

**THE IMPACT OF EMPLOYEE MOTIVATION ON
CUSTOMER SATISFACTION: THE CASE OF ETHIO
TELEOCM CUSTOMER SERVICE IN ADDIS ABABA**

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**THE IMPACT OF EMPLOYEE MOTIVATION ON CUSTOMER
SATISFACTION: THE CASE OF ETHIO TELECOM CUSTOMER
SERVICE IN ADDIS ABABA**

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the requirement for the Degree of Masters of Arts in Marketing Management

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Addis Ababa

Declaration

I, Shimels Admasu hereby declare that the work in this research study entitled “The impact of employee motivation on customer satisfaction: the case of Ethio telecom customer service in Addis Ababa” 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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Date: _____

Certification

This is to certify that Mr. Shimels Admasu has completed his project work entitled “The impact of employee motivation on customer satisfaction: the case of Ethio telecom customer service in Addis Ababa”

As I have evaluated, his project is appropriate to be submitted as a partial fulfillment requirement for the award of degree in masters of marketing management.

Project advisor: _____

Signature: _____

Date: _____

Addis Ababa University School of Commerce

**The Impact of Employees Motivation on Customer Satisfaction:
The Case of Ethio Telecom Customer Service in Addis Ababa**

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Abstract

Employees are the most important factor in the success and failure of any organization. Keeping employees motivated and customers loyal at the same time could indeed be a huge challenge to even the most progressive organization today. Telecommunication industry is a service industry that provides telecommunication service through telecommunication system therefore employee's motivation towards their job plays a very important role in serving the customer's needs.

This study focuses on the impact of employee motivation and its components i.e. work environment, pay and benefits, management systems and corporate culture on customer satisfaction in Ethio telecom. Two different questioners was developed and distributed for customers and employees of Ethio telecom. A total of 385 and 102 questionnaires were personally distributed for customers and employees respectively. From which 301 and 90 useable questionnaires returned and used to empirically measure the impact. The data was analyzed using descriptive and inferential statistics methods. Correlation and regression analysis is used for this analysis. Descriptive statistics shows that there is a proportionate number of customers rate their satisfaction level either satisfied or dissatisfied. While there is also the same proportional number of employees of ethio telecom rate their satisfaction level either satisfied or dissatisfied with working in Ethio telecom. Inferential statistics Results show that only corporate culture has a significant and positive impact on customer satisfaction. All The other variables, employee motivation as well as its three components i.e. works environment, pay and benefits and management systems have no any significant influence on customer's satisfaction. Those employees who have direct interaction with customer satisfaction highly influence the customer satisfaction level. It is evident from results that corporate culture key role in motivating employees towards their organizational goal of higher customer satisfaction.

Keywords: Employee Motivation, Customer Satisfaction, Work Environment, Pay and Benefits, Management Systems and Corporate culture.

CHAPTER ONE

Introduction

This chapter consists of background of the study, statement of the problem, scope and limitation of the study, significance of the study, research question, and objective of the study.

1.1. Background of the study

An accurate understanding of motivation and satisfaction in the workplace is more than an academic pursuit. The effectiveness of critical business policies and strategies depends on the extent to which many assumptions about human motivation and satisfaction are accurate. If they are not accurate, they either have no impact at all, or worse, they boomerang and damage the organization (Sirota, Mischkind & Meltzer, 2005). Such consequences inevitably manifest on business performance. When employees are not motivated to do their job and are not satisfied with their work environment in general, the tendency is to slack at work, fall short of deadlines, repeat work done due to errors and consequently, fail to deliver the promised product or service at the highest standards of quality. What follows is of course, customer dissatisfaction, which may lead to animosity and eventually to withdrawal of loyalty from the company and making the switch to the next acceptable competitor.

Given this background, it can be inferred that there is an undeniable need to recognize the impact that employee motivation and satisfaction have on business performance and customer satisfaction. Scholars and business practitioners alike have recently given this field much attention, the former in search of suitable theoretical frameworks to explain such connection, and the latter, in pursuit of maximizing investments on human capital in to drive business performance to the fullest.

Research on the connection between employee and customer satisfaction has often been referred to as 'linkage research', whose proponents include Wiley (1996) with his linkage research model and Heskett and Sasser (1997), with their service profit chain framework. When companies put employees and customers first, their employees are satisfied, their customers are loyal, their profits increase, and their continued success is sustained. This is the argument of Heskett, Sasser and Shlesinger (1997).

The strongest relationships that these authors discovered are those between (1) profit and customer loyalty; (2) employee loyalty and customer loyalty; and (3) employee satisfaction and customer satisfaction. Moreover, these relationships are mutually reinforcing; that is, satisfied customers contribute to employee satisfaction and vice versa.

While there have been studies involving factors that affect employee satisfaction (Johnson, 2002), and employee empowerment and its relationship to job satisfaction as represented by intent to leave (Bowen & Lawler, 1995) there have not been too many contributing studies examining the connection between employee perceptions on work motivation and satisfaction, and customer satisfaction.

The few studies that have done so have had conflicting results (Zemke, 1989 ; Wiley, 1996) A common recommendation of researchers who have undertaken these studies was to pursue further investigations of the same nature in order to gather more evidence within various business environments.

1.2. Statement of the problem

The introduction of telecommunication services in Ethiopia dates back to 1884, seventeen years after the invention of telephone technology in the world. It was Minilik II, the King of Ethiopia, who introduced telephone technology to the country around 1884, with the installation of 477km long telephone and telegram lines from Harar to Addis Ababa. Ethiopian Telecommunications Corporation (ETHIO TELECOM) is the oldest public telecommunications operator (PTO) in Africa. It is a state owned enterprise and the sole telecom service provider in the country. The telecommunication services in Ethiopia have made rapid stride both in quality and quantity.

However, many of the subscribers complain on the quality of the various services that the company is rendering. Quality has always been a hotly debated and challenging issue between clients and the Company. Especially, regular network disruptions and poor connection among mobile and internet subscribers have been and remains the main reason for complaint and the prominent challenge.

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

The main component and the first priority for this program was the reengineering of the customer service delivery at a corporate level. Even though the reform program has been undertaken to curb the customer dissatisfaction, the company records shows that customer complaints are increasing. Since customers are the cornerstone of any organization, therefore, considering the views of customer expectation is a tantamount in service delivery for Ethio telecom.

Ethio telecom has been criticized for poor quality of services. Company's reports have shown that there are frequent fixed line service failure and longer service recovery time. There are cases where service recovery takes a period of a month or a year. This indicates that the service quality of ETHIO TELECOM in general and customer support services in particular are poor.

Research undertaken by potluri & Mangnale (2010) showed that from 400 respondents 41% customers expressed their dissatisfaction about the interactive expertise of the front desk employees of the Ethio telecom. Furthermore another 47% of the customers were also disappointed with customer service delivery system and 70% customers were not pleased with the Complaint Handling Procedure and its outcome. And 57% of the customers expressed overall dissatisfaction on the services provided by Ethio telecom.

