment. Therefore, service quality improvement is key issue that determines the very survival of the airline itself.

1.2 Background of the Company

Ethiopian Airlines (Ethiopian) is the flag carrier of Ethiopia. During the past seventy years, Ethiopian has become one of the continent's leading carriers, unrivalled in Africa for efficiency and operational success, turning profits for almost all the years of its existence. Operating at the forefront of technology, it has also become one of Ethiopia's major industries and a veritable institution in Africa. It commands a lion's share of the pan African network including the only daily east-west flight across the continent. Ethiopian serves 95 international destinations. Furthermore, it is working diligently to make the Ethiopian Aviation Academy the leading aviation academy in Africa. Ethiopian is one of the airlines, in the world, operating the newest and youngest fleets (<https://www.ethiopianairlines.com>).

The story of the Ethiopian national airline begins in 1945, when the Ethiopian delegation which was sent to the United Nations founding conference requested the US States Department for assistance in establishing a commercial air transport. Following the positive reaction of the State Department, after a number of consultative meetings, an agreement was signed between the Ethiopian government and TWA (Trans World Aviation) to set up a commercial air transport company, the Ethiopian airlines Inc. (EAL). Ethiopian Airlines started with 6 DC-3 Douglas air planes and seven Stintion 1 type aircrafts bought in April 1946. Then after, the airline has made serious efforts to progressively acquire modern aircrafts and expand its services to more and more destinations (<https://www.ethiopianairlines.com>).

Ethiopian Airlines became member of IATA (International Air transport Association) on 01 January, 1959. This coupled with the acquisition of modern jet planes opened the venue for the airline to be a pioneer jet link of Africa to the world(<https://www.ethiopianairlines.com>).

Until 1974 Ethiopian Airlines operated under the guidance of TWA, where the host company used to serve as an authorized agent for the purchase of aircrafts, associated spare parts and hiring of personnel. Besides these, TWA was entrusted with technical management and operations of the airline, while the business management was directed by a board of directors constituted by representatives of Ethiopian Government and TWA. This arrangement was fully changed and the management was completely transferred to Ethiopian Government following the 1974 political change (<https://www.ethiopianairlines.com>).

Concerning destinations, Ethiopian airlines at present covers five continents: Africa, Middle East, Far East, Europe and America. The airline's largest international number of routes is found in Africa, linking 58 cities of the African continent to the rest of the world. In total, the airline serves currently 95 International and 20 domestic destinations(<https://www.ethiopianairlines.com>).

ET has a total of 82 current commercial fleets to conduct all services in the airline such as domestic passenger services, medium and long-range international passenger services, cargo and non-scheduled services (<https://www.ethiopianairlines.com>).

The Ethiopian Airlines is a fully government owned share company, which is managed by the board of directors appointed by the government (<https://www.ethiopianairlines.com>).

Vision, Mission and Values

Vision 2025

Ethiopian will be the most competitive and leading aviation group in Africa by providing safe, market driven and customer focused passenger and cargo transport, aviation training, flight catering, MRO and ground services by 2025 (<https://www.ethiopianairlines.com>).

Mission Statement

To become the leading Aviation group in Africa by providing safe and reliable passenger and cargo transport, aviation training, flight catering, MRO and ground services whose quality and price “value proposition” is always better than its competitors (<https://www.ethiopianairlines.com>).

To ensure being an airline of choice to its customers, employer of choice to its employees and an investment of choice to its owner (<https://www.ethiopianairlines.com>).

To contribute positively to socio economic development of Ethiopia in particular and the countries it operates in general by undertaking its corporate social responsibilities and providing vital global air connectivity (<https://www.ethiopianairlines.com>).

Value Statement

As an airline, safety is our first priority.

ET is a high performance and learning organization.

We are an equal opportunity employer.

We treat internal and external customers the way we would want to be treated.

(<https://www.ethiopianairlines.com>)

Ethiopian Airlines International Passenger Service Cycle

The cycle of service for an airline starts at reservation and lasts on the consumption of the airline service after deplaning and collection of luggage.

Global Call Center

The Global Call Center may be the first line of contact for customers looking to travel from a given destination to another, using air transportation. The global call center is an office responsible for make reservations and other arrangements for those customers who want to travel or those who require other assistances through a toll free line or via email. Customer service agents at the global call center are required to assist customers by making all the necessary arrangements from providing information of flight timings and schedule changes to issuing flight tickets and other documents allowing passenger to travel from one place to another. customer service agents are required to ask passengers if they have special meal or seat request on board and need special assistance when traveling such as wheelchair and help in assisting passenger by tracing lost luggage, exchanging tickets, processing ticket refunds, facilitating travel of stretcher and special need passengers up on request (<https://www.ethiopianairlines.com>).

Ticketing and Area Offices

This may be the second line of contact for customers looking to make; tentative bookings, payment for their reservations, change their travel dates, cancel or reconfirm tickets. A ticketing agent is responsible to issue, exchange or refund tickets processed in different form of payments like cash, check, credit or miles (<https://www.ethiopianairlines.com>).

Check-in Counter and Departure Hall

This is the first counter at the departure control or the airport station where passengers check in their luggage and receives boarding-pass. The customer service agents at this counter welcomes passengers, verify travel documents, assign seats, issue boarding pass, put baggage tags on checked bags, give passenger claim taps and direct passengers to the next process. After finishing the check-in and the passport control process with the immigration office, passengers proceed to the departure hall. The departure hall is a place where passengers wait for their flight announcement, a place where different facilities are availed for passengers. Facilities such as telephone, banking services, shops, postal service, restaurants, bars, washrooms, etc(<https://www.ethiopianairlines.com>).

Boarding Gate

From the departure hall the passengers proceed to the boarding gate where passengers are required to submit their ticket with their boarding pass to the gate agent and the agent will verify the documents of the passengers' for the last time and issue part of the boarding pass. When the boarding time reaches the boarding gate agent announces to the passengers that the flight is ready for boarding and dispatches the flight (<https://www.ethiopianairlines.com>).

In-flight Services

During the flight an airline is responsible to provide services like lunch, breakfast or snack depending on the flight time. After take-off the Captain provides information to the passengers about the flight. The crews are responsible to handle the customers with courtesy and assist the passengers when they need any help. Besides these, different kinds of inflight entertainments, reading materials and duty free services are provided to passengers (<https://www.ethiopianairlines.com>).

Arrival & Transit Office

This is an office which is responsible for facilitating transfer of transit passengers. The office issues hotel vouchers and provides ground transport for transit passengers who stay one night or more to connect their flight. Passengers who have reached their final destination will be directed to the baggage collection area by the agent of this office to collect their luggage (<https://www.ethiopianairlines.com>).

Baggage Handling Area

After deplaning, the passengers collect their baggage from the arrival baggage belt. The airline is responsible to deliver the passengers' luggage, which was under the airline custody. The airline is responsible to handle the luggage properly with safety. If something happened on the luggage of the passengers or if the passenger lost his/her luggage, the airline has the responsibility to pay compensation (<https://www.ethiopianairlines.com>).

1.3 Statement of the Problem

Customer satisfaction has been studied in different directions, from measurement to its relationships with other business aspects. Some studies have provided possible means of measuring customer satisfaction (Levy, 2009; NBRI, 2009). Meanwhile other authors like Wilson (2008) demonstrated product and service quality, price, personal and situational factors as the determinants of customer satisfaction. Some researchers have looked into the relationship between total quality management and customer satisfaction (Wen-Yi, 2009).

Customer satisfaction is also based upon the level of service quality provided by the service provider (Lee, 2000) and service quality acts as a determinant of customer satisfaction (Wilson, 2008). Other authors, like Caruana (2002), have brought out theories relating service quality and customer satisfaction in their studies.

Few studies have been conducted to evaluate service quality then relating it with customer satisfaction and other marketing, or business aspects, of which very few have been conducted on the relationship between customer satisfaction and service quality by testing the service quality dimensions on both service quality and customer satisfaction. Even among those that used service quality dimensions to evaluate service quality and relate either directly or indirectly to customer satisfaction, they neither used all of the variables of SERVQUAL nor did use SERVQUAL/SERVPERF at all. (Kuo, 2003)

Service quality and customer satisfaction have been proven from past researches to be positively related (Baker-Prewitt, 2000; Kuo, 2003) but, there is a need to test the direct relationship between each of the service quality dimensions and customer satisfaction.

Apart from the area being researched, in the case of Ethiopian Airlines, a lot of complaints arise on the call center service as per the information from ET customer service office.

Assessing the relationship between service quality dimensions and customer satisfaction of the call center service of Ethiopian airlines plays important role for the sustainable development of the call center and the company in general. It also helps to identify which of the five dimensions has more significant effect on the satisfaction level of the call center's customers'.

1.4 Research Questions

1.4.1 General Question

Is there relationship between the service quality dimensions and customer satisfaction?

1.4.2 Specific Question

- ✓ Is there significant relationship between tangibility and customer satisfaction?
- ✓ Is there significant relationship between reliability and customer satisfaction?
- ✓ Is there significant relationship between assurance and customer satisfaction?
- ✓ Is there significant relationship between responsiveness and customer satisfaction?
- ✓ Is there significant relationship between empathy and customer satisfaction?

In answering the above questions, the study aims at contributing to the study of the relationship between customer satisfaction and service quality dimensions in the context of Ethiopian airlines call center.

1.5 Research Objectives

1.5.1 General Objectives

The objective of this study is examining the relationship between service quality dimensions and customer satisfaction in Ethiopian Airlines Global Call Center.

1.5.2 Specific Objectives

- ✓ Assessing the relationship between tangibility and customer satisfaction.
- ✓ Assessing the relationship between responsibility and customer satisfaction.
- ✓ Assessing the relationship between assurance and customer satisfaction.
- ✓ Assessing the relationship between responsibility and customer satisfaction.
- ✓ Assessing the relationship between empathy and customer satisfaction.

1.6 Significance of the Study

The purpose of this study is to examine the relationship between customer satisfaction and service quality dimensions. A research like this is essential to assess and improve service delivery and design, because it provides management with data that they can use in making inferences about the customers. The results of this study would be proved useful for academics; business in the field of marketing and management researchers of customer satisfaction and service quality especially in service sector organizations.

1.7 Scope of the Study

1.7.1 Geographical

The study only considered passengers found at Bole International Airport terminal at the time of questionnaire distribution as respondents. Bole international terminal is chosen to be the data gathering area because there is a wide possibility of getting diverse passengers who have contacted Ethiopian Call Center previously.

1.7.2 Theoretical

The study only considered the relationship between service quality dimensions and customer satisfaction, neglecting other factors that could contribute to customer satisfaction.

1.7.3 Methodological

The study is executed only with the methodologies described in chapter three and the discussion only depends on the findings after processing the data gathered and analyzed through this methodologies.

1.8 Limitation

Customers from ticket offices in Addis Ababa, domestic ticket offices and domestic airports are not addressed in the study. On top of this, even though there are several variables that affect customer satisfaction like consumer behavior and environmental factors in addition to the five variables of service quality dimensions, they were not covered under this study.

Of passengers that were found at Bole International Airport at the time of data collection, those who have never contacted the call center before were not asked to fill the questionnaire.

Because of the broad nature of this area of study, it was not possible to access all the literature concerning customer satisfaction and service quality dimensions because it would have been very voluminous. Thus, the researcher hovered in a limited aspect within the literature, thereby around the relationship between customer satisfaction and service quality dimensions of the SERVQUAL and SURVPERF models.

1.9 Definition of Key Terms

Call Centers: are physical or virtual operations within an organization in which a managed group of people spend most of their time doing business by telephone, usually working in a computer – automated environment (Call Center Association, 1999).

Service: is any intangible act or performance that one party offers to another that does not result in the ownership of anything (Kotler & Keller, 2009).

Service quality: Is the global evaluation or attitude of overall excellence of services; the difference between the customer's expectation of service and their perceived service (Parasuraman, 1985, p.41).

Customer satisfaction: Satisfaction is the consumer's fulfillment response. It is a judgment that a product or service feature, or the product of service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under or over-fulfillment (Oliver, 1997).

1.10 Organization of the Study

This study is divided in to five chapters. The first chapter contains the introductory part composed of background of the study, statement of the problem, research questions, research objective and significance of the study. The second chapter deals with related theories and previous studies related to the topic and a brief background of Ethiopian Airlines is presented.

The third chapter contains research methodology, research design and sampling techniques. In chapter four, the data which was gathered during the data collection process is presented and analyzed. Finally chapter five presents the summary of findings, conclusion and recommendations, and limitation and implications for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Review

The Call Center Association (1999) defines call centers as a physical or virtual operation within an organization in which a managed group of people spend most of their time doing business by telephone, usually working in a computer – automated “environment” (Gilmore, 2001. P.153).

It is believed that the first new generation call centers were developed in the USA in the 1980s and a few years later adopted in Australia and the UK (Brown & Maxwell, 2002). The oldest centers are found in the telecommunications and retail sectors, reflecting the early development of advanced engineering systems in telecommunications and catalogue sales in the retail sector. However, Holman, Batt&Holtgrewe (2007:12) conclude that almost all call centers are now using advanced information technologies to handle customer inquiries. This implies that call centers in different countries are converging on a set standard. According to Holman (2007:6), after conducting a survey of almost 2,500 call centers in 17 countries, South Africa included, found that the nature of the call center industry is very similar in terms of markets, service offerings, organizational structure and workforce characteristics.