Another study conducted by Rakshit Negi (2009) with the purpose of exploring the casual relationship between service quality dimension and overall service quality, and identifying service quality gaps as experienced by the subscribers of the mobile service of ETC. the result of the study indicated overall service quality of mobile communication was perceived to be as below average by over half (52.7%) of the respondents, followed by less than one-third (28%) who mentioned as average, and about one-fifth (19.3%) as above average.

One possible reason for customer dissatisfaction is poor employee performance due to job dissatisfaction which could be due to numerous factors. One given factor for employee job dissatisfaction is ill formulated company performance appraisal system, lack of participation of employees in the appraisal process, lack of well-tailored measurement system and lack of well-designed procedure and process was identified (Amlake, 2013).

Ethio telecom may indeed need to be concerned over customer and employee dissatisfaction despite the fact that they are the sole provider of telecom service without competition. The reason for this is that globalization and WTO has forced the country directly or indirectly to accept private operators to participate in the sector. For this purpose it is important to investigate the impact that employee motivation have on customer satisfaction and factors that affect employee satisfaction within the company as this can ultimately affect customers on either a negative or positive manner.

1.3. Significance of the Study

This study investigates the relationship between the levels of employee motivation and customer satisfaction. It also identifies factors affecting employee satisfaction and motivation levels. This would help the Company formulate and implement viable solution that would enhance employee performance in the workplace and the same time improve the company image and integrity to its existing and prospective customers and to the telecommunication industry in general. In addition to the above benefit of the organization, this study will serve as an input for other research in related topics.

1.4. Research Question

This study intends to establish the existence or absence of a significant connection between employee and customer satisfaction in Ethio telecom. Thus, the following research question is drawn:

RQ1. Is there a significant link in Ethio telecom between the levels of employee satisfaction and customer satisfaction?

RQ2. What is the current satisfaction level of Ethio telecom employees & Customers?

1.5. Objectives of the Study

The main objective of this case study is to determine the existence or absence of a significant connection between employee motivation and customer satisfaction in Ethio telecom. Under this objective the study addresses the following specific objectives:-

- ✓ To assess the employee satisfaction level of employees in Ethio telecom Sales office
- ✓ To assess the customer satisfaction level of Ethio telecom Sales office

1.6. Scope and Limitation of the Study

Although the Company provides various lines of services and operates throughout the country, the scope of this study is confined to six zone sales offices situated in Addis Ababa. The six zone offices situated in Addis Ababa are Central Addis Ababa Zone (CAAZ), East Addis Ababa Zone (EAAZ), North Addis Ababa Zone (NAAZ), West Addis Ababa Zone (WAAZ), South Addis Ababa Zone (SAAZ) and South West Addis Ababa Zone (SWAAZ). Because of the geographic constraints, those employees working outside Addis Ababa is not considered in this study.

Addis Ababa is selected based on its geographic convenience and high number of customers compared to any city all over the country

1.7. Operational Definition of Terms

Table 1.1 Operational Definitions

Term	Definition
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)
Employee Motivation	A pleasurable or positive emotional state that influence, stimulate and direct an employee to pursue a certain course of action that would lead to the attainment of personal and organizational goals.
Work Environment	It used to describe the surrounding conditions in which an employee operates. It composed of physical condition and work process or procedures.
Pay and Benefit	Direct or indirect, cash or non-cash compensation paid to an employee
Management System	Management system is a framework of process and procedures used to ensure that an organization can fulfill all tasks required to achieve its objectives.
Corporate culture	Corporate culture refers to the shared values, attitudes, standards and beliefs that characterized members of an organization and define its nature.

CHAPTER TWO

Review of Related Literature

Keeping employees motivated and customers loyal at the same time could indeed be a huge challenge to even the most progressive organizations today. As it is, making employees stay for good could also prove to be a hurdle to development. In today's highly competitive market for talent, most organizations have failed to develop even a rudimentary infrastructure to help bind their employees to the organization (Potgieter, 2002). Employee retention is obviously important in a business's ability to keep the most talented people in the organization and avoid unwanted turnover.

Employee turnover is an enormous problem for any company as it creates negative bottom-line impacts. Its root cause is of course, low motivation and satisfaction levels during employment. Argyle (1989) states that labor turnover is strongly correlated with job satisfaction and that there is clear evidence that low job satisfaction causes high staff turnover. Handelsman (2006) states that the costs associated with employee turnover show up in such areas as advertising for new employees and the time and money necessary to screen the applicants, training new employees, lost productivity, decreased accuracy and quality of work among the employees left behind who are upset about their colleague's departure, using expensive contract and temporary employees to do the work until a permanent employee is hired, and the expenses associated with replacing lost business. Employee turnover costs can amount to thousands of birr, annually. It can also prevent companies from pursuing their growth opportunities and acquiring new business

Another contributing factor to low levels of employee satisfaction is poor management. This includes such factors as poor communication from leadership, lack of training, too much change, lack of resources necessary to do the job, lack of recognition that an employee is dissatisfied with career development opportunities, harassment, demeaning behavior and a lack of flexibility toward employees. The above statements can be back by research that was done by the Surveyz Group (2006) wherein they state that avoidable losses result from employee job dissatisfaction, poor management practices, the lack of advancement opportunity, and sometimes personal harassment by or conflict with a co-worker or manager. A recent employee retention survey suggests that nearly 70% of employees leave their jobs because they do not feel valued. Surveyz Group (2006).

This study examines the levels of employee satisfaction in Ethio telecom as shaped by work motivation vis-à-vis the factors that affect the latter. It is thus important to discuss the theories that form the foundation of these two major concepts as utilized in this research

2.1. Services as a product

What is a service? According to Looy et al (2003), service is “any activity that one party can offer to another that is essentially intangible and does not result in the ownership of anything”. Zeithaml et al (2006), puts it in most simple terms “services are deeds, processes, and performances. These definitions give a clue about the nature of services as processes rather than products. The definition that fits more in describing service is given by Looy et al (2003), as “all those economic activities that are intangible and imply an interaction to be realized between service provider and consumer. This definition puts service as a process involving the employee and the customer where the employee is the seller and represents the service being delivered.

2.2. The characteristics of services

The qualities of services can be divided into 2 major parts and two implied parts.

- The major parts:
 - Intangibility
 - Simultaneity, as Looy et al (2003) argues, “these two qualities are responsible for other two implied qualities:
- Perishability and
- Heterogeneity

These qualities of services are also, what differentiate it from the physical goods

Intangibility: according to Zeithaml et al (2006) “the characteristic of service that it cannot be seen, felt, tasted or touched in the same manner that you can sense tangible goods”. It is the most significant quality of services. As Looy et al (2003), argued because of this, service quality evaluation cannot be made before and sometimes after purchasing a service. Unlike goods, consumers can make a choice and evaluate their quality before committing to purchasing it.

Simultaneity: Grönroos (2001) describes it as a characteristic of service whereby the Customer does not only receive the service but participates in the service process as well as the production resource as well. Zeithaml et al (2006) also includes that, it is a quality of service whereby it is sold first, then produced and consumed at the same time.

The implication, as Grönroos (2001) describes is that, quality control and marketing must therefore take place at the same time as the service process and production while Zeithaml et al (2006) has it that mass production is therefore impossible, and the quality of service and customer satisfaction will be highly dependent on what happens in “real time” including actions of employees, and the interaction between employees and customers. While goods are first produced, then consumed thereafter, and the customer needs not be present at the factory, while it is being manufactured.

Perishability: this characteristic of service means that it cannot be stored, inventoried, once produced it has to be consumed. According to Looy et al (2003) the implication of this characteristic is that demand for most services is volatile and cannot always be predicted, secondly when demand is high there are no accumulations of stock to accommodate the demand surplus. Physical goods can be stored and inventoried, in the event of low demand, can be accumulated, and when demanded again they can be recollected from their stores.

Heterogeneity: Zeithaml et al (2006) describes this quality based on the attribute that of services as performances frequently produced by humans and received by different customers, therefore are no two services alike. Consequently, the employee delivering the service becomes the service in the eyes of the customers. The implication of it is that, ensuring consistent service quality is challenging, and depends on many factors that cannot be controlled by the supplier (employee). The service manager may not always know for sure if the service is being performed in a manner consistent with what was originally planned, and promoted. Here again, unlike most goods that can be standardized, and which maintaining a particular quality would only be a matter of technology and not a human factor.

These factors make consumers to rely on different cues and perspectives when evaluating Services which may also influence their perception of the service quality and how much satisfaction they can derive from consuming it, or whether they will derive satisfaction by it.

2.3. Telecommunications service

In telecommunication, a telecommunications service is a service provided by a telecommunications provider, or a specified set of user-information transfer capabilities provided to a group of users by a telecommunications system. The telecommunications service user is responsible for the information content of the message.

The telecommunications service provider has the responsibility for the acceptance, transmission, and delivery of the message. For purposes of regulation by the Federal Communications Commission under the U.S. Communications Act of 1934 and Telecommunications Act of 1996, the definition of telecommunications service is "the offering of telecommunications for a fee directly to the public, or to such classes of users as to be effectively available directly to the public, regardless of the facilities used." Telecommunications, in turn, is defined as "the transmission, between or among points specified by the user, of information of the user's choosing, without change in the form or content of the information as sent and received. (Source: wikipedia.org)

2.4. Customer satisfaction

Customers perceive service in terms of quality, but how satisfied they are with the overall Experience, is what defines their satisfaction. Kotler et al (2006) points out that whether the buyer is satisfied after purchase depends on the offer's performance in relation to the buyers expectations.

However, according to Zeithaml et al (2006) although service quality and customer satisfaction are used interchangeably, there is indeed a distinction. Customer Satisfaction is when the outcome of the service matches the expectations of the service. As pointed out by Looy et al (2003), even though they differ one is a component of the other. Zeithaml et al (2003) defines it the customer's evaluation of a product or service in terms of whether the product or service has met his needs or expectations. Failure to meet needs results in dissatisfaction, or a poor perception of the service quality.

Satisfaction can be acknowledged in various senses depending on what needs the customer had before the service; it ranges from feelings of fulfillment, contentment, pleasure, delight, relief, and ambivalence. Although it tends to be measured as a static quantity, it is dynamic and evolves over time being influenced by a variety of factors.

According to Zeithaml et al, (2006), satisfaction or dissatisfaction is a measure or evaluation of a product or service's ability to meet a customer's need or expectations. If the customers of an organization are satisfied by their services the result is that, they will be loyal to them and consequently be retained by the organization, which is positive for the organization because it could also mean higher profits, higher market share, and increasing customer base. According to Grönroos (2001), "Through improved customer retention and more cross-sales, this can be expected to have a positive effect on profit."

2.5. Determinants of customer satisfaction

Customer satisfaction is a measure of many factors from the customer's expectation to the actual experience, but as regarding the nature of services where the product is intangible, many of the factors will depend on the human factor of the service.

Looy et al (2003), further spells out other factors that also determine it:

- Product and service features: by the customer's evaluation of the product or service features.
- Consumer emotions: the state of a customer's mind also contributes to his satisfaction of a product or service.
- Perceptions of equity or fairness: their perception of how fair they have been treated influences their perceptions also.
- Other consumers, family members, or co-workers: the influence of other people based on their reactions or expressions influences the customer's perception also.
- Attributes of service success or failure: the way the customer perceives the causes of events, since for many services customers take partial responsibility for the way things turn out.

2.6. Importance of customer satisfaction measure

According to Kotler et al (2006) "one key to customer retention is customer satisfaction, a satisfied customer stays loyal longer". The customer satisfaction measure is relevant to both the customer and the organization in many ways apart from the customer knowing that the organization is constantly devising methods to grant them excellent satisfaction As Zeithaml et al (2003) points out that because of the importance of customer satisfaction to firms and overall quality of life, many countries have a national index that tracks customer satisfaction at a macro level.

2.7. The role of the employees in service organizations

The role of employees in service organizations is comparable to the role of the service itself, as pointed out by Zeithaml et al (2006) that employees are the service and the brand. Their importance to the firm is critical to both service delivery and service production. In services it's all about the people (employees) because they appear more often to be the most tangible clue to the quality of the service.

Zeithaml et al (2006) explains that the people factor in services is a very important element in the evaluation of that service “as all human actors who play a part in service delivery and thus influence the buyers perceptions” from the company’s personnel to the other customers in the service environment. Employees like the mirror of an organization are the interface between the organization and the customer, what they portray is what the customers sees and uses in their evaluation of the service experience. Zeithaml et al (2006), defines their role in the organization and to the customer. According to them “satisfied employees make satisfied customers” and vice versa, as the customers of the organization are important to their success so also are the employees and their relevance is given below:

Employees are the service: in many instances the contact employee is the service (in majorly hospitality industries) hence the offering is the employee. Investing in them is investing in the improvement of the manufactured product.

Employees are the organization in the customer’s eyes: the employee personifies the firm Even if they do not perform the entire service, they represent the firm to the client, their Professional or unprofessional behavior affects the perceptions of the customer about the firm.

They are the brand: the image that a customer has about the firm is formed by their interactions with the employees of the firm, the brand image of the firm is not built and maintained by their core product or service, but is a function of the employees working there.

They are the marketers: due to the intangibility of services, the marketing, production, and consumption is simultaneous in nature, since the employees are the representative of the firm their attitudes, behaviors and functionality can directly influence customer satisfaction. Whether acknowledged or not, whether actively selling or not service employees are performing marketing functions.

The employees relationship to the customer and to the organization has a huge relevance, its balance is necessary to the success of the both parties in the exchange relationship as their influence on the service, service delivery, service production and ultimately customer satisfaction is very substantial, also is their profitability to the organization necessary to the sustenance of the business. These customer-contact employees according to Zeithaml et al (2006) are referred to as boundary spanners. Grönroos (2001) also describes the employees as part time marketers of the organization.

Considering the nature of services “production-consumption-marketing” becomes a simultaneous activity. This signifies that employees are also responsible for marketing the services of the company whilst delivering the service to the customer. As illustrated in the diagram below the contact employee is the boundary spanner between the organization and the customer. According to Zeithaml et al (2006) in marketing services it’s all about promises. The service triangle is a strategic framework that illustrates the importance of people in the ability of the firm to keep its promises.