The call center industry has grown considerably over the last decade, mainly due to technological advances and the decline in costs of communications and data transmission, making it easier for the firms in the various industries to provide improved customer service (Benner, Lewis & Omar, 2007:9). A call center is a physical or virtual operation within an organization in which a managed group of people spend most of their time rendering business services by telephone, usually in a computer-automated environment (Robbins & Coutler, 2005:345). A call center allows a firm to build, maintain and manage customer relationships by solving problems and resolving complaints quickly, having information, answering questions and being available. Call centers are forming the heart of successful customer relationship strategies; they provide firms with valuable information about the performance of their services. Thus, allowing firms to understand how customers feel about service quality. Most business organizations see call centers as a potentially effective way of keeping customers happy and satisfied and gaining a competitive advantage (Dean, 2002:414).

The study is focused mainly on customer satisfaction, service quality and service measuring models - in particular the SERVQUAL model. This paper looks at phenomena, which occur in reality, thus the theories implied will be based on observations perceived through customers' senses. As mentioned above the main research questions are how satisfied Ethiopian Airlines Call Center customers are with the service quality provided and which dimensions of the service quality they are satisfied or dissatisfied with. Thus, the SERVQUAL model will be considered as suitable for assessing customers' perceptions and expectations of ET Call Center's Customers. The model was designed to evaluate service quality by measuring the disconfirmations (the gaps) between perceived and expected service quality and respectively customer satisfaction. Hence, this chapter will discuss the concepts of customer satisfaction, services quality and relevant models of service quality, the relationship between customer satisfaction and service quality and respectively measurements of quality and satisfaction.

Moreover, this part will discuss the literature related to the SERVQUAL model, its development, application and criticism and explain the application of the model for the purposes of the study.

2.1.1 Defining Service

Any activity or benefit that one party can offer to another which is essentially intangible and does not result in the ownership of anything can be considered as service. Services are deeds, processes and performances. Broadly, services include all economic activities whose output is not a physical product or construction is generally consumed at the time it is produced and provides added value in forms (convenience, amusement, timeliness, comfort or health) that are essentially intangible concerns of its first purchaser (Quinn, Baruch and Paquette, 1987). The advanced economies of the world are now dominated by services and virtually all companies view services as critical to retaining their customers today and in the future. Even manufacturing companies that, in the past, have depended on their physical goods for their existence but now they come to see and recognize that service provides one of their few sustainable competitive advantages (Zeithaml & Bitner, 2003).

Service had been commonly viewed as the opposite side of goods along a continuum. Analyzing the categories of products on a product continuum that was titled ‘a tangibility spectrum’, Shostack (1977) as cited in Yeamdao (2007) classified services according to the degree of intangibility. He specified from the intangibility perspective that goods were referred to as an object, a device, or a thing, whereas service was a deed, a performance, or an effort. In practice, it was difficult to completely separate service from goods. Goods purchase was almost always accompanied by supporting services. To distinguish the differences between services and goods, Lovelock (2001) provided seven generic differences between goods and services in a marketing domain which included nature of the product, greater involvement of customers in the process, people as part of the product, greater difficulties in maintaining quality control standards, absence of inventories, relative importance of the time factor, and the structure of distribution channels. Gronroos (1990) cited in Yeamdao (2007) distinguished services into two dimensions: a technical outcome dimension and a functional outcome dimension. The technical outcome dimension was the type (*what*) of service delivered to consumers. The functional outcome dimension was the process (*how*) by which service is delivered. Most of service and service quality literatures examined the later dimension. Service was also perceived as a system which a service organization must provide. The service system comprises service operations system, service marketing system, and service delivery system (Lovelock, 2001). Gronroos further refined the definition in 1990 by focusing on interactive activity between two or more people. He emphasized the relationship among customers (i.e., external customers), employees or contact personnel (CP) who are service providers (i.e., internal customers), and managers in a services organization. His definition was:

A service is an activity or series of activities of more or less intangible nature that normally, but not necessarily, takes place in interactions between the customer and service employees and/or physical resource or goods and/or systems of the service provider, which are provided as solutions to customer problems. (p. 27)

Gronroos's definition is comprehensive and explains overall services; therefore, this definition is employed in the present study. By including many types of interactions among the relationships, the definition of services has been broadened and deepened since the early definition. The study of services has moved from a concentration on goods vs. services to a specific study of services activities (e.g., services quality, internal marketing, relationship marketing). Service is now understood to be both a specific industry and an important aspect of all industries (Bitner, Fisk, & Brown, 1993).

2.1.2 Characteristics of Service

Services have unique characteristics that make them different than that of goods. Literatures on service highlight differences in the nature of services versus products which are believed to create special challenges for service marketers and for consumers buying services.

Although there has been debate on the effectiveness of the four characteristics in distinguishing between products and services, (Regan, 1963), these are nevertheless widely accepted by scholars and marketers (Zeithmal& Levitt, 1981) and used both as the basis for examining service buyer' behavior and developing service marketing strategies. It is therefore important to establish the extent to which these characteristics reflect the perspective of the customer.

Intangibility

The literature highlights intangibility as one of the key characteristics of services. Regan (1963) introduced the idea of services being “activities, benefits or satisfactions which are offered for sale, or are provided in connection with the sale of goods”.

The degree of intangibility has been proposed as a means of distinguishing between products and services (Levitt, 1981). Darby and Karni (1973) and Zeithaml (1981) highlight the fact that the degree of tangibility has implications for the ease with which consumers can evaluate services

and products. Other studies suggest that intangibility cannot be used to distinguish clearly between all products and services. Bowen (1990) and Wyckham, Fitzroy and Mandry (1975) suggest that the intangible-tangible concept is difficult for people to grasp. Bowen (1990) provides empirical evidence to support this view.

Onkvisit and Shaw (1991) feel that the importance of intangibility is over-emphasized. They believe that the service provider's offer is their "productive capacity" and not the intangible nature of the offer.

Inseparability

Inseparability is taken to reflect the simultaneous delivery and consumption of services (Regan, 1963; Wyckham, 1975; Donnelly, 1976; Grönroos, 1978; Zeithaml, 1981; Carman and Langeard, 1980; Zeithaml, 1985; Bowen, 1990 and Onkvisit and Shaw, 1991) and it is believed to enable consumers to affect or shape the performance and quality of the service (Grönroos, 1978; Zeithaml, 1981).

Heterogeneity

Heterogeneity reflects the potential for high variability in service delivery (Zeithaml, 1985). This is a particular problem for services with high labor content, as the service performance is delivered by different people and the performance of people can vary from day to day (Rathmell, 1966; Carman and Langeard, 1980; Zeithaml, 1985; Onkvisit and Shaw, 1991).

Onkvisit and Shaw (1991) consider heterogeneity to offer the opportunity to provide a degree of flexibility and customization of the service. Wyckham (1975) suggest that heterogeneity can be introduced as a benefit and point of differentiation.

Perishability

The fourth characteristic of services highlighted in the literature is perishability. In general, services cannot be stored and carried forward to a future time period (Rathmell, 1966; Donnelly, 1976; and Zeithaml, 1985). Onkvisit and Shaw (1991) suggest that services are “time dependent” and “time important” which make them very perishable. Hartman and Lindgren claim that the “issue of perishability is primarily the concern of the service producer” and that the consumer only becomes aware of the issue when there is insufficient supply and they have to wait for the service.

2.1.3 Service Marketing

The development of service-oriented concepts and models started in the 1970s, though it is suspected that there were some earlier services marketing publications (Grönroos, 2006:317). Grönroos (2006) acknowledges Lynn Shostack’s (1977) article as the pioneering work that promoted service marketing as an interesting and acceptable field of research.

Service marketing is founded upon the fundamental concepts of marketing specifically the philosophy or customer orientation (Gilmore, 2003:6). According to Gilmore (2003:3) the service sector account for most of the new job growth in both developed and still developing nations. Services’ marketing has been successful because it differentiated itself in the marketplace with a conceptual paradigm shift that services are different from goods (Lovelock & Gummesson, 2004:21).

The authors comment that the drift from goods to services is reinforced by the emergence of the Internet during the late 1990s. This shift is confirmed by the fast growth of the call center business in the marketplace. However, Grönroos (1995:252) argues that service firms are fuelled by relationships and concludes that the nature of service businesses such as banks, insurance firms, transportation firms and retailers, is relationship oriented. Grönroos (1995:252), thus, defines services marketing as a way of inviting customers to use the service processes by making promises about value that can be expected to be captured from the service (Grönroos, 2006:324).

2.1.4 Service Quality

The service sector is expanding at an increasing rate and is becoming intensely competitive (Chen, Gupta and Rom, 1994; Johnson, Dotson and Dunlap, 1988). As such, service quality has become a very important issue in marketing and has received much attention since the deregulation, and thus increased competition, within many service industries (e.g. health care, banking and telecommunications in the 1980s and utilities in the 1990s). Service quality has become so important that some businesses not only need high levels of service quality for success, but in some cases, need it for survival (Buzzel and Gale, 1987; Chen, Gupta and Rom, 1994; Ford Motor Company, 1990; Germano, 1992; Hauser & Clausing, 1988; Howcroft, 1993; Kearns & Nadler, 1992; Kettinger & Lee, 1995; Koska, 1990).

Crosby (1981) defined Quality as consistency with fixed specifications and this agrees with Karim's (1996) definition, who defined Quality as anything that accords with the characteristics of the product to meet the external clients' needs. In addition, the product quality differs from that of a service as the earlier is tangible, whereas the latter is intangible. Service is also defined differently. The American Society for Marketing, for example, defines service as activities or benefits that are offered for sale or that are offered for being related to a particular product. Kotler (2003), defined service as 'any behavior or act based on a contact between two parties: the provider and the receiver, and the essence of this reciprocal process is intangible. Hakesver (2000) looked at service as a set of economic activities that provide time, location form and psychological benefits. Beer (2003) defined service as a set of characteristics and overall properties of the service which aim to satisfy the clients and meet their needs. Walfried (2000) defined service as a set of characteristics that meet the clients' needs, strengthen the links between the organization and them, and enhance the clients' value as well.

Recent literature holds that service quality remains a potent force in marketing but mainly as a fundamental component of customer value (Woodall, 2001:597). Miciak and Desmarais (2001:340) allege that service quality management is now the concern of all business enterprises and call centers are playing an increasingly important role in the customer service experience. Brink and Berndt (2004:70) and Gronroos (2000:62) define service quality as perceived by customers, and thus, refer to the firm's ability to accurately determine customer expectations and

to deliver the service at a quality level that will at least meet those customer expectations. However, the service quality concept has many inherent difficulties in implementing and evaluating in a service firm (Hoffman, Bateson, Wood and Kenyon, 2009:402). This difficulty occurs primarily owing to the unique characteristics of services (inseparability, intangibility, heterogeneity and perishability). Unlike goods, where customers evaluate the finished product only, with services customers evaluate the whole process of the service and its outcome. Gronroo's 1984 deconstruction model of service quality led to his identification of three principal components in service quality, namely, technical quality, functional quality and corporate image (Woodall, 2001:595). This model concluded that a firm's image is determined by both conventional and emergent marketing techniques, but also significantly depends upon both the customer expectations and perceptions of the firm's technical and functional quality.

In an attempt to cover quality in all sectors, Garvin (1988) as cited in Yeamdao (2007) brought together the definitions of quality described by scholars from fields as diverse as philosophy, economics, marketing, and operations management. He classified the quality definitions into five categorized perspectives. First, *Transcendent* perspective viewed quality as an innate excellence, which could be recognized only through experience. It could not be defined precisely, and thus it offered little practical guidance. Second, *Product-based* perspective viewed quality as precise and measurable quantities. It was highly effective on an objective nature, but failed in measuring subjective attributes. Third, *User-based* perspective considered quality from an individual customer's perspective which was highly subjective. Fourth, *Manufacturing-based* perspective viewed quality from production process or supply side by setting up a specification and considering product conformance. However, it recognized consumer's interest rather than simplifying the production process. Fifth, *Value-based* perspective viewed quality as the result of a balance between service performance and price or "affordable excellence".

Schneider and White (2004) as cited in Yeamdao (2007) commented that the quality based on philosophical (transcendent) approach was useless for research and practice since it was inexplicable and unquantifiable. In addition, defining quality from a technical (manufacturing or objective) approach was well-suited to standardized products since it focused on the objective and the readily measurable. Moreover, the user-based approach was more attractive in order to define the quality of services because it was more appropriate to the subjective terms and the

characteristics of service. They further suggested that because most services were supplied in a combination with goods, the technical approach should measure the '*what*' of services whereas the user-based approach was fitted for measuring the quality of the '*how*' of services.

Garvin (1988) cited in Yeamdao (2007) also identified eight dimensions of quality as a framework for analysis. He stated that these dimensions provided the disaggregating concept of quality for businesses to attain and focus on some harmonizing dimensions because some of them could be achieved with the expense of the other. The eight dimensions were described as follows:

- ✓ Performance refers to the primary operating characteristics of a product or service.
- ✓ Features refer to the secondary characteristics that supplement the product's basic functioning.
- ✓ Reliability refers to the probability of a product's malfunctioning or failing within a specified period of time.
- ✓ Conformance refers to the degree to which a product's design and operating characteristics meet pre-established standards.
- ✓ Durability refers to the amount of use one gets from a product before it physically deteriorates or before it breaks down.
- ✓ Serviceability refers to the speed, courtesy, competence, and ease of repair.
- ✓ Aesthetics refers to how a product looks, feels, sounds, tastes, or smells (most subjective).
- ✓ Perceived Quality refers to indirect measures of quality comparison by using perception of quality i.e. images, advertising, and brand names rather than the reality itself (most subjective).

Service quality is so important that companies have gone to great efforts to evaluate and keep records of service quality levels (Hauser & Clausing, 1988; Phillips, Chang & Buzzell, 1983; Zeithaml, Parasuraman & Berry, 1990). By offering high levels of service quality, rewards can come in the form of increased market share (Buzzell & Gayle, 1987; Phillips, Chang & Buzzell, 1983). Researchers have varying suggestions for uses of service quality measurement instruments. Some researchers recommend using service quality instruments in order to spot problems, determine how to correct the problems and to evaluate the improvements

(Kettinger&Lee, 1995). Others believe that companies should use service quality surveys to warn of possible problems that could lead to departing customers (Zeithaml, Berry &Parasuraman, 1996).

Additionally, these same researchers suggest using the survey to modify service offerings to be consistent with what the customer wants. Given the importance of service quality to the services sector, Taylor and Baker (1994) encourage further operationalization of service quality. Service quality is defined as how well the service meets or exceeds the customers' expectations on a consistent basis (Crosby, 1979; Parasuraman, Zeithaml& Berry, 1985). The difficulty, however, is that service quality, unlike product quality, is more abstract and elusive, because of features unique to services: intangibility, inseparability, heterogeneity (Parasuraman, Zeithaml& Berry, 1985) and perish ability and is therefore difficult to measure. To remedy this difficulty, Parasuraman, Zeithaml& Berry (1985) established the "gap model". Parasuraman, Zeithaml& Berry (1985) conducted focus groups and interviewed executives. In doing so, they identified five "gaps" that can cause quality problems in organizations. The first gap is the consumer expectations-management perceptions gap. This gap resulted from discrepancies between the perceptions of executives and the perceptions of consumers on things like privacy and security issues. Basically, the executives did not understand the customers' expectations. Service firms also experienced problems in providing services as quickly as the customers wanted. Clearly survey research is a key to narrow this gap. This created the second gap, which is called the management perception-service quality specification gap. The third gap is the quality specifications-service delivery gap. Executive realize that this gap includes the vital role of the contact personnel. This is a difficult aspect of providing services, because of the inconsistency in the behavior of personnel. The fourth gap is the service delivery-external communications gap. This gap forms, based on the capability of the firm to deliver what is promised and to completely inform consumers of all the things the service firm is doing that benefit customers. Firms should not promise the customer more than the service firm is capable of delivering. These problems in quality created gap five. The fifth gap is the difference between the expectations customers have and the perceptions of service actually received and is pertinent to providing high levels of service quality. That is, Gap 5 is the expected service-perceived service gap. Parasuraman, Zeithaml and Berry attempted to measure this fifth gap by developing the SERVQUAL instrument. They performed exploratory research to examine quality in four service settings

(retail banking, credit cards, securities brokerage, and product repair and maintenance) in order to understand an area that is under researched and difficult to define. They found the following 10 determinants to form expectations and perceptions of services received by the customers (Parasuraman, Zeithaml & Berry, 1988)

Reliability: the ability of an organization to accurately achieve its services in the proper time and according to the promises it has made to its clients.

Responsiveness: the tendency and willingness of service providers to help clients and satisfy their needs, immediately reply to their inquiries, and solve their problems as quickly as possible.

Competence: having adequate skills and knowledge that enable the employees to perform their jobs properly.

Accessibility: providing easy access to a service in terms of location and through services provided via the telephone, the internet, or any other means of communication.

Courtesy: treating clients respectfully in a polite friendly manner, understanding their feelings, and answering their phone calls gently.

Communication: this occurs through gentlemanly listening to the client conveying information to them clearly and facilitating external communication with workers.

Credibility: this can be achieved through full trust and confidence in the service provider as well as his honesty and straight forwardness.

Security: this depends on whether the service is free from risks and hazards, defects or doubts so that it provides bodily safety, financial security as well as privacy.

Understanding/ knowing the customer: this can be made achievable through the ability to pinpoint the customers' needs as well as understanding their individual problems.

Tangibility: this includes physical aspects connected with service such as instruments and equipment, persons, physical facilities like buildings and nice decoration and other observable service facilities.

However, in their succeeding study, some of these determinants were combined and SERVQUAL remained with only five dimensions; assurance, empathy, reliability, responsiveness, and tangibles.

2.1.5 The SERVQUAL Model

The SERVQUAL model proposes that customers evaluate the quality of a service on five distinct dimensions: reliability, responsiveness, assurance, empathy, and tangibles (Parasuraman, 1985).

Tangibility is concerned with the appearance of the physical facilities, equipment, and communication materials. Since services are tangible, customers derive their perception of service quality by comparing the tangibles associated with the service provided.

Reliability is defined as the ability to perform the promised service dependably and accurately. It means that the company delivers on its promises about delivery, service provision, problem resolution and pricing. Customers want to do business with companies that keep their promises, particularly about the service outcomes and core service attributes. All companies need to be aware of customers' expectation of reliability. Firms that do not provide the core service that customers think they are buying fail their customers in the most direct way.

Responsiveness is defined as the willingness to help customers and provide prompt service. This dimension emphasizes attentiveness and promptness in dealing with customers' requests, complaints and problems. Responsiveness is communicated to customers by the length of time they have to wait for assistance, answers to questions or attention to problems. Responsiveness also captures the notion of flexibility and ability to customize the service to customers' needs.

Assurance means to inspire trust and confidence. It is defined as employees' knowledge and courtesy and the ability of the firm and its employees to inspire trust and confidence. Trust and confidence may be embodied in the person who links the customer to the company, for example, the marketing department. Thus, employees are aware of the importance to gain trust and confidence from customers, which in turn helps to gain competitive advantage and customers' loyalty.

Empathy is defined as caring, individualized attention the firm provides its customers. In this competitive world, customers' requirements are rising day after day it is the companies' duty to strive to their maximum and beyond to meet the demands of each of their customers. Or else, customers who feel they did not receive individual attention will search for it elsewhere.

The SERVQUAL instrument consists of 22 statements for assessing consumer perceptions and expectations regarding the quality of a service. Perceived service quality results from comparisons by consumers of expectations with their perceptions of service delivered by the service providers (Zeithaml, 1990). It can be argued that the factor underpinning the delivering of good perceived service quality is actually meeting the expectations of the customers. Thus, excellent service quality is exceeding the customers' expectations. Customer expectations are beliefs about a service that serve as standards against which service performance is judged (Zeithaml&Bitner, 2000). Customer expectations are what the customers think a service should offer rather than what might be on offer (Parasuraman,1988). Four factors are identified that influence customers' expectations: word-of-mouth communications; personal needs; past experience; and external communications (Zeithaml, 1990). A gap is created when the perceptions of the delivered service is not as per the expectations of the customer. This gap is addressed by identifying and implementing strategies that affect perceptions, or expectations, or both (Parasuraman, 1985; Zeithaml, 1990). SERVQUAL had been designed to be applicable across a broad spectrum of services and the format could be adapted to fit specific needs, and that it would be most valuable when used to track service quality trends periodically (Parasuraman, 1988). They proposed that the SERVQUAL model could be extended to measure gaps in quality and could therefore be used as a diagnostic tool to enable management to identify service quality shortfalls. The gap score is calculated by the perception statements being deducted from the expectation statements. If any gap scores turn out to be positive, then this implies that expectations are actually being exceeded. This allows service managers to review whether they need to re-deploy resources to areas of underperformance (Wisniewski, 2001). The SERVQUAL instrument ascertains the level of service quality based on the five key dimensions and also identifies where gaps in service exist and to what extent (Table 1).

Table 1: Definition of the five SERVQUAL Gaps

Gap 1	The positioning gap	managers' perceptions of consumers' expectations and the relative importance consumers attach to the quality dimensions
Gap 2	The specification gap	the difference between what management believes the consumer wants and what the consumers expect the business to provide
Gap 3	The delivery gap	the difference between the service provided by the employee of the business and the specifications set by management
Gap 4	The communication gap	the promises communicated by the business to the consumer do not match the consumers' expectations of those external promises
Gap 5	The perception gap	the difference between the consumers' internal perception and expectation of the services

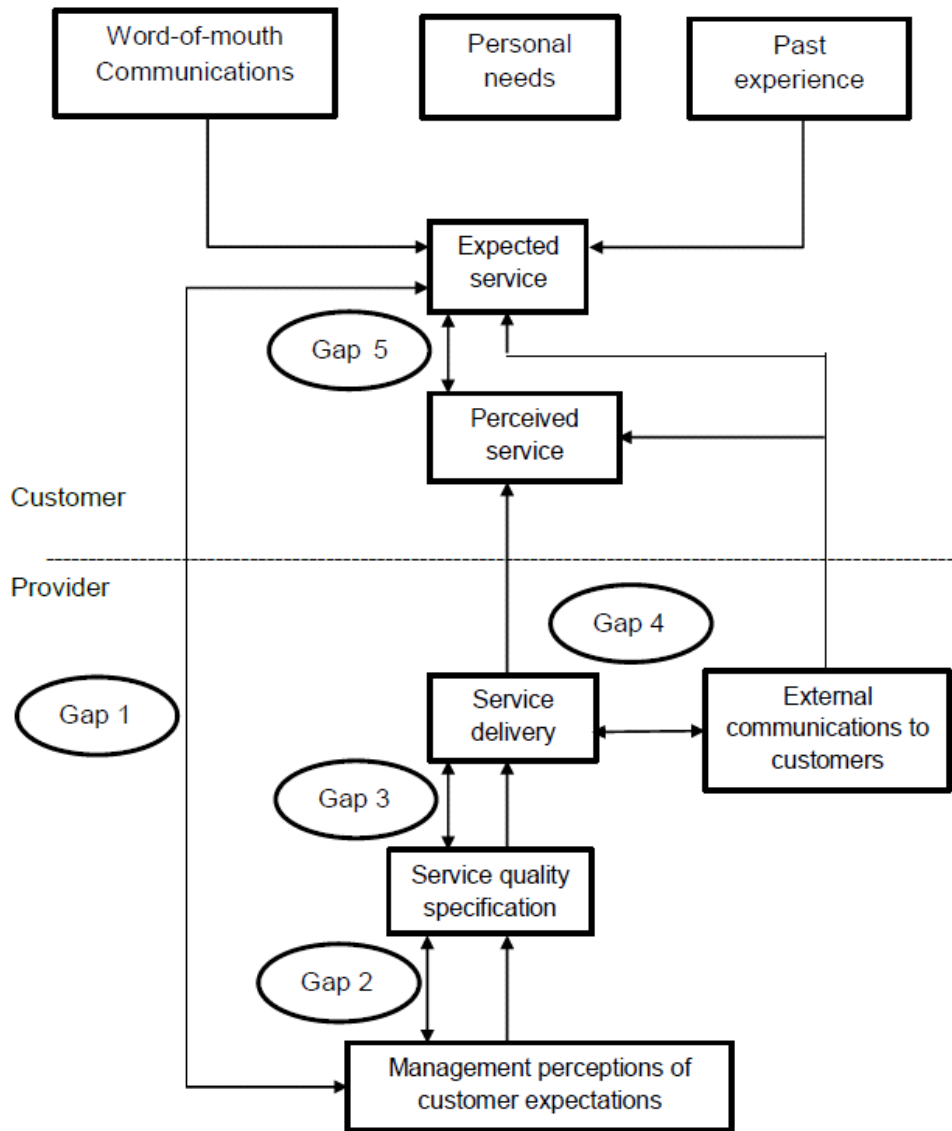


Figure 1: The Gap Model (Parasuraman, Zeithaml & Berry, 1985).

The lower the mean score, the larger the gap in service quality, and conversely, the higher the mean score, the smaller the gap in service quality. Gaps 1 to 4 are within the control of an organization and need to be analyzed to determine the causes and changes to be implemented which can reduce or even eliminate Gap 5, which is the gap reflecting the difference between customers' perceptions and expectations of the firm's level of service. Surveying of employees

can help to measure the extent of Gaps 2 to 4 (Zeithmal, 1990). This may reveal a difference in perception as to what creates possible gaps.

2.1.6 SERVPERF Model

The SERVPERF model was developed by Cronin and Taylor in 1992 and the two researchers argued that only perception was sufficient for measuring service quality therefore expectations should not be involved in measurement. In the service quality scale (SERVQUAL), SERVPERF model is the performance component to measure five dimensions in many empirical studies on service quality (Cronin & Taylor, 1992). Zhou (2004) demonstrated that performance attributes are much stronger as predictor of customer satisfaction more than expectation comparatively and SERVPERF is useful tool to regard the effects of individual service quality dimensions on satisfaction.

Methodologically, SERVPERF scale represents marked improvement over the SERVQUAL scale with the higher reliability and time saving. The number of items decreases from 44 questions to 22 questions and it is able to explain the relationship between service quality and customer satisfaction by using single-item scale (Cronin & Taylor, 1992).

In this model, five dimensions will be tested and evaluate how they influence on customer satisfaction. Ideally, total variance explained by five components and all components will support for customer satisfaction evaluation. However, in many researches, five dimensions including 22 questions are explained by four components that are used to test hypotheses and decide which component support for customer satisfaction evaluation such as a case study of banking industry „*Customer satisfaction in the banking industry: a comparative study of Ghana and Spain*“ written by Aborampah in 2011. The result had shown that four components are explained by 21 variances and one component could consist of more than 5 variances. Another example is case study of Hangzhou, China in which customers' needs quite diversified and their evaluations are not distinguished or clear: „*Measuring Passenger's Perceptions of Taxi Service Quality with Weighted SERVPERF: a case of Hangzhou, China*“ (Yao & Ding, 2010).