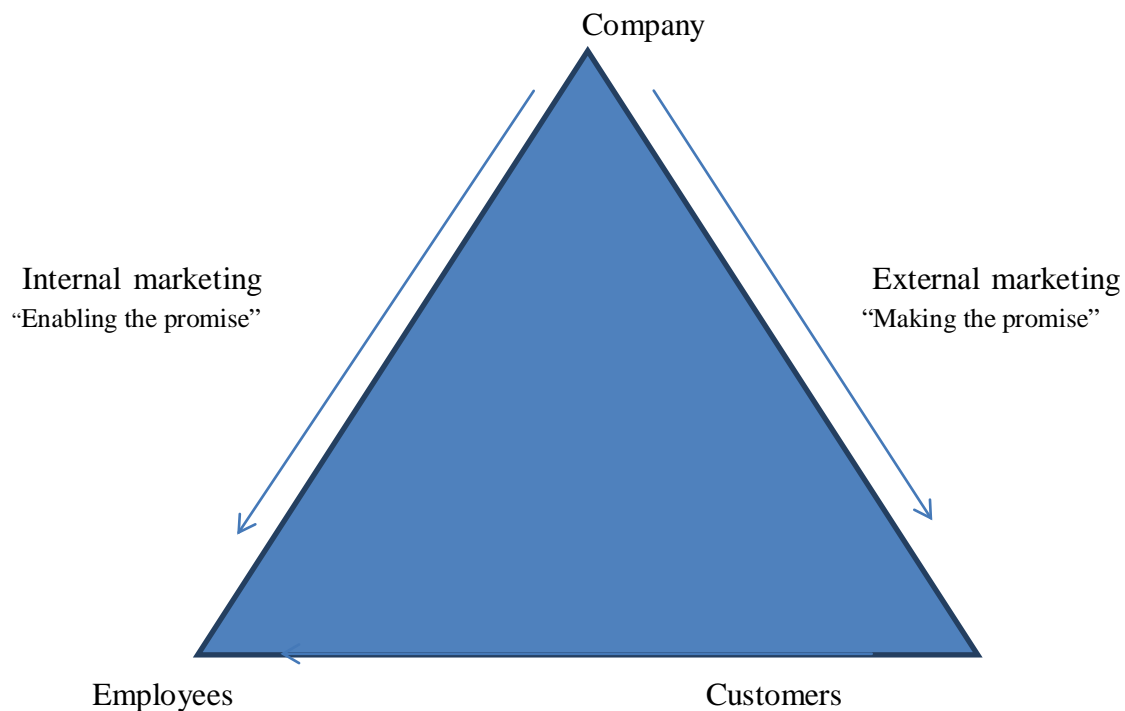


Figure 2.1; - Service triangle (Zeithaml et al)

The triangle shows three interlinked groups that work together to develop, promote and deliver services. Through a process of external marketing, the company engages in activities to set up customers’ expectations and make promises regarding what is to be delivered.

Through the process of internal marketing, the company aids the service providers in their ability to deliver on the service promise by recruiting, training, motivating, rewarding, and providing equipment and technology. As Durkin et al (1999), argues that the process is based on the idea of the employee as the customer, and the concept is considered to have considerable value, as it directs management’s attention to employees and emphasizes the role of employees in the implementation of strategies.

The first customers of the organization are its employees also referred to as by many researchers as the internal customers. Employees would pursue the goals of an organization if they feel they are part of it and are also responsible for it. Grönroos (2001) puts forward that when employees realize that they are able to involve themselves in improving something that is important to them, they will be more inclined to the business and to the goals of the internal marketing strategy.

Through a process of interactive marketing or real time marketing, the promises are either kept or broken by the service providers. People are critical at this juncture, if promises are not kept customers are dissatisfied and eventually leave or switch to other service providers. The role of the employee is very important, as the other two, but more critical because, it is the make or break point in the process.

2.8. Importance of Employee satisfaction in service organizations

As a nature of the intangibility of service, customers look for tangible things to give them a clue of what the service they are buying is worth. However majority of the clues they are searching for, they evaluate through their interactions with the service supplier (the contact employee). Therefore, a huge part of their judgments will hinge on the attitudes and qualities expressed by those employees.

According to Sureshchander et al (2002), such of these behaviors help customers to differentiate a gratifying service experience from a dissatisfactory one, and further suggests that firms should train, motivate, and reward their employees for demonstrating such desirable behaviors in service encounters. According to Zeithaml et al (2006), “Satisfied employees make for satisfied customers” (and customers can in turn reinforce employees’ sense of satisfaction in their jobs). Looy et al (2003), Grönroos (2001), have suggested that if employees are not satisfied with their jobs, achieving customer satisfaction will be difficult.

Looy et al (2003) and Grönroos (2001) further suggest that the service climate and the human resource experience that employees have within the organization are reflected in how customers experience the service. The bottom line of their argument is that customer perceptions of service quality is impacted by customer-oriented behavior of employees and that all the five dimensions of service quality can be influenced directly by the service employees.

They coin the logic that employee satisfaction and loyalty precedes customer satisfaction and loyalty and ultimately profits using the service profit chain:

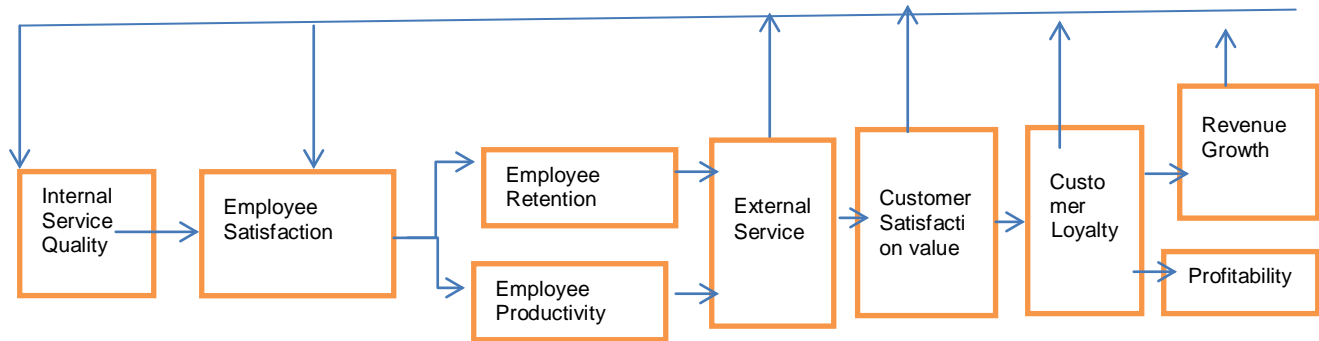


Figure 2.2: - The service profit chain (Zeithaml et al)

2.9. Previous studies on employee-customer satisfaction linkage

For the purposes of this thesis, employee satisfaction shall refer to that of the work and the organization. There have been quite a number of studies establishing the relationship between employee and customer satisfaction during the past three decades, e.g., Harter, Schmidt & Hayes (2002); Salanova (2005) Most of these studies have been carried out in the service industry

Studies done of bank offices, carried out by Schneider and his colleagues in 1980 and 1985, found that employee and customer perceptions about service quality and practices were tightly connected .Significantly positive correlations between employees’ assessment on human resource procedures and processes and customer perceptions on the quality of service delivered has also been previously established (Wiley and Tornow).