2.1.7 SERVPERF model in literature of service quality

SERVPERF is mentioned in many researches including retail (Mehta, Lalwani& Han, 2000), bank (Angur, Natarajan&Jahera, 1999; Bauman, 2007), airline (Cunningham, Young, & Lee 2002), education (Abdullah, 2006), hotels (Nadiri&Hussain, 2005), tourism (Hudson & Miller, 2004). It also can be found mentioned in some studies as “*A dimension specific analysis of Performance only measurement of service quality and satisfaction in China’s retail banking*” (Zhou, 2004); *Service quality measurement in the banking sector in South Korean* (Cui, 2003) and “*Exploring SERVPERF: an empirical investigation of the importance performance, service quality of relationship in the uniform rental industry*” (Hudson, 2004. P.305).

In Vietnam, there are a few researches that apply SERVPERF model to measure service quality, like, “*Customer satisfaction research about product and service – case study of HSBC bank in Ho Chi Minh city*” written by Do (2007); “*SERVQUAL versus SERVPERF – a comparative study in Vietnamese supermarket*”, written by Pham & Nguyen (2007), Science and Technology Development. Traditionally, SERVQUAL model is used to measure service quality frequently therefore applying SERVPERF model is quite new in service quality measurement. This study will contribute for treasure of service quality measurement and it will become one reference to other researches in the future.

2.1.8 Customer Satisfaction

Satisfaction became a popular topic in marketing during the 1980s and is a debated topic during both business expansions and recessions. Most discussions on customer satisfaction involve customer expectation of the service delivery, actual delivery of the customer experience, and expectations that are either exceeded or unmet. If expectations are exceeded, positive disconfirmation results, while a negative disconfirmation results when customer experience is poorer than expected. In today's world of intense competition, the key to sustainable competitive advantage lies in delivering high quality service that will in turn result in satisfied customers (Shemwell, 1998).

Customer satisfaction as the customer's perception that compares their pre-purchase expectations with post-purchase perception (Kolter& Armstrong, 1999). Oliver (1997, p.13) defines satisfaction as “the consumer’s fulfillment response”, a post consumption judgment by the consumer that a service provides a pleasing level of consumption-related fulfillment, including under or over-fulfillment. Customer satisfaction is the evaluation a customer makes to a certain exchange, which reflects the relation of the customer's expectation and their real perception to products and services they receive (Oliver, 1981).

Kuo (1996, p.46) recognized seven factors that influence customer satisfaction: service content, price, convenience, corporate image, equipment, staff and procedure. Huang (1998) also defined five factors used to evaluate customer satisfaction as: product, service, staff, overall performance of products, and closeness to expectation.

2.1.9 Why Customer Satisfaction?

Measuring one organization’s success is a large project which not only contains markers’ perspective such as profit, scale, market share etc. but also contains customers’ perspective such as consumers’ expectations, customer satisfaction and customer loyalty. Why customer satisfaction is important, and what is the importance of customer satisfaction?

There is a consensus among almost all researchers: customer satisfaction is one of the fundamental factors of customer loyalty. Repeat purchase and positive word of mouth by customers can be enhanced through satisfaction (Reichheld&Sasser, 1990). High satisfaction can let customers to have intention to increase loyalty, and show less motivation to switch for alternatives (Fornell, 1992). In another word, satisfied consumers have more motivation to stay and to reject alternatives. In other words, customer satisfaction significantly affects both behavioral and attitudinal aspects of customer loyalty.

Satisfied customers do more business with you and more often. They also refer others to you. But if customers are not satisfied, they will stop doing business with you. All the things you do to achieve quality and provide excellent service are not important at all if you do not work to

satisfy the customer (Gerson& Richard, 1993). In other words, the more customers satisfied, the more they will spend. The more they spend, the more profits which greater than your cost on providing perfect service.

From the views above, we can see that customer satisfaction can be the link between services, sales, customer retention, and finally leads to profits.

2.2 Empirical Review

The relationship among service quality and customer satisfaction has received considerable attention in the marketing literature (Brady, 2001; Cronin & Taylor, 1992; Meuter, 2000; Oliva, 1992; Olorunniwo, 2006; Zeithaml, 1996). Within this research area, numerous empirical studies have reported the positive relationship between customer satisfaction and service quality (Andaleeb& Conway, 2006). The European and American customer satisfaction indices models, however, suggest that service quality is a component of satisfaction (Fornell, 1992). Firms that provide superior service quality also have a more satisfied customer base (Gilbert, 2004; Gilbert &Veloutsou, 2006).

Rhoades and Waguespack (2005) compared the service quality of US airlines before and after the terrorist attacks of 11 September 2001 and found that service quality was at its optimum in 2002 as decreased utilization of seats facilitated on time performance, reduced overbooking, and fewer customer complaints. Caruana (2002) evaluated service loyalty over 1000 retail banking customers in Malta. Results showed that customer satisfaction played a mediating role in the effect of service quality on service loyalty. Richard and Allaway (1993) found that both technical and functional dimensions explained more of the variation in customer choice behavior than functional measures alone.

Mittal and Lassar (1998) utilized the Technical/ Functional Quality perspective to compare the concepts of customer loyalty and satisfaction. The authors found that, in a high contact service wherein a customer's direct contact with the service provider was relatively intense (Lovelock, 1996), functional quality significantly and positively affected satisfaction. Technical quality, on

the other hand, was found to affect customer loyalty in the high contact service. Tiernan (2008) offered a wider perspective on service quality measures on the basis of data from the Association of European Airlines (AEA) when they found that important factors in determining positive customer perceptions of the industry included on-time flight arrivals and an absence of cancellations and baggage problems.

Lewis (1993, p. 4-12) stated that definitions of consumer satisfaction relate to a specific transaction (the difference between predicted service and perceived service) in contrast with 'attitudes', which are more enduring and less situational-oriented. As a result of the above definition, Sivadas & Baker-Prewitt (2000, p. 73-82) used a national random telephone survey of 542 shoppers to examine the relationship between service quality, customer satisfaction, and store loyalty within the retail department store context. One of the results was that service quality influences relative attitude and satisfaction with department stores. They found out that there is a relationship between customer satisfaction and service quality.

In line with the findings of Sivadas and Baker-Prewitt (2000) and Su (2002), customer satisfaction and service quality are found related, confirming the definitions of both variables which have always been linked. Su (2002) also dictated that service quality is more abstract because it may be affected by perceptions of value or by the experiences of others that may not be so good, than customer satisfaction which reflects the customer's feelings about many encounters and experiences with service firm.

Kuo (2003) conducted a study on service quality with the purpose of constructing an instrument to evaluate service quality of virtual community websites and to have a further discussion of the relationship between service quality dimensions and overall service quality, customer satisfaction and loyalty. The results revealed that on-line quality and information safety is positively related to the overall service quality, customer satisfaction, and loyalty, but the service quality levels of these dimensions were the poorest.

In contrast to the above studies; Bennett and Barkensjo (2005) studied relationship quality, relationship marketing, and client perceptions of the levels of service quality of charitable organizations. Questions were asked to 100 people on their perceptions of service quality of the organizations that had given them assistance, their satisfaction with a charity service etc. they

constructed a model and estimated using the method of partial least square. Also, perceived service quality was measured via adaptations of the SERVQUAL instrument but without any assessments of the respondents' prior expectations concerning the services they would receive from an organization. In their results, relationship marketing was found to represent an effective weapon for improving both relationship quality and beneficiaries' satisfaction with service provision. They stated that “relationship quality and actual service quality induced beneficiaries to want to recommend a charity to other people and to engage in positive word-of-mouth.” (Bennett & Barkensjo, 2005). Meaning the beneficiaries who stood as the customers were satisfied since recommendation is signal of satisfaction, confirming the idea that service quality is related to customer satisfaction.

They were not directly conducting a research on the relationship between customer satisfaction and service quality, but because when talking about client perceptions, one must think of their satisfaction, and when talking about service quality there is a link between these two as has been proven by many researchers (Baker-Prewitt, 2000; Kuo-YF, 2003). This means it could be useful to test these three variables (Customer satisfaction, service quality and Service quality dimensions). The study of Bennett and Barkensjo (2005, p.101) stated that “the hypothesis elements of SERVQUAL model (Tangible, assurance etc.) were scientifically associated with the service quality construct”.

In support of the use of SERVQUAL in the relationship between customer satisfaction and service quality, Ahmed, (2010) conducted a mediation of customer satisfaction relationship between service quality and repurchase intentions for the telecom sector among university students, with SERVQUAL model's 5 dimensions (tangibles, responsiveness, empathy, assurance and reliability) by Parasuraman to measure service quality.

To crown the fact that service quality and customer satisfaction are important variables in business research on customers, Gera (2011) investigated the link between service quality, value, satisfaction and behavioral intentions in a public sector bank in India and one of their results states that “Service quality was found to significantly impact on customer satisfaction and value perceptions” (Gera, 2011, p. 2-20)

The literature review shows researches on the relationship between customer satisfaction and service quality. The researches in this area have been covered so far;

- It has been researched that there is a relationship between customer satisfaction and service quality.
- It has been researched that service quality could be evaluated with the use of SERVQUAL model.
- It has been researched that service quality could be evaluated by other dimensions of service quality that are, functional and technical.
- Some researchers even tested service quality and service quality dimensions.

2.3 Criticisms of SERVQUAL

Notwithstanding its growing popularity and widespread application, SERVQUAL has been subjected to a number of theoretical and operational criticisms which are detailed below (Buttle, 1995).

Theoretical:

Paradigmatic objections: SERVQUAL is based on a disconfirmation paradigm rather than an attitudinal paradigm; and SERVQUAL fails to draw on established economic, statistical and psychological theory.

Gaps model: there is little evidence that customers assess service quality in terms of P – E gaps.

Process orientation: SERVQUAL focuses on the process of service delivery, not the outcomes of the service encounter.

Dimensionality: SERVQUAL's five dimensions are not universals; the number of dimensions comprising SQ is contextualized; items do not always load on to the factors which one would a

priori expect; and there is a high degree of inter correlation between the five RATER dimensions.

Operational:

Expectations: the term expectation is polysomic; consumers use standards other than expectations to evaluate SQ; and SERVQUAL fails to measure absolute SQ expectations.

Item composition: four or five items cannot capture the variability within each SQ dimension.

Moments of truth (MOT): customers' assessments of SQ may vary from MOT to MOT.

Polarity: the reversed polarity of items in the scale causes respondent error.

Scale points: the seven-point Likert scale is flawed.

Two administrations: two administrations of the instrument cause boredom and confusion.

Variance extracted: the over SERVQUAL score accounts for a disappointing proportion of item variances.

Taking the above critiques on SERVQUAL, the study will be conducted using SERFPERF model, as it is a simpler and more convenient method.

2.4 Conceptual Frame work and Hypothesis

2.4.1 Conceptual Framework

The general idea from the past literature is that there is a relationship between service quality and customer satisfaction; also that service quality could be evaluated with the use of five service quality dimensions.

It has been stated that “perceived service quality is a component of customer satisfaction” (Ziethaml, 2006, p.106-107). Other researchers had stated also that there is a relationship between service quality and customer satisfaction (Sivadas& Baker-Prewitt, 2000; Wang, 2002; Kuo-YF, 2003; Liang & Zhang, 2009; Sureshchandar, 2002).

The five dimension of service quality has been proven to be the main yardstick used by most of the researchers in the evaluation of service quality (Wilson, 2008; Bennett &Barkensjo, 2005; Negi, 2009; Wang &Hing-Po, 2002). Also, it has been stated that service quality is the overall assessment of a service by the customers (Eshghi, 2008, p.121). This idea generates an assumption that each of the five dimensions of SERVQUAL model could have a direct relationship with customer satisfaction. The question that arose from this assumption is that: Is there a significant relationship between the service quality dimensions and customer satisfaction?

If customers agree that they are satisfied and specify the service quality dimension that is the reasons for their satisfaction, then a conclusion could be drawn that service quality dimensions have significant relationship with customer satisfaction and decide which of the five dimensions has the highest significance on customer satisfaction.

2.4.2 Hypothesis

Based on the above, the research hypotheses to be tested will be:

H1: Tangibility has significant relationship with customer satisfaction.

H2: Reliability has significant relationship with customer satisfaction.

H3: Assurance has significant relationship with customer satisfaction.

H4: Responsiveness has significant relationship with customer satisfaction.

H5: Empathy has significant relationship with customer satisfaction.