Silvestro & Cross (2000) mentions that Heskett et al. have conceptualized the relationship between employee and customer satisfaction as the “satisfaction mirror” implying that the exhibited levels of customer satisfaction ‘mirror’ that of the satisfaction experienced by employees in the organization. Moreover, some studies have proven that companies perceived as excelling in customer service have a satisfied workforce as they are treated in the same way as the customers are being treated (Wiley, 1996). Gerson (2002) suggests that the best way to keep employees is to treat them like customers. If positive customer service policies and practices can satisfy and keep external customers, why not adapt these policies and practices for employees? And, there is a service/satisfaction link between employee retention and higher levels of customer satisfaction

Other studies, however, have not generated the same results. For example, in a study conducted among 15 branches of a UK retail chain, no significant relationship was established between customer satisfaction and employee satisfaction (Silvestro & Cross, 2000). The researchers surmised that the type of interaction between the employee and the customer in a service setting may have had an impact on the conflicting results. Another study Harrington (1999) produced a similar outcome. The author speculated that satisfied employees do not necessarily fulfill customer requirements as has been expected. This would mean that there could be other factors to be considered in meeting customer expectations.

Although the preceding cited studies have had conflicting findings, the fact is that the linkage research models have proven their applicability in the service industry for several decades now. As such, for the objectives of this study, it shall be assumed that there is indeed a significant correlation between employee satisfaction and customer satisfaction. The case study that follows shall thus be tested on these grounds. It should be noted, however, that this study does not intend to establish a cause and effect type of relationship between these two elements. Rather, a significant link is hoped to be realized using statistical associations in order to come up with relevant implications for the company's business performance in the future.

2.10. Conceptual Framework

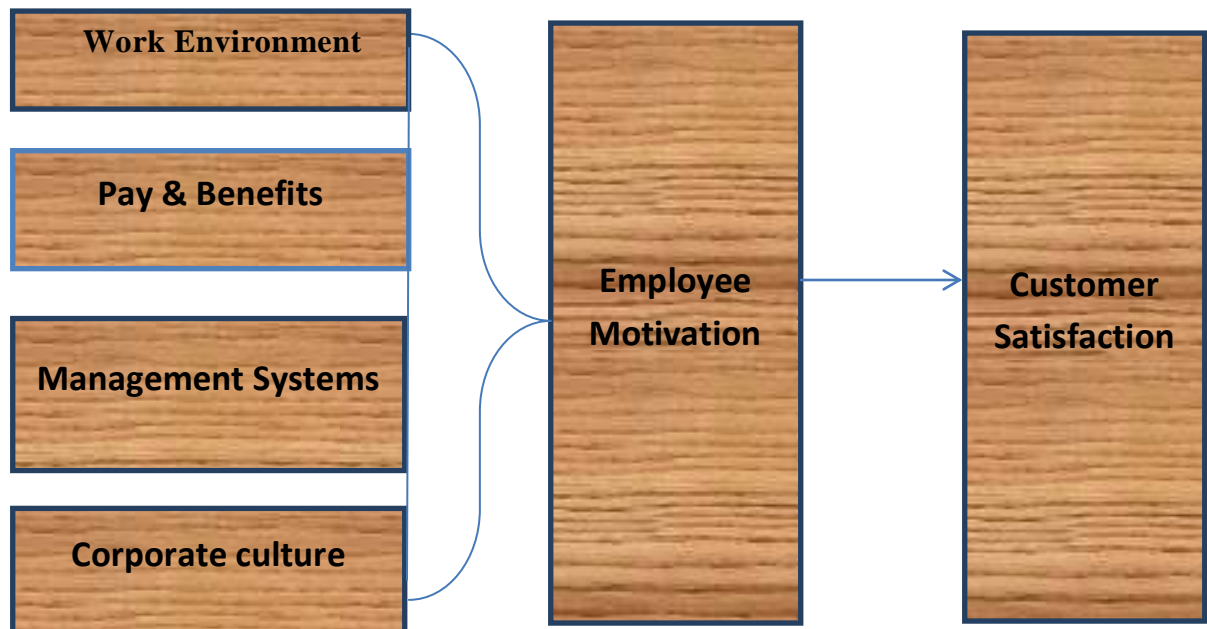


Figure 2.1 source Ahmad et al., (2012)

Research Hypothesis

On the basis of prior studies, the present study hypothesized that:

H1: There is a significant and positive influence of employee motivation on customer satisfaction.

H1a: There is a significant and positive influence of work environment on customer satisfaction.

H1b: There is a significant and positive influence of pay and benefits on customer satisfaction.

H1c: There is a significant and positive influence of management systems on customer satisfaction.

H1d: There is a significant and positive influence of corporate culture on customer satisfaction

CHAPTER THREE

Research Design and Methodology

This chapter consists of the research design, population and sampling techniques, source of data & instrument of data collection, procedures of data collection and method of data analysis.

3.1. Research Design

A combination of descriptive and casual research designs are followed in the study. The study is descriptive in that it seeks to describe in detail the state of customer satisfaction and employee motivation in ethio telecom, thus it give an in depth understanding of the reality. On the other hand it tries to identify the relationship between employee motivation and customer satisfaction, casual research design is applied.

To accomplish the study objective and to answer the stated research question, descriptive and inferential statistics were employed. Descriptive statistics such as frequency, percentage, mean and standard deviation were used to assess employee motivation and customer satisfaction. Inferential statistics such as correlation and regression were also applied to identify the relationship between employee motivation and customer satisfaction.

3.2. Sources and Tools/Instruments of data collection

In order to answer raised research question, both primary and secondary data sources are used in this study. The primary data collection method is performed using the use of structured questionnaire.

The present study will show the impact of the employee satisfaction on customer satisfaction in Ethio telecom. To conduct the study more authentic the researcher uses two questionnaire one for the Employee satisfaction and second for the customer satisfaction. Both of the questionnaires has been built of the 5 Likertscale in which satisfaction level of the employee and the customer has been taken.

The questionnaire was first prepared in English language and translated to Amharic, only for customer satisfaction survey. After test survey is conducted using 20 respondents to check understandability and reliability of the questionnaire, minor modification was conducted to make it clear for the main survey respondent's based on feedbacks received from test survey respondents.

The questionnaire is self-administered. Self-administered questionnaire are useful way of collecting data. Bryman & Bell (2007) hails the self-completion questionnaire for a couple of reasons among which are:

- a) They are cheaper to administer especially when the sample is widely dispersed.
- b) They are quicker to administer since many people can be filling them at the same time
- c) Respondents have some autonomy to respond to questions which avoids biases that come in when you talk a particular individual.

In addition to primary data sources, secondary data sources like past studies are collected in order to obtain some reliable literature and empirical finding that can be applied in order to have a better understanding.

3.3. population and Sampling Techniques

The company under study is organized based on 6 different but independent zones in Addis Ababa. As a result the population belongs to these categories tend to have heterogeneous behavior. Hence taking in to account the nature of the study and structure of the company, the researcher implements a stratified random sampling technique to have a more representative sample. In other words, each zones considered as a stratum and the sample determined proportionally in each of the stratum. After the proportion of each stratum determined, the questioner distribute for each respondent using a simple random sampling.