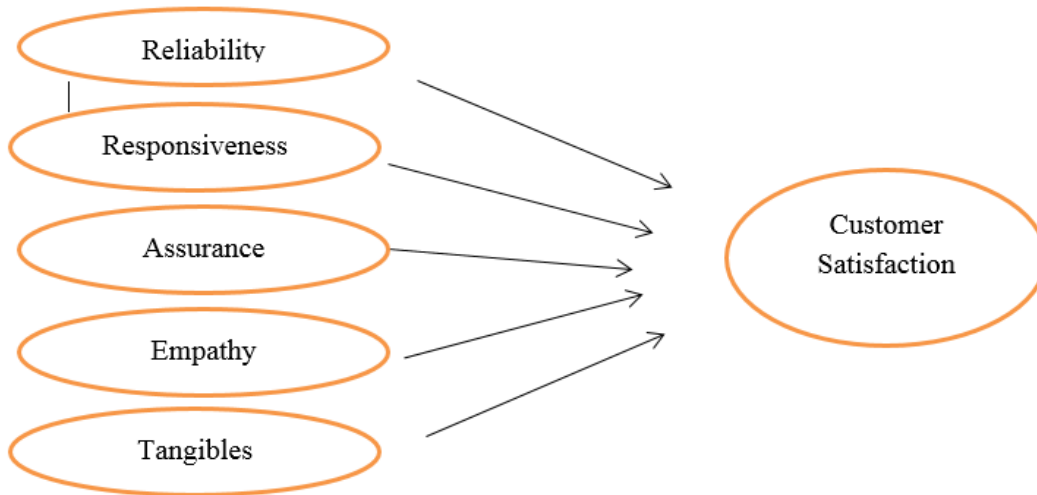


Figure 2. Service quality dimensions and Customer satisfaction

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research Approach

The choice for research approach will be deductive approach. A deductive approach is when existing theories are being used to come up with a hypothesis (Saunders, 2007) as below:

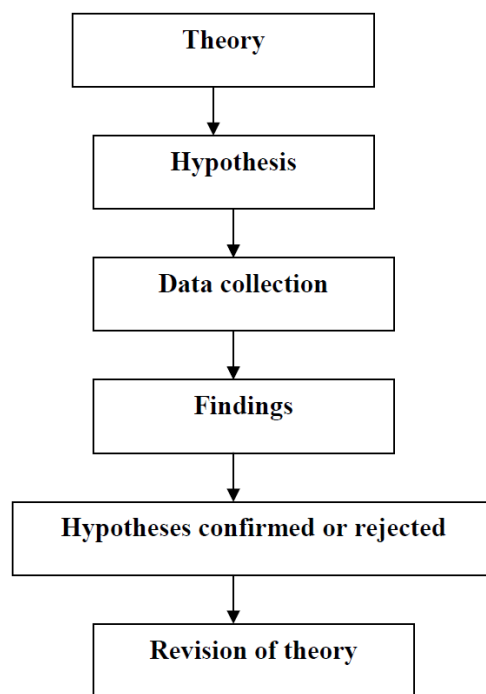


Figure 3: The Process of Deduction, (Bryman, 2008)

Deductive approach is being used in the positivist science. Following the nature of the research questions, ‘Is there significant relationship between tangibility and customer satisfaction?’, ‘Is there significant relationship between reliability and customer satisfaction?’ ‘Is there significant relationship between assurance and customer satisfaction?’ ‘Is there significant relationship between responsiveness and customer satisfaction?’ ‘Is there significant relationship between empathy and customer satisfaction?’, this signifies that the reality of the situation is out there, that is there are literature which had provided some evidences which created doubt for the

researcher to ask if it is significant at all. This caused the formulation of the hypotheses based on the existing theories that were important for the study and design a method to collect quantitative data in order to test the hypotheses. In a similar way, the theories on customer satisfaction, service quality and service quality dimension gave rise to the research questions which the study used to formulate the research hypotheses; then quantitative data which was collected was used to test the hypotheses and confirm/reject them.

3.2 Research Design

The research is quantitative, because it involves generation of data in quantitative form for analysis. Data was quantified and statistical methods were used in the data analysis aiming to give result that could be representative to the whole population. The study is descriptive because it enables the researcher get information about the current situation. In addition, the study is survey study. Survey study emphasizes that the purpose of contacting respondents is to obtain a representative sample, or subset of the target population. Choosing this design helps the researcher collect relevant data at less cost and within short period of time than census. Furthermore, the study is cross-sectional, where respondents were contacted once to collect empirical evidences.

3.3 Sampling Design

3.3.1 Population of the Study

Addis Ababa Bole International Airport, as an international travel hub, has about 120 daily scheduled flights to depart each day per Ethiopian Airlines sources. On top of these, from flights departing from other destinations of ET, on average, there are 1,890 passengers in a week with layover in Addis Ababa. This is the total population size of the study. Transit passengers were chosen to be the target population for this study because most of the complaints ET receives are from them due to delayed and misconnecting flights.

3.3.2 Sample Size

The sample size was determined using the formula:

$N/1+Ne^2$, Where N is Total population

$$e = 0.05$$

$$= 1890/1+1890(0.0025)$$

Total sample size = 330

3.3.3 Sampling Technique

And the samples were taken using systematic random sampling method; skip interval, whereby every third person found at the transit area and had used the call center before, was asked to fill the questionnaire. If the third customer had never contacted the call center before, the immediate next person was asked to fill the questionnaire. The third person was approached only when a passenger who has contacted the call center service before was found.

3.4 Data Collection Procedures

The major source of data for the study was primary data, which was collected from Ethiopian Airlines passengers. Secondary data which collected from various established sources was also used.

A structured questionnaire developed by the researcher was administered to obtain firsthand information through direct solicitation of responses from customers of the airline.

3.5 Method of Data Analysis

After collecting data from respondents, it was analyzed with descriptive as well as inferential statistics by using SPSS version 20 software package. Regression and correlation analysis were also done to check the relationship between the service quality dimensions with customer satisfaction. Appropriate descriptive statistical analysis such as percentage, ratios, means and standard deviations were used and the data analyzed was presented in the form of pie-charts and tables.

3.6 Ethical Considerations

All information that was collected was treated with confidentiality without disclosure of the respondents' identity. Moreover, no information was modified or changed, hence the information was presented as collected and all the literatures collected for the purpose of this study was acknowledged in the reference list.

In order to keep the confidentiality of the information given by respondents, it was not required to write their name and assure that their responses were treated in strict confidentiality. The purpose of the study was disclosed in the introductory part of the questionnaire. Furthermore, misleading or deceptive statements was avoided in the questionnaire. Lastly, the questionnaires were distributed only to voluntary participants.

3.7 Reliability and Validity

Appropriate validity (Cronbach's Alpha and reliability tests (Skewness and Kurtosis) were made which confirmed the data collected is valid and reliable to be used for analysis.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

In this chapter, the collected data are presented with a descriptive analysis which is used as the basis for the interpretation and analysis.

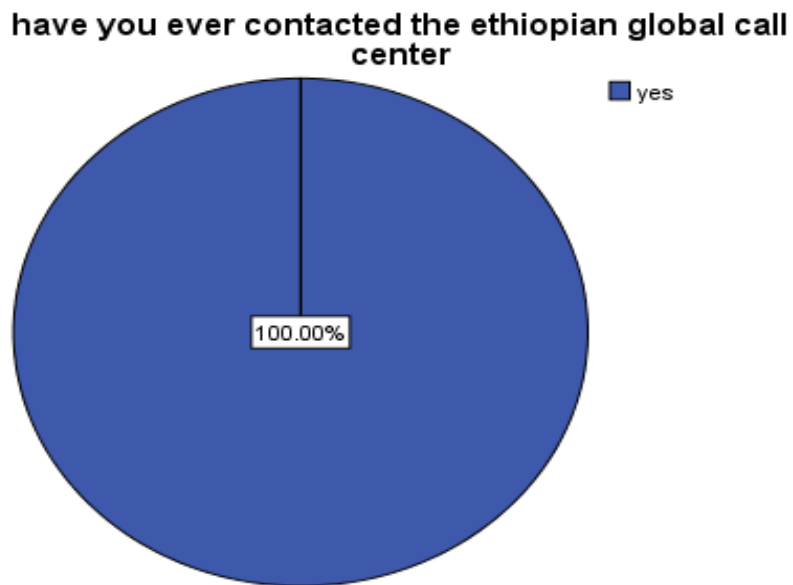
During the data collection period, a total of 330 questionnaires were distributed and all were returned, which is 100% return rate. Of the 330 participants, 181 are more frequent (daily, weekly or monthly) users of the call center's services and 149 of the participants are less frequent users of the call center's services. The items on customer satisfaction, service quality and Service quality dimensions was assessed using a five point Likert's response pattern (Where 5=Strongly Agree and 1=Strongly Disagree). The total scale details are presented below.

Data collected have been computed for presenting the results. Means, standard deviation and percentage of frequency in terms of service quality dimensions have been computed to further understand the relationship between the quality of service provided by the Call Center and the Service quality dimensions.

4.1 General Information about Respondents

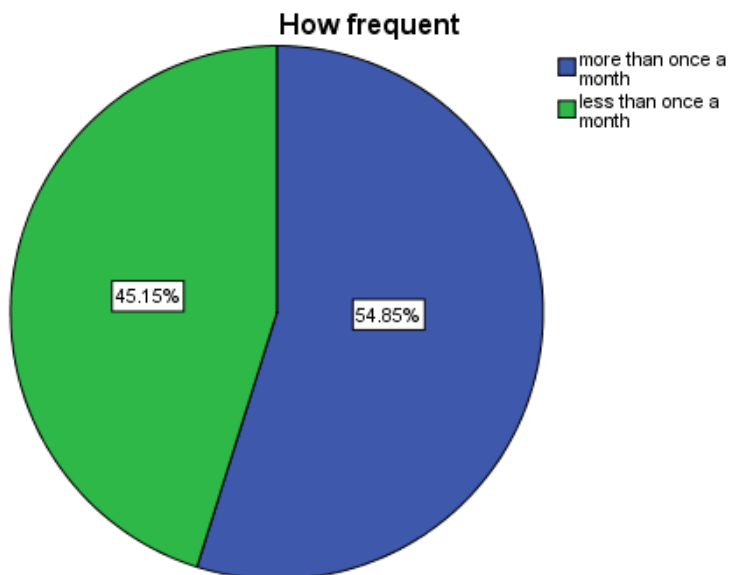
From the first response gathered, for the three questions of the questionnaire, the responses showed that all the respondents answered 'yes' which means they have contacted the Global Call Center at least once. This is a 100% agreement on the first question. For the second question which asks how frequent they use the Global Call Center's service, 54.85% responded they contact the Call Center more than once in a month and the rest 45.15% responded they use the service less than once in a month. Of the 330 respondents, 79.70% use Telephone to contact the call center while the rest 20.30% contact the call center through email. The percentage for the first three questions is presented below, respectively.

Figure 4. Have you ever contacted the Ethiopian Global Call Center?



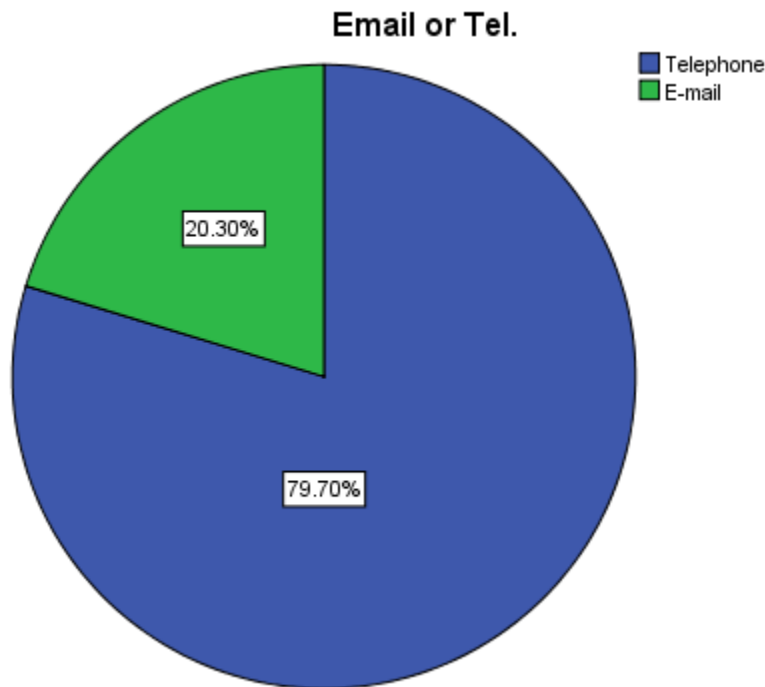
Source: Survey result, 2017

Figure 5. How Frequent?



Source: Survey result, 2017

Figure 6.Through Email or Tel.?



Source: Survey result, 2017

4.2 Descriptive Analysis

4.2.1 Tangibility

The four questions for measuring Tangibility in relation to the call center and its service quality were answered by all participants, and the data was coded as per the scale described above. The coded data was then entered into SPSS for analysis. Both descriptive and frequency analyses, with call frequency of participants as a grouping variable, showed insignificant difference in this area indicating a similarity among the groups. All scored a low mean on this measurement in all four questions. Accordingly the list was analyzed without putting frequency as a grouping factor and an average score of mean values 2.83, 2.71, 2.64 and 2.76 were recorded for variables Tan1, Tan2, Tan3 and Tan4 consecutively (see table 2 below). A multiple response analysis was also run by considering these four questions as a collective set addressing the issue of Tangibility.

This has yielded a score as a mere 47.6% of the population disagrees with the propositions. Table 2 and 3 shows the percentage of agreements and disagreements.

Table 2. Tangibility Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Attitude of the GCC Agents is remarkable	330	1	5	2.83	1.174
The GCC Agents have a Clear tone of Voice	330	1	5	2.71	1.230
The GCC Agents have a great sense of humor	330	1	5	2.64	1.127
The GCC Agents have a Standardized response	330	1	5	2.76	1.151
Valid N (listwise)	330				

Source: Survey result, 2017

Table 3. Tangibility Frequencies

		Responses		Percent of Cases
		N	Percent	
High Score Indicates Significance of the dimension	Strongly Disagree	145	14.6%	43.9%
	Disagree	327	33.0%	99.1%
	Neutral	265	26.8%	80.3%
	Agree	157	15.9%	47.6%
	Strongly Agree	96	9.7%	29.1%
Total		990	100.0%	300.0%

Source: Survey result, 2017

4.2.2 Reliability

The second part of the questionnaire for measuring Reliability in relation to the call centers satisfaction level was answered by all participants, and the data was processed with both descriptive and frequency analyses, with call frequency of participants as a grouping variable, showed a major difference in this area indicating a significant deviation among the frequent and less frequent participants. The frequent participants seem to have a slightly above average score of mean when it comes to this particular dimension while the less frequent participants have a lower than average score of mean. Accordingly the list was analyzed by putting call frequency of participants as a grouping factor and the score of mean values were recorded and presented below with table 4 and 5.