Based on the company headquarter report as of February 17, 2013 it has 8,607 permanent employees and among these 5,370 employees were assigned in Addis Ababa. Out of this 5,370 Addis Ababa employees, 210 were staffed under non-management Residential Marketing & sales division which further distributed in each zones (strata). As a result 210 employees take as the total population of this study.

3.4. Sampling Frame

Sampling frame contains a list of contact people from where sample is drawing. Therefore in Addis Ababa city Ethio telecom sales organizational structure has segmented in to six zones. The total sales people in each zones includes: 38 in EAAZ, 33 NAAZ, 28 in CAAZ, 43 in WAAZ, 30 in SAAZ and 38 in SWAAZ. The total sales people in all these zones are 210. Here a representative sample drawn from this sample frame.

Number of our sample is found with sampling formula:-

$$n = \frac{N(Z \frac{\alpha}{2})^2 p \cdot q}{e^2(N - 1) + (Z \frac{\alpha}{2})^2 p \cdot q}$$

Where:-

$$N=210$$

$$P=q=\frac{1}{2}$$

$$\alpha=0.05$$

$$e=0.07$$

$$Z \frac{\alpha}{2}=Z \frac{0.05}{2}=\pm 1.96$$

By this formula (n) is calculated as

$$n = \frac{210(1.96)^2 \frac{1}{2} \cdot \frac{1}{2}}{0.07^2(210 - 1) + (1.96)^2 \frac{1}{2} \cdot \frac{1}{2}}$$

$$n=101.86= 102 \text{ sales people}$$

Where:-

N= total population

P= Sample Proportion success

q= Proportion of defective

n= Sample Size

e=acceptable error (precision level)

α =Significance level

Z=standard variant at a given confidence level

Source: - Roya Rahimi(2007)

Each zones considered as a stratum and the sample determined proportionally in each of the stratum.

No	List of Zones	Population size	Sample size
1	EAAZ	38	18
2	NAAZ	33	16
3	CAAZ	28	14
4	WAAZ	43	21
5	SAAZ	30	15
6	SWAAZ	38	18

As for data from the customers, this study uses structured questionnaire for primary data collection. The questionnaire translates to local language Amharic. Research participants are drawn from existing customers of all services of Ethio telecom. The research is conducted in four zonal offices found in Addis Ababa.

The sample frame for this study is only the present Ethio telecom customers who are living in and around the country's capital Addis Ababa and who visited Ethio telecom sales office to buy products or services. Out of this sample frame, sample size of 385 respondents are selected and requested to fill the prepared questionnaire. Pathak (2013) recommended that for infinite population customers. Mostly these are selected based on the issues like willingness and the time allotted by the respondents for the collection of information. Data is collected at various areas of Addis Ababa City.

Non probabilistic sampling techniques with convenient sampling methods is employed to get respond from the study participants. Possible respondents were reached at convince of the researcher and collaborators in data collection in different areas of the city.

These and the results from the employee satisfaction will then matched using statistical methods to determine if there is indeed a significant link between the two concepts being investigated.

3.5. Data collection Procedure

Before full scale survey, a sample of 20 respondents were selected and given the prepared questionnaire to fill. The major objective of the pilot taste was to check if it is possible to get the desired result using the prepared questionnaire and to identify and eliminate potential problems associated with question content and wording. Based on feedback received from the test respondents few modifications were made in order to make it more clear and understandable to the full scale survey respondents.

During the full scale survey the questionnaire is administered to the target population through personal contact by the researchers and collaborators, who helped in data collection. Respondents are kindly requested to fill then questionnaire based on their experience.

Out of the total 385 distributed questionnaire for customers 301 were collected back, this makes the response rate 78.2 %. While from the total 102 distributed questionnaire for employees 90 wear collected back which make the response rate 88.2 %.

3.6. Data Analysis Technique

SPSS statistical package used to analyze the questionnaire data. Initially, the Cronbach's alpha is uses to test validity and reliability of employee motivation and customer satisfaction. Later, Pearson correlation analysis and regression analysis is uses to test the relationship between employee motivation (independent variable) and customer satisfaction (dependent variable) respectively. This techniques is also repeat to test influence of four components of employee motivation i.e. work environment, pay and benefit, Management system and corporate culture (independent variable) on customer satisfaction (dependent variable)

CHAPTER FOUR

Data presentation, Analysis and Discussion

This chapter presents analysis, interpretation and finding of information collected through self-administered questionnaire from 102 employees and 385 customers of ethio telecom. The analysis expected to be based on the information from the respondents. Out of 102 questionnaire distributed to employees 90 questionnaire were collected back .while from the 400 customer questionnaire distributed 301 were valid to be included in the analysis. Data collected from the sample respondents were analyzed on the basis of both descriptive and inferential statistics. All the calculation was carried out with SPSS (version 20.0).

4.1. Reliability and Validity Test

Cronbach's alpha is used in this study to assess the internal consistency of the research instrument, which is developed questionnaire. Cronbach's alpha is a coefficient of reliability used to measure the internal consistency of a test or scale; it resulted as a number between 0 and 1. As the result approaches to one the more is the internal consistency of the items, which means all the items measure the some variable.

The result of the coefficient alpha for this study's instrument is found 0.926, 0.22, 0.912, 0.952, 0.967, and 0.901 for employee motivation, work environment, pay and benefit, management system, corporate culture and customer satisfaction respectively, which is an indication of acceptability of the scale for further analysis.

Table 4.1: Results of validity and reliability analysis

Reliability Statistics			
Measures	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Employee Motivation	.925	.926	25
Work Environment	.921	.922	5
Pay and Benefit	.912	.912	4
Management System	.952	.952	7
Corporate Culture	.967	.967	8
Customer Satisfaction	.902	.901	16

4.2. Demographic characteristics of Respondent

Descriptive statistics (frequency statistics) is used to discuss the general demographic characteristics of respondents. Age, Gender, occupation and years of experience are discussed below.

4.2.1. Demographic characteristics of employees

Table 4.2 Demographics characteristics of employees

Variable		Frequency	Valid Percent
Years of Experience	Less than one year	24	26.7
	1year to less than 2year	34	37.8
	2year to less than Five year	22	24.4
	5year to less than 10year	6	6.7
	Ten years or more	4	4.4
Age	21-34	88	97.8
	35-44	2	2.2
Gender	Male	44	48.9
	Female	46	51.1

Source: - Researcher's survey result (2014)

As table 4.2 depicts all respondents are between 21-44 years old. From this the age group 21-34 constitutes the highest percentage (97.8 %) followed by the age group 35-44 with 2.2 % only. The gender distribution of respondents is dominated by female respondents with 51.1 % while the male respondents constitute 48.9 %. As presented in the above table, when years of experience status of respondents is assessed, from the total number of respondents 37.8 % are worked one up to two years, 26.7 % have less than one year experience, 24.4 % are worked 2 years up to 5 years, 6.7 % accumulated 5 up to 10 years' experience and 4.4 % of the respondents have more than ten years' experience.

4.2.2. Demographic characteristics of customers

Table 4.3 Demographic characteristics of customers

Variable		Frequency	Valid Percent
Gender	Male	153	50.8
	Female	148	49.2
Age	Under 21	66	21.9
	21-34	152	50.5
	35-44	63	20.9
	Above 45	20	6.6
Occupation	Student	47	15.6
	Self-Employee	37	12.3
	Public Employee	104	34.6
	Private Employee	100	33.2
	Unemployed	13	4.3
Number of visit	one time	67	22.3
	two times	82	27.2
	More than Two times	152	50.5

Source; - Researcher's Survey Result (2014)

As table 4.3 shows 50.8 % of male and 49.2 % of female customers are respond the questionnaire. Based on age 21.9 % of the respondents are under 21, 50.5 % are between 21-34 years of age, 20.9 % are between 35- 44 years old and the remaining 6.6 % are above 45 years old. When the employment status of respondents is assessed, from the total number of respondents 34.6 % are public employees, 33.2 % are private employees, 12.3 % are self-employee, 15.6 % are students and 4.3 % are unemployed.

As table 4.3 shows majority of respondents 50.5 % visited Ethio telecom sales office more than two times and 27.2 % respondents visited two times only and 22.3 % of respondents visited Ethio telecom sales office once. This indicates majority of respondents are more familiar to Ethio telecom sales office.

4.3. Analysis of customer satisfaction

To determine the level of satisfaction with the service provided at ethiotelecom sales office , respondents wear asked to rate their overall level satisfaction using a 5- point likert scale (1 means highly dissatisfied 2 means dissatisfied, 3 means neutral, 4 means satisfied and 5 means highly satisfied)

The level of satisfaction was analysed with descriptive statistics (frequency distribution) and table 4.4 presents the result of the analysed overall customer satisfaction.

Table 4.4 customer satisfaction level with Ethio telecom sales office service

Overall, how satisfied are you with Ethio telecom sales office service?

	Frequenc y	Percent	Valid Percent	Cumulative Percent
highly dissatisfied	20	6.6	6.6	6.6
dissatisfied	78	25.9	25.9	32.6
neutral	69	22.9	22.9	55.5
satisfied	101	33.6	33.6	89.0
highly satisfied	33	11.0	11.0	100.0
Total	301	100.0	100.0	

Source: - Researcher’s Survey result (2014)

As table 4.4 and figure 4.1 indicates 33.6 % of respondents reported that they are satisfied with ethio telecom sales office service while 25.9 % of respondents found dissatisfied with the sales office service. While 22.9 % of the respondents stated that they are neutral, 11 % of the respondents say they are highly satisfied with ethio telecom service and finally 6.6 % of them rated their level of satisfaction as highly dissatisfied.

From this survey result we can understand that only 44 % of customers’ rates their satisfaction level either satisfied or highly satisfied which means more than 50 % of the respondents are not comfortable with Ethio telecom sales office service.

Overall, how satisfied are you with Ethio telecom point of sales service?

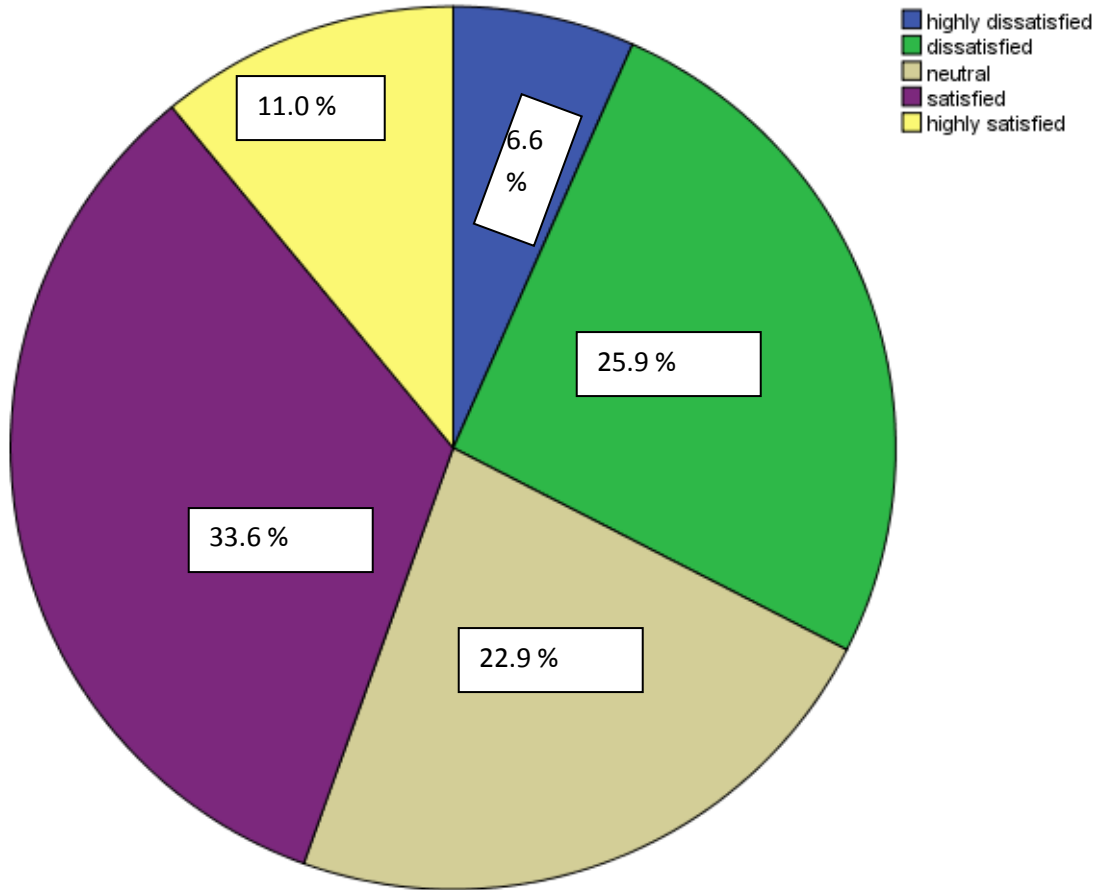


Figure 4.1- level of customer satisfaction with ethio telecom sales office service

As figure 4.1 clearly indicates ethio telecom sales office customers are not well satisfied with ethio telecom sales office service. From all 301 respondents only 134 say they are satisfied which below half of the respondents.

4.4. Analysis of employee satisfaction

In order to assess the level of satisfaction of ethio telecom sales office employees, respondents were asked to rate their overall level of satisfaction using a 5- point likert scale (1 means highly dissatisfied 2 means dissatisfied, 3 means neutral, 4 means satisfied and 5 means highly satisfied)

The result was analysed with descriptive statistics (frequency distribution) as table 4.5 and figure 4.2 present.

Table 4.5- level of employee satisfaction of Ethio telecom sales office

Overall, how satisfied are you working in Ethio telecom?

	Frequency	Percent	Valid Percent	Cumulative Percent
highly dissatisfied	10	11.1	11.1	11.1
Dissatisfied	17	18.9	18.9	30.0
Neutral	21	23.3	23.3	53.3
Satisfied	31	34.4	34.4	87.8
highly satisfied	11	12.2	12.2	100.0
Total	90	100.0	100.0	

As table 4.5 and figure 4.2 shows 34.4 % of respondents indicate they are satisfied with working in Ethio telecom while 23.3 of respondents' rated their level of satisfaction as neutral. In addition 18.9 % and 11.1 % of respondent's reported that they are dissatisfied & highly dissatisfied with working with Ethio telecom respectively, 12.2 rated their level of satisfaction highly satisfied.