Table4. Reliability Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The GCC Agents pay a great deal of attention for Special Need Passengers	181	1	5	3.36	1.010
The GCC Agents Deliver services promised within the proper time limit	181	1	5	3.10	1.209
The GCC Agents have an impeccable record keeping	181	1	5	3.21	1.216
The GCC Agents have an Effective Ticketing Process	181	1	5	3.19	1.120

The GCC Agents give a reliable Online assistance	181	1	5	3.20	1.219
Valid N (listwise)	181	s			

How frequent = more than once a month

Source: Survey result, 2017

Table 5. Reliability Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The GCC Agents pay a great deal of attention for Special Need Passengers	149	1	5	2.35	.892
The GCC Agents Deliver services promised within the proper time limit	149	1	5	2.34	.899
The GCC Agents have an impeccable record keeping	149	1	5	2.34	.898
The GCC Agents have an Effective Ticketing Process	149	1	5	2.38	.948
The GCC Agents give a reliable Online assistance	149	1	5	3.04	1.283
Valid N (listwise)	149				

How frequent = less than once a month

Source: Survey result, 2017

A multiple response analysis was also run by considering these four questions and grouping of participants by frequency of calls to addressing the issue of reliability. This has yielded a low score since only 18.1% of the less frequent callers agree with the propositions while 59% of the population disagrees with the notions. Meanwhile, 40.1% of the frequent callers agree with the proposition, 29.4% disagree and the remaining population remains neutral. The following tables, table 6 and table 7 shows the percentage of agreements and disagreements.

Table 6. Reliability Frequencies

		Responses		Percent of Cases
		N	Percent	
High Sore indicates Sign of the dimension	Strongly Disagree	56	6.2%	30.9%
	Disagree	210	23.2%	116.0%
	Neutral	276	30.5%	152.5%
	Agree	211	23.3%	116.6%
	Strongly Agree	152	16.8%	84.0%
Total		905	100.0%	500.0%

How frequent = more than once a month

Source: Survey result, 2017

Table 7. Reliability Frequencies

		Responses		Percent of Cases
		N	Percent	
High Sore indicates Sign of the dimension	Strongly Disagree	107	14.4%	71.8%
	Disagree	332	44.6%	222.8%
	Neutral	171	23.0%	114.8%

	Agree	105	14.1%	70.5%
	Strongly Agree	30	4.0%	20.1%
Total		745	100.0%	500.0%

How frequent = less than once a month

Source: Survey result, 2017

4.2.3 Assurance

The third part of the questionnaire for testing the study's hypothesis is the Assurance dimension of the model. Descriptive and frequency analyses showed that there were no significant differences in response among the frequent and less frequent participants, and all showed a moderately high score in this dimension. Variables Assu1, Assu2, Assu3, Assu4, Assu5 and Assu6 recorded mean values of 3.75, 3.31, 3.77, 3.35, 3.43 and 3.53 respectively (see table 8 below). Since similarities were seen amongst the frequent and less frequent responses, a multiple response analysis was conducted and it suggested that an average score has been attained in this parameter with table 9.

Table 8. Assurance Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The GCC Agents have a great Problem Solving Skills	329	1	5	3.76	.959
The GCC Agents inform customers of flight irregularities in a timely manner	330	1	5	3.31	1.058
The GCC Agents promote safety performance of the airline	330	1	5	3.77	1.090

The GCC Agents work hard on Instilling confidence to customers	330	1	5	3.35	1.292
The GCC Agents are Knowledgeable	329	1	5	3.43	1.103
The GCC Agents give attention to Customers need	328	2	5	3.53	.866
Valid N (listwise)	328				

Source: Survey result, 2017

Table 9. Assurance Frequencies

		Responses		Percent of Cases
		N	Percent	
High Score Indicates Significance of the dimension	Strongly Disagree	79	4.0%	23.9%
	Disagree	328	16.6%	99.4%
	Neutral	548	27.7%	166.1%
	Agree	654	33.1%	198.2%
	Strongly Agree	367	18.6%	111.2%
Total		1976	100.0%	598.8%

Source: Survey result, 2017

4.2.4 Responsiveness

In case of responsiveness, the questions related to this dimension of the SERVQUAL model were answered by all participants. Again, descriptive and frequency analyses showed that there were small differences among different groups when it comes to responsiveness. Hence, the data was analyzed without grouping and accordingly most of the responses seem to suggest an average and a little above average score except for the last question which seems to be a bit

lower than the rest of the questions in this dimension. Variables Res1, Res2, Res3, Res4 and Res5 recorded mean scores of 3.64, 3.48, 3.59, 3.25 and 2.51 consecutively (See table 10 below). A multi response analysis was also conducted and has yielded an average score. The tabular data is presented below with table 11.

Table 10. Responsiveness Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The GCC Agents have a Prompt responses to customers specific needs	330	1	5	3.64	1.122
The GCC Agents are capable of responding to Emergency situations	330	1	5	3.48	1.020
The GCC Agents can keep Customers informed On-line when events occur	330	1	5	3.59	1.119
The GCC Agents inform customers of flight delays and last minuet changes	330	1	5	3.25	1.046
It takes a Short While to reach a service agent after dialing the GCC Number	330	1	5	2.51	.788
Valid N (listwise)	330				

Source: Survey result, 2017

Table 11. Responsiveness Frequencies

		Responses		Percent of Cases
		N	Percent	
High Score Indicates Significance of the dimension	Strongly Disagree	120	7.3%	36.4%
	Disagree	274	16.6%	83.0%
	Neutral	466	28.2%	141.2%
	Agree	586	35.5%	177.6%
	Strongly Agree	204	12.4%	61.8%
Total		1650	100.0%	500.0%

Source: Survey result, 2017

4.2.5 Empathy

In case of Empathy, the questions related to this dimension of the SERVQUAL model were answered by all participants. Again, descriptive and frequency analyses showed that there were small differences among the frequent and less frequent participants when it comes to Empathy. Hence, the data was analyzed without grouping and accordingly most of the responses seem to suggest an average and a little above average score in Empathy. Variables Emp1, Emp2, Emp3 and Emp4 recorded mean scores of 3.52, 3.36, 3.79, and 3.40 consecutively (See table 12 below). A multi response analysis was also conducted and has yielded the same moderately high score. The tabular data is presented below with table 13.

Table 12. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The GCC Agents Show Care & concern to Customers	330	1	5	3.52	1.183

The GCC Agents give individual attention to customers	330	1	5	3.36	1.151
The GCC Agents understand Customer needs	330	2	5	3.79	.848
The GCC Agents have the Customers Best Interest at Heart	330	1	5	3.40	1.051
Valid N (listwise)	330				

Source: Survey result, 2017

Table 13. Empathy Frequencies

	Responses		Percent of Cases
	N	Percent	
High score indicates sig of the dimension			
Strongly Disagree	50	3.8%	15.2%
Disagree	224	17.0%	67.9%
Neutral	267	20.2%	80.9%
Agree	551	41.7%	167.0%
Strongly Agree	228	17.3%	69.1%
Total	1320	100.0%	400.0%

Source: Survey result, 2017

4.2.6 General Satisfaction Level

The last part of the questionnaire for testing the study's hypothesis is to measure the general satisfaction level with the service rendered by the airline's Global Call Center. Descriptive and frequency analyses showed that there were not significant differences in response among the frequent and less frequent participants, and all showed a moderately high score in this dimension. Variables Gen1, Gen2, Gen3, Gen4, Gen5 and Gen6 recorded mean values of 3.56, 3.45, 3.44, 3.51, 3.39 and 3.38 respectively (See table 14 below). Since similarities were seen amongst the frequent and less frequent respondents, a multiple response analysis was conducted and it showed that 55.5% of the participants agreed with the propositions and only 18.3% disagreed. The tabular data is presented below with table 15.

Table 14. Satisfaction Level Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
You are quite satisfied with the Appropriateness of the service provided by the GCC Agent	330	1	5	3.56	1.076
You are Satisfied with the Quality of service provided by the GCC Agent	330	1	5	3.45	1.105
You are Satisfied with the Timeliness of information provided by the GCC Agent	330	1	5	3.44	1.042
You are Satisfied with the Overall service Provided by the GCC Agent	330	1	5	3.51	1.186

Based on the quality of service received, you are highly likely to seek the services of the GCC	330	1	5	3.39	1.023
Based on the quality of Service received, you will definitely recommend the GCC to others	330	1	5	3.38	1.022
Valid N (listwise)	330				

Source: Survey result, 2017

Table 15. Satisfaction Level Frequencies

		Responses		Percent of Cases
		N	Percent	
High Score Indicates	Strongly Disagree	126	6.4%	38.2%
High Satisfaction	Disagree	236	11.9%	71.5%
	Neutral	518	26.2%	157.0%
	Agree	810	40.9%	245.5%
	Strongly Agree	290	14.6%	87.9%
Total		1980	100.0%	600.0%

Source: Survey result, 2017

4.3. Discussion

In this chapter, the author has tried to analyze the data presented on the previous chapter in comparison with the literature review proving or disproving the hypotheses made. The author has also tried to answer the research question by integrating all proven/disproven hypotheses. As the presented data was classified according to the Service quality dimensions, the analysis and interpretation has also followed the same path, before being collected to converge to a collective

analysis. For this purpose, as discussed above on the methodology section, all questions were assigned with implications of high and low scores.

As per the results in 4.2.1, it was witnessed that the Tangibility related part of the questionnaire yielded a relatively low score of mean and has also shown that 47.6 % of the participants disagree with the notions and 26.8% of the participants remain neutral. According to Appendix 2, a high score in this section indicates that the dimension is significant when it comes to customer satisfaction. Hence the low score recorded indicates that the tangibility dimension of the SERVQUAL model has an insignificant relationship with the customer satisfaction of the airlines Global Call center customers.

The second dimension of the SERVQUAL model is Reliability. It was recorded that the data presentation on section 4.2.2 revealing two different mean scores between the frequent and less frequent users of the airline's global call center. The data collected from the frequent users of the call center's services yielded a mean score that was slightly above average, 40.1% of the participants agreed with the notion, while a lower than average score of mean was obtained from the data collected from the participants that are less frequent users of the call center and only 18.1% of these participants agreed with the notion related to this dimension. This may indicate the significance of this dimension in relation to customer satisfaction of the airline's Global call center's frequent customers, and the direct relationship the dimension has with the satisfaction of frequent users of the call center's services. This also suggests that the reliability aspect of the model may not have a significant effect on less frequent users of the call center's services.

As per the results in 4.2.3, it can be seen that the questionnaire related to the third dimension of the model (Assurance) yielded a moderately high score of mean. It also yielded a result that showed 51.7% of the participant's agreement with the notion related to this particular dimension. This indicates that the service quality of the airline's Global Call center is affected by this dimension impaling its significant relationship.

The fourth dimension of the SERVQUAL model is Responsiveness. It was witnessed that the questionnaire related to this dimension yielded a slightly above average score of mean. It has

also yielded a result that showed 47.9% of the participant's agreement with the notion related to this particular dimension. This indicates that the service quality of the airline's Global Call center is affected by this dimension.

The fifth and last dimension of the model is Empathy. It was seen that the data presented on section 4.2.5 revealed a mean score that is above average, and showed that more than half of the participants' agree with the propositions. This shows a significant relationship between customer satisfaction of the airline's global call center and this particular dimension of the model.

The author has also tried to see the general satisfaction level of the airline's Global call center's customers in relation to the service provided. The data presented on section 4.2.6 showed a moderately high mean score and 55.5% of the participants' agreement with the notions related to the level of general satisfaction. This indicated that more than half of the participants are happy with the service quality of the call center, while 18.3% of are dissatisfied with the service provided by the call center, and 26.2% are neither satisfied nor dissatisfied.

Reliability Test

A reliability test was also conducted for all the dimensions of the SERVQUAL model and tested the correlation between each of the dimensions against satisfaction. On the reliability test, a Cronbach's Alpha of 0.880, 0.760, 0.896, 0.787, 0.861, and 0.941 were obtained for Tangibility, Reliability, Assurance, Responsiveness, empathy and General Satisfaction respectively, making the analysis reliable to make inferences(See tables 16-21 below).

Table 16. Reliability Statistics for Responsibility

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.880	.881	4

Source: Survey result, 2017

Table 17. Reliability Statistics for Reliability

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.760	.767	5

Source: Survey result, 2017

Table 18. Reliability Statistics for Assurance

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.896	.904	6

Source: Survey result, 2017

Table 19. Reliability Statistics for Responsiveness

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.787	.756	5

Source: Survey result, 2017

Table 20. Reliability Statistics for Empathy

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.861	.865	4

Source: Survey result, 2017

Table 21. Reliability Statistics for Satisfaction

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.941	.941	6

Source: Survey result, 2017

And when doing the correlation test, the output showed that all dimensions, except Tangibility and Reliability, have significant relationship. From them, the most significant relationship being between Assurance and Empathy.

It was found that there were significant relationships between satisfaction and Assurance, Satisfaction and Responsiveness, and Satisfaction and Empathy, while the relationships between Satisfaction and Tangibility, Satisfaction and Reliability were a bit low backing the findings of the research, proving hypotheses (H3, H4 and H5) and disproving hypotheses (H1 and H2) (See below table).

Table 22. Correlation Test

Correlations						
	Tang ibilit y	Reliab ility	Assura nce	Respo nsiven ess	Empath y	Satisfaction
Tangi bility	Pearson Correlation Sig. (2-tailed) N	1 .010 .858 330	.283** .000 330	.234** .000 330	.271** .000 330	.316** .000 330
Reliab ility	Pearson Correlation Sig. (2-tailed) N	1 .503** .000 330	.467** .000 330	.484** .000 330	.471** .000 330	
Assur ance	Pearson Correlation Sig. (2-tailed) N	1 .744** .000 330	.830** .000 330	.769** .000 330		
Respo nsiven ess	Pearson Correlation Sig. (2-tailed) N	1 .790** .000 330	.799** .000 330			
Empat hy	Pearson Correlation Sig. (2-tailed) N	1 .835** .000 330	.835** .000 330			
Satisf action	Pearson Correlation Sig. (2-tailed) N	1				1

** . Correlation is significant at the 0.01 level (2-tailed).
Source: Survey result, 2017

Assumption of Linear Regression

Normality Test

The Normality Test conducted showed that all the variables (Tangibility, Reliability, Assurance, Responsiveness, Empathy and Satisfaction) gave a statistics result that falls between -2 and 2 for

both skewness and kurtosis which indicates that the variables are normally skewed and distributed. The table below shows the results.

Table 23. Normality Test

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Tangibility	330	.549	.134	-.496	.268
Reliability	330	.527	.134	.026	.268
Assurance	330	-.338	.134	-.927	.268
Responsiveness	330	-.968	.134	.974	.268
Empathy	330	-.468	.134	-.943	.268
Satisfaction	330	-.822	.134	.156	.268
Valid (listwise)	N 330				

Source: Survey result, 2017

Multi-collinearity

According to Kline (2011), variance inflation factor (VIF) tests whether the model in question has a multi-collinearity issue or not.

$$VIF = \left(\frac{1}{1-R^2_{smc}} \right)$$

It is the ratio of the total standardized variance over unique variance (tolerance). If the first is more than 10 times greater than the second or $VIF > 10.0$, the variable in question may be redundant and is subject to high multi-collinearity which demands the researcher to revise the model at stake. As we can see on below table, the VIF all by far less than 10 which avoids the multi-collinearity issue in this study (Ho, 2006).

Table 26. Multi-collinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1		
Tangibility	.887	1.127
Reliability	.703	1.423
Assurance	.275	3.635
Responsiveness	.347	2.881
Empathy	.241	4.154

a. Dependent Variable: Satisfaction

Source: Survey result, 2017

Regression Analysis

Table 24: Summary of ANOVA Table

Model	Sum Squares	df	Mean Square	F	Sig.
1 Regression	8093.785	5	1618.757	206.752	.000 ^b
Residual	2536.749	324	7.829		
Total	10630.533	329			

a. Dependent Variable: Satisfaction

b. Predictors: (Constant), Ass2, Tangibility, Reliability, Responsiveness, Empathy

Source: Survey result, 2017

There is statistically significant relationship between service quality dimensions and customer satisfaction ($F=206.752$, $p<0.05$). This shows that the dimensions of service quality have significant effect on customer satisfaction.

Table 25: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.873 ^a	.762	.758	2.79398	2.098

- a. Predictors: (Constant), Empathy, Tangibility, Reliability, Responsiveness, Assurance
- b. Dependent Variable: Satisfaction

Source: Survey result, 2017

The model summary result indicated that 75.8% (0.758 of Adjusted R Square) of the variation in customer satisfaction is explained by the service quality dimensions which are Tangibility, Reliability, Assurance, Responsiveness and Empathy (independent variable) while the 24.2% is explained by other factors that are not included in the study. The Durbin Watson on the model summary has resulted in 2.098 proving that the data is stable and believable, as it is >1(See Table 25 above for full detail).

4.4 Inferential Statistics

The beta result presented below on table 28 displays the significance level of each of the SERVQUAL dimensions on customer satisfaction. The results suggest a percentile significance level of Tangibility, Reliability, Assurance, Responsiveness and Empathy on customer satisfaction as 9.0%, 5.1%, 9.7%, 33.3% and 44.2% respectively.

Table 28 also shows the significance level of each of the independent variables (Service Quality Dimensions) in relation to the dependent variable (satisfaction). Below is a review of each of the dimensions and hypothesis.

Tangibility (H1)

The significance level of the tangibility aspect of the dimension in relation to satisfaction shows a significance level of 0.61, which is above 0.05 indicating a low significant relationship between the dependent and independent variables. As a result, the hypothesis is rejected.

Reliability (H2)

The significance level of this dimension in relation to customer satisfaction shows a significance level of 0.113 suggesting an insignificant relationship between Reliability and Satisfaction as the result is above 0.05. The second hypothesis is also rejected.

Assurance (H3)

The significance level of the Assurance aspect of the dimension in relation to satisfaction showed a significance level of 0.002. This indicates a significant relationship between Assurance and Customer Satisfaction since the result is below 0.05, which means hypothesis three is accepted.

Responsiveness (H4)

The result obtained for the significance level of responsiveness in relation to satisfaction showed a result of 0.000 suggesting a highly significant relationship between the dependent and independent variables and confirms hypothesis four is accepted.

Empathy (H5)

The significance level of the Empathy aspect of the dimension in relation to satisfaction showed a significance level of 0.000. This indicates a highly significant relationship between Empathy and Customer Satisfaction since the result is below 0.05, and the fifth hypothesis is confirmed.

Table 27. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-2.049	.798		-2.569	.011
1 Tangibility	.106	.056	.051	1880	.061
Reliability	.071	.045	.097	1.590	.113
Assurance	.128	.041	.107	3.139	.002
Responsiveness	.502	.069	.333	7.248	.000
Empathy	.700	.088	.442	7.995	.000

a. Dependent Variable: Satisfaction
 Source: Survey result, 2017

Table 28. Summary of the Overall Outcome of the Research Hypotheses

Hypothesis	Result	Reason
H1: Tangibility has significant relationship with customer satisfaction. HO: Tangibility does not have significant relationship with customer satisfaction.	H1: Rejected HO: Accepted	$\beta = 0.051$ $p > 0.05$
H1: Reliability has significant relationship with customer satisfaction. HO: Reliability does not have significant relationship with customer satisfaction.	H1: Rejected HO: Accepted	$\beta = 0.097$ $p > 0.05$
H1: Assurance has significant relationship with	H1: Accepted	$\beta = 0.107$

customer satisfaction. HO: Assurance does not have significant relationship with customer satisfaction.	HO: Rejected	p<0.05
H1: Responsibility has significant relationship with customer satisfaction. HO: Responsibility does not have significant relationship with customer satisfaction.	H1: Accepted HO: Rejected	$\beta = 0.333$ p<0.05
H1: Empathy has significant relationship with customer satisfaction. HO: Empathy does not have significant relationship with customer satisfaction.	H1: Accepted HO: Rejected	$\beta = 0.442$ p<0.05

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

According to the analysis and discussion above it can conclusively be said that there is relationship between Service quality dimensions and Customer satisfaction. Of the SERVQUAL dimensions, Assurance, Responsiveness and Empathy have a significant influence on customer satisfaction of Ethiopian Airline's global call center, with Beta value of 0.442, 0.333 and 0.107 respectively.

It can also be concluded that the Tangibility has a minimal impact, as its Beta value is 0.051, followed by Reliability with Beta value of 0.097.

Hence, as the most significant dimensions on customer satisfaction of Ethiopian Airlines Global Call Center are proved to be Assurance, Responsiveness and Empathy, enhancing customer satisfaction and improving service quality should mainly focus on these three dimensions,

5.2 Conclusion

The researcher strongly believes the office is getting customer complaints not because its employees are not trying their best to serve their customers well, but only because they do not know which service quality dimension has the strongest association with their customers' satisfaction. They try to work on all service quality dimensions, but spending too much energy on dimensions that have low relationship with customer satisfaction is a waste of time and energy.

As the findings also empathy, the researcher personally believes empathy is the best quality a customer service agent must have. Every customer service agent would treat their customers in the very best way, if only they could put themselves in the customers' shoes.

And so, the researcher strongly agrees with the result of this paper, that Empathy has the strongest relationship with customer satisfaction than the other four service quality dimensions.

5.3 Recommendation

The author recommends that all enhancing measures should start with employee training. It is mandatory that all employees be aware of the influences that these dimensions have on the quality of the service they give, and the importance of customer satisfaction and its relationship with the above mentioned dimensions. These might include but not limited to;

- Constantly updating and sophisticating all aspects of the call center's system, constantly making security checks, and being detail oriented to increase assurance
- Training and retraining call center agents constantly so they are better able and willing to assist customers rapidly with great agility to enhance responsiveness
- Instill a sense of empathy in all agents in a way that they treat customers passionately so they can go an extra mile to make sure that the customer's needs are met.
- Constantly training agents to increase their level of proficiency in performing the services accurately and dependably.

5.4 Limitation and Direction for Future Research

5.4.1 Limitation

As stated in the limitation in chapter one, customers from ticket offices in Addis Ababa, domestic ticket offices and domestic airports are not addressed in the study. On top of this, even though there are several variables that affect customer satisfaction like consumer behavior and environmental factors in addition to the five variables of service quality dimensions, they were not covered under this study. Therefore, there is scope for other researchers to study the relationship between the dimensions of service quality and customer satisfaction by considering customers which were not addressed in this study, like those customers from ticket offices and domestic areas. Studying relationship between the dimensions of service quality and customer satisfaction by considering additional variables, which contribute to customer satisfaction, could also be one area of future research.

5.4.2 Direction for Future research

As stated in the limitation in chapter one, customers from ticket offices in Addis Ababa, domestic ticket offices and domestic airports are not addressed in the study. On top of this, even though there are several variables that affect customer satisfaction like consumer behavior and environmental factors in addition to the five variables of service quality dimensions, they were not covered under this study. Therefore, there is scope for other researchers to study the relationship between the dimensions of service quality and customer satisfaction by considering customers which were not addressed in this study, like those customers from ticket offices and domestic areas. Studying relationship between the dimensions of service quality and customer satisfaction by considering additional variables, which contribute to customer satisfaction, could also be one area of future research.

In addition, as a survey research, the author believes that the sample size is very small in comparison with the implications asserted. She also believes that future research needs to be conducted with a larger, more representative, sample and with an ample amount of time and finance. As far as research outcomes and methodology are concerned, the author believes that some parts of the questionnaires need to be planned better for future researches, as it has been noticed that a standard deviation is slightly above 1 indicating a differences in stance among the participants. Hence, these have put the generalizability of the research outcome in question, in spite of the author's efforts to make the sample more integrative.

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Company Website: Available at: <http://www.ethiopianairlines.com>

Appendices

Appendix 1 English Questionnaire

Addis Ababa University School of Commerce

Department of Marketing Management

Survey on Customer Service Satisfaction Level of Ethiopian's Global call center

Dear Respondent, I would like to thank you in advance for filling this questionnaire. My name is TigistMakonnen, a second degree candidate, at Addis Ababa University School of Commerce. This questionnaire will be used to study the **Relationship between Customer Satisfaction and Service Quality: The Case of Ethiopian Airlines Call Center** as a partial fulfillment of the requirement for MA in Marketing Management.

Any information you fill will not be disclosed, rather consumed entirely for academic purpose.

1. Have you ever contacted the Ethiopian Global call center?
 - Yes
 - No

2. If yes, how frequently do you use the services of the call center?
 - More than Once a Month
 - Less than Once a Month

3. Which communication channel do you use to contact the call center?
 - Telephone
 - E-mail

4. Please rate your satisfaction level from 1-5, where 1= strongly disagree, 2=Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree.

	Dimensions	5	4	3	2	1
I	Tangibility					
1	Attitude of the GCC Agents is remarkable					
2	The GCC Agents have a Clear tone of Voice					
3	The GCC Agents have a great sense of humor					
4	The GCC Agents have a Standardized response					
I	Reliability					
1	The GCC Agents pay a great deal of attention for Special Need Passengers					
2	The GCC Agents Deliver services promised within the proper time limit					
3	The GCC Agents have an impeccable record keeping					
4	The GCC Agents have an Effective Ticketing Process					

5	The GCC Agents give a reliable Online assistance					
III	Assurance					
1	The GCC Agents have a great Problem Solving Skills					
2	The GCC Agents inform customers of flight irregularities in a timely manner					
3	The GCC Agents promote safety performance of the airline					
4	The GCC Agents work hard on Instilling confidence to customers					
5	The GCC Agents are Knowledgeable					
6	The GCC Agents give attention to Customers need					
IV	Responsiveness					
1	The GCC Agents have a Prompt responses to customers specific needs					
2	The GCC Agents are capable of responding to Emergency situations					
3	The GCC Agents can keep Customers informed On-line when events occur					
4	The GCC Agents inform customers of flight delays and last minuet changes					
5	It takes a Short While to reach a service agent after dialing the GCC Number					
V	Empathy					
1	The GCC Agents Show Care & concern to Customers					
2	The GCC Agents give individual attention to customers					

3	The GCC Agents understand Customer needs					
4	The GCC Agents have the Customers Best Interest at Heart					

5. General Questions related to satisfaction

	5	4	3	2	1
You are quite satisfied with the Appropriateness of the service provided by the GCC Agent					
You are Satisfied with the Quality of service provided by the GCC Agent					
You are Satisfied with the Timeliness of information provided by the GCC Agent					
You are Satisfied with the Overall service Provided by					

the GCC Agent					
Based on the quality of service received, you are highly likely to seek the services of the GCC					
Based on the quality of Service received, you will definitely recommend the GCC to others					

THANK YOU AGAIN FOR YOUR TIME!!

Appendix 2 Amharic Questionnaire

አዲስ አበባ ዩኒቨርሲቲ ንግድ ስራ ት/ቤት

ማርኬቲንግ ማኔጅመንት የት/ት ክፍል

በኢትዮጵያ አየር መንገድ የደንበኞች አገልግሎት ማዕከል አገልግሎት አሰጣጥ እና የደንበኞች እርካታ ላይ የሚደረግ ዳሰሳ

ውድ ተሳታፊዎችን፡ በቅድሚያ ይህንን መጠይቅ ለመሙላት ፍቃደኛ በመሆንዎ እርስዎን ላመሰግን እወዳለሁ። ስሜ ትዕግስት መኮንን ሲሆን፤ በአዲስ አበባ ዩኒቨርሲቲ ንግድ ስራ ት/ቤት የሁለተኛ ዕድገት ተመራቂ ነኝ። ይህ መጠይቅ የሚውለው በኢትዮጵያ አየር መንገድ የደንበኞች አገልግሎት ማዕከል አገልግሎት አሰጣጥ እና የደንበኞች እርካታ ላይ ለሚደረግ የሁለተኛ ዲግሪ የማርኬቲንግ ማናጅመንት የሚሟሟ መመሪያ ዕሉፍ ይሆናል።

የሚሞሉት ማንኛውም ምላሽ ለማንም የማይገለጥ እና ሙሉ ለሙሉ ለትምህርት አገልግሎት ብቻ የሚውል መሆኑን ከወዲሁ ማሳወቅ እወዳለሁ።

1 የኢትዮጵያ አየር መንገድ የደንበኞች አገልግሎት ማዕከልን አገልግሎት ተጠቅመው ያውቃሉ?

- አዎን አውቃለሁ
- አይ አላውቅም

2 የጥያቄ ቁጥር 1 መልስዎ አዎ ከሆነ በየምን ያህል ጊዜ አገልግሎቱን ይጠቀማሉ?

- በወር ከአንድ ጊዜ በላይ
- በወር ከአንድ ጊዜ በታች

3 አገልግሎቱን ለማግኘት የተጠቀሙት የትኛውን የመገናኛ ሰርጥ ነው?

- ስልክ
- ኢ-ጠማር (E-mail)

4 እባክዎን የእርካታ መጠንዎን ከ1 እስከ 5 ይግለጹ፡ 1 ማለት በጥብቅ እቃወማለሁ፤ 2 ማለት እቃወማለሁ፤ 3 ማለት አስተያየት የለኝም 4 ማለት ተስማምቶኛል 5 በጣም ተስማምቶኛል

ገፅታዎች	5	4	3	2	1
1 ተጨባጭነት					
1					
2 የጥሪ ማዕከሉ ወኪሎች ያላቸው የድምፅ ጥራት					
3 የጥሪ ማዕከሉ ወኪሎች ያላቸው ተግባብነት					
4 የጥሪ ማዕከሉ ወኪሎች መደበኛ የሆነ ምላሽ አላቸው					

II	ታማኝነት						
1	የጥሪ ማዕከሉ ወኪሎች ልዩ አገልግሎት ለሚፈልጉ ደንበኞች ተገቢውን ትኩረት ይሰጣሉ።						
2	የጥሪ ማዕከሉ ወኪሎች በተገቢው የአገልግሎት ጊዜ አገልግሎቱን ይሰጣሉ።						
3	የጥሪ ማዕከሉ ወኪሎች ጥሩ የመረጃ አያያዝ አላቸው።						
4	የጥሪ ማዕከሉ ወኪሎች ውጤታማ የትኬት አገልግሎት ይሰጣሉ።						
5	የጥሪ ማዕከሉ ወኪሎች አስተማማኝ የሆነ የመረጃ መረብ እርዳታ ይሰጣሉ።						
III	አስተማማኝነት						
1	የጥሪ ማዕከሉ ወኪሎች ጥሩ ችግርን የመፍታት ክህሎት አላቸው።						
2	የጥሪ ማዕከሉ ወኪሎች የበረራ መርሃ ግብር ለውጥ ሲኖር በሰዓቱ ለመንገደኞች ያሳውቃሉ።						
3	የጥሪ ማዕከሉ ወኪሎች የአየር መንገዱን የደህንነት መመርያዎች ያስተዋውቃሉ።						
4	የጥሪ ማዕከሉ ወኪሎች የደንበኞች መተማመን እንዲጠነክር በርትተው ይሰራሉ።						
5	የጥሪ ማዕከሉ ወኪሎች በቂ ዕውቀት አላቸው።						
6	የጥሪ ማዕከሉ ወኪሎች ለደንበኞች ፍላጎት ትኩረት ይሰጣሉ።						
IV	ምላሽ ሰጪነት						
1	የጥሪ ማዕከሉ ወኪሎች ለእያንዳንዱ የደንበኞች ፍላጎት አፋጣኝ ምላሽ አሏቸው።						
2	የጥሪ ማዕከሉ ወኪሎች የድንገተኛ ጊዜ ግልጋሎቶችን የማስተናገድ ችሎታ አላቸው።						
3	የጥሪ ማዕከሉ ወኪሎች ዝግጅቶች በሚኖሩበት ጊዜ ደንበኞችን በመረጃ መረብ መረጃ ማሳወቅ ይችላሉ።						
4	የጥሪ ማዕከሉ ወኪሎች ለደንበኞች የበረራ መዘግየቶችንና የመጨረሻ ደቂቃ ለውጦች መረጃን ይሰጣሉ።						
5	አንድ የጥሪ ማዕከሉን ወኪል በስልክ ጥሪ ለማግኘት አጭር ጊዜ ብቻ ይፈጃል።						
V	ተቆርቋሪነት						
1	የጥሪ ማዕከሉ ወኪሎች ለደንበኞች ተቆርቋሪነትንና ኃላፊነትን ያሳያሉ።						
2	የጥሪ ማዕከሉ ወኪሎች ለደንበኞች ግለ-ሰባዊ ትኩረት ያደርጋሉ።						
3	የጥሪ ማዕከሉ ወኪሎች የደንበኞች ፍላጎትን ይረዳሉ።						
4	የጥሪ ማዕከሉ ወኪሎች ስራ የደንበኞችን የላቀ ፍላጎት ማዕከል ያደረገ ነው።						

5 ከአጥጋቢነት ጋር የተያያዙ አጠቃላይ መጠይቆች

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በጥሪ ማዕከሉ ወኪሎች በሚሰጡ አገልግሎቶች ተገቢነት በሚገባ ረክተዋል					
በጥሪ ማዕከሉ ወኪሎች በሚሰጠው አገልግሎት ጥራት ረክቻለሁ					
በጥሪ ማዕከሉ ወኪሎች በሚሰጡት መረጃዎች ወቅታዊነት (ጊዜያቸውን የጠበቁ መሆን) እስማማለሁ					
በጥሪ ማዕከሉ ወኪሎች በሚሰጠው አጠቃላይ አገልግሎት ረክቻለሁ					
ባገኙት ጥረት ያለው አገልግሎት መሠረት የጥሪ ማዕከሉ ወኪሎች ንገሊሎች ሰዎች ድጋፍ በተሟላ ሁኔታ አስተዋውቃለሁ					

Appendix 3 Tangibility Descriptive Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Attitude of the GCC Agents is remarkable	181	1	5	2.60	1.063
The GCC Agents have a Clear tone of Voice	181	1	5	2.54	1.113
The GCC Agents have a great sense of humor	181	1	5	2.54	1.088
The GCC Agents have a Standardized response	181	1	5	2.58	1.101
Valid N (listwise)	181				

a. How frequent = more than once a month

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Attitude of the GCC Agents is remarkable	149	1	5	3.12	1.241
The GCC Agents have a Clear tone of Voice	149	1	5	2.92	1.333
The GCC Agents have a great sense of humor	149	1	5	2.77	1.163

The GCC Agents have a Standardized response	149	1	5	2.99	1.174
Valid N (listwise)	149				

a. How frequent = less than once a month

Appendix 4 Reliability Descriptive Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The GCC Agents pay a great deal of attention for Special Need Passengers	181	1	5	3.36	1.010
The GCC Agents Deliver services promised within the proper time limit	181	1	5	3.10	1.209
The GCC Agents have an impeccable record keeping	181	1	5	3.21	1.216
The GCC Agents have an Effective Ticketing Process	181	1	5	3.19	1.120
The GCC Agents give a reliable Online assistance	181	1	5	3.20	1.219
Valid N (listwise)	181				

Table5. How frequent = more than once a month

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The GCC Agents pay a great deal of attention for Special Need Passengers	149	1	5	2.35	.892
The GCC Agents Deliver services promised within the proper time limit	149	1	5	2.34	.899
The GCC Agents have an impeccable record keeping	149	1	5	2.34	.898
The GCC Agents have an Effective Ticketing Process	149	1	5	2.38	.948
The GCC Agents give a reliable Online assistance	149	1	5	3.04	1.283
Valid N (listwise)	149				

Table6. How frequent = less than once a month

\$Rebiability Frequencies

	Responses		Percent of Cases
	N	Percent	
Strongly Disagree	163	9.9%	49.4%
Disagree	542	32.8%	164.2%
Neutral	447	27.1%	135.5%
Agree	316	19.2%	95.8%
Strongly Agree	182	11.0%	55.2%
Total	1650	100.0%	500.0%

a. Group

Appendix 5 Assurance descriptive Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The GCC Agents have a great Problem Solving Skills	180	1	5	3.76	.907
The GCC Agents inform customers of flight irregularities in a timely manner	181	1	5	3.34	.991
The GCC Agents promote safety performance of the airline	181	1	5	3.85	1.043

The GCC Agents work hard on Instilling confidence to customers	181	1	5	3.46	1.227
The GCC Agents are Knowledgeable	180	1	5	3.47	1.016
The GCC Agents give attention to Customers need	179	2	5	3.59	.775
Valid N (listwise)	179				

a. How frequent = more than once a month

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The GCC Agents have a great Problem Solving Skills	149	2	5	3.77	1.021
The GCC Agents inform customers of flight irregularities in a timely manner	149	1	5	3.26	1.135
The GCC Agents promote safety performance of the airline	149	1	5	3.67	1.142
The GCC Agents work hard on Instilling confidence to customers	149	1	5	3.22	1.360
The GCC Agents are Knowledgeable	149	1	5	3.38	1.200
The GCC Agents give attention to Customers need	149	2	5	3.46	.963
Valid N (listwise)	149				

a. How frequent = less than once a month

Appendix 6 Responsiveness Descriptive Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The GCC Agents have a Prompt responses to customers specific needs	181	1	5	3.77	1.100
The GCC Agents are capable of responding to Emergency situations	181	1	5	3.49	.958
The GCC Agents can keep Customers informed On-line when events occur	181	1	5	3.68	1.058
The GCC Agents inform customers of flight delays and last minuet changes	181	1	5	3.30	1.039
It takes a Short While to reach a service agent after dialing the GCC Number	181	1	5	2.41	.774
Valid N (listwise)	181				

a. How frequent = more than once a month

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The GCC Agents have a Prompt responses to customers specific needs	149	1	5	3.47	1.130
The GCC Agents are capable of responding to Emergency situations	149	1	5	3.46	1.093

The GCC Agents can keep Customers informed On-line when events occur	149	1	5	3.48	1.183
The GCC Agents inform customers of flight delays and last minuet changes	149	1	5	3.18	1.053
It takes a Short While to reach a service agent after dialing the GCC Number	149	1	5	2.62	.794
Valid N (listwise)	149				

a. How frequent = less than once a month

Appendix 7 Empathy Descriptive Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The GCC Agents Show Care & concern to Customers	181	1	5	3.57	1.188
The GCC Agents give individual attention to customers	181	1	5	3.38	1.076
The GCC Agents understand Customer needs	181	2	5	3.83	.771
The GCC Agents have the Customers Best Interest at Heart	181	1	5	3.46	1.008
Valid N (listwise)	181				

a. How frequent = more than once a month

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The GCC Agents Show Care & concern to Customers	149	1	5	3.45	1.177
The GCC Agents give individual attention to customers	149	1	5	3.34	1.240
The GCC Agents understand Customer needs	149	2	5	3.74	.933
The GCC Agents have the Customers Best Interest at Heart	149	1	5	3.33	1.099
Valid N (listwise)	149				

a. How frequent = less than once a month

Appendix 8 General Satisfaction Level Descriptive Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
You are quite satisfied with the Appropriateness of the service provided by the GCC Agent	181	1	5	3.66	.980
You are Satisfied with the Quality of service provided by the GCC Agent	181	1	5	3.46	1.072
You are Satisfied with the Timeliness of information provided by the GCC Agent	181	1	5	3.54	1.083

You are Satisfied with the Overall service Provided by the GCC Agent	181	1	5	3.60	1.109
Based on the quality of service received, you are highly likely to seek the services of the GCC	181	1	5	3.43	.979
Based on the quality of Service received, you will definitely recommend the GCC to others	181	1	5	3.42	.978
Valid N (listwise)	181				

a. How frequent = more than once a month

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
You are quite satisfied with the Appropriateness of the service provided by the GCC Agent	149	1	5	3.45	1.177
You are Satisfied with the Quality of service provided by the GCC Agent	149	1	5	3.44	1.147
You are Satisfied with the Timeliness of information provided by the GCC Agent	149	1	5	3.32	.980
You are Satisfied with the Overall service Provided by the GCC Agent	149	1	5	3.40	1.268

Based on the quality of service received, you are highly likely to seek the services of the GCC	149	1	5	3.34	1.076
Based on the quality of Service received, you will definitely recommend the GCC to others	149	1	5	3.34	1.076
Valid N (listwise)	149				

a. How frequent = less than once a month