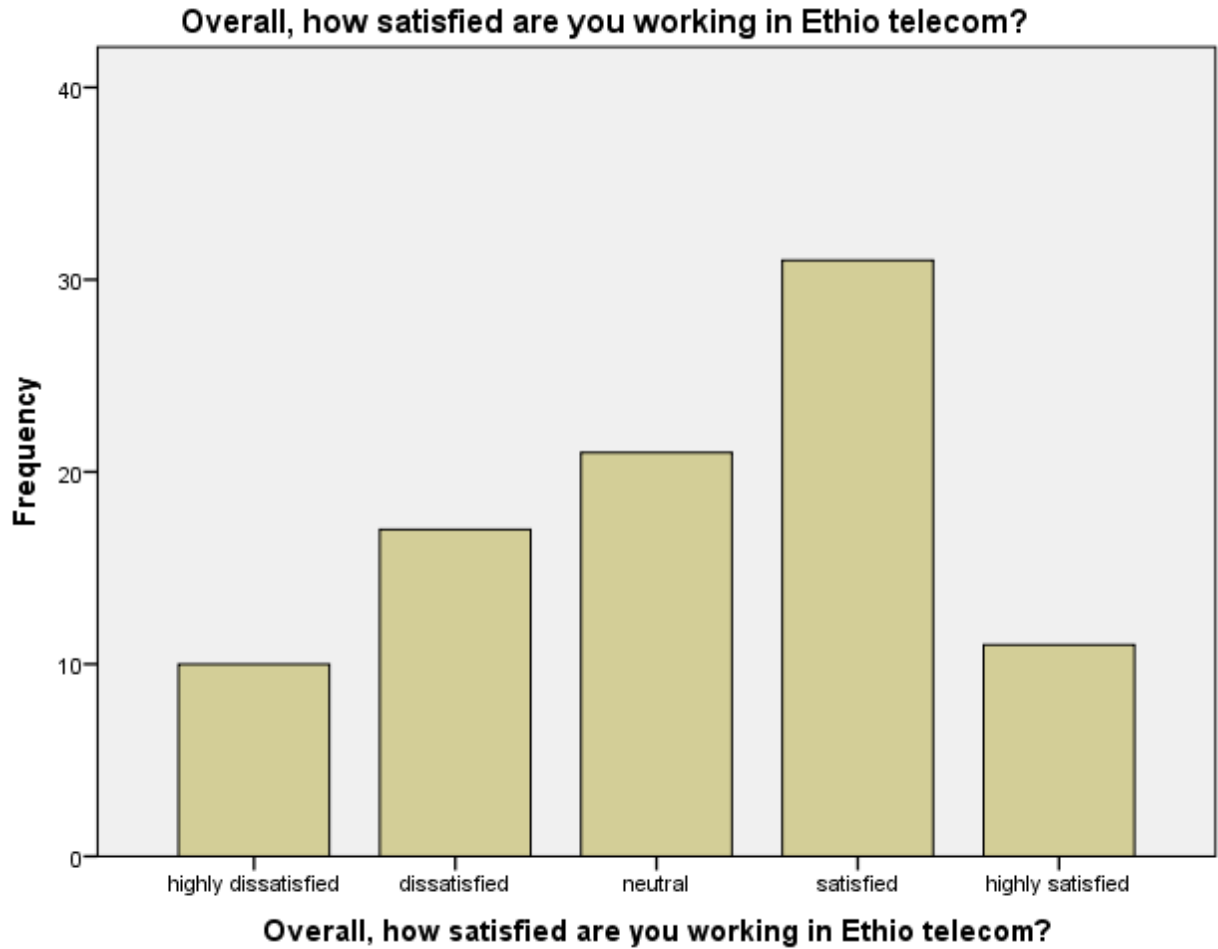


Figure 4.2- employee's satisfaction level

From the above figure 4.2 we can understand that 53.3 % of the respondents (11.1 % are dissatisfied, 18.9 % highly dissatisfied and 23.3 % are neutral) are not motivated enough to say satisfied with working in Ethio telecom.

4.5. Employee perception of Motivation indicators

Employees' evaluation towards four employee motivation indicators was measured using 25 items under each dimension. The analysis result is presented below the overall employees' perception towards the four motivation indicators. Analysis of the overall of the four motivation indicators is discussed below. The highest and lowest mean scored will be identified and interpreted with regarding to each motivation indicators. The mean scores of each of the 25 items were computed and converted to their respective dimension.

The following table presents the summarized scores of the four motivation indicators. The mean, standard deviation, and the interpretation of mean scores of employees' perception towards motivation indicators are presented.

Table 4.6- Employee Perception towards overall employee motivation dimension

Dimension	N	Mean	Std. Deviation
Corporate Culture	90	3.64	.755
Pay and Benefit	90	3.38	.857
Management System	90	3.61	.741
Work Environment	90	3.34	.709
Valid N (listwise)	90		

Source: - Researcher's Survey Result (2014)

As table 4.8 depicted based on the measurement of employee' perception corporate culture dimension of employee motivation is resulted superior to the other three dimensions with a mean score of 3.64. This can be interpreted as, according to respondents of the survey, ethio telecom Employees are fully aware of what the company's mission, vision and goals and are highly committed to contribute what they can to achieve these, Quality customer service is a top priority in the company and this is well communicated to the employees and employees feel that Ethio telecom values social responsibility and this is inculcated in its corporate culture.

As per the rating of the respondents the second highly scored employee motivation dimension is management system with a mean score of 3.61. The third rated employee motivation dimension is Pay and benefit with 3.38 mean score. From the four dimensions the least performed employee motivation dimension is work environment with a mean score of 3.34. This indicates that employees of ethio telecom sales office feel that the work surrounding are not organized and well kept, pressure from work is high, jobs are not stimulating and challenging and job security are not felt.

4.6. Relationship between Employee Motivation and Customer satisfaction

I. Correlation Analysis

Correlation analysis deal with relationships among variables and helps to gain insight into the direction and strength of relation between the variables. Correlation coefficients take values between -1 and 1 ranging from being negatively correlated (-1) to uncorrelated (0) to positively correlated (+1). The sign of the correlation coefficient defines the direction of the relationship. The absolute value indicates the strength of the correlation. Dancey and Reidy (2004) states that a correlation result which is zero indicates zero correlation, a result between 0.1 to 0.3 indicates a weak correlation among variables, a result which is between 0.4 and 0.6 shows a moderate correlation, a result between 0.7 and 0.9 indicates a strong correlation among variables while a result which is equal to 1 indicates a perfect correlation.

Table 4.7 gives the results of correlation analysis which establishes the relationship between variables. Correlation results show that employee motivation has 0.581 correlations at significant level of < 1% with customer satisfaction which means 58.1% correlation with each other. Component wise analysis shows that all components such as work environment, pay and benefit, corporate culture and management system have a positive significant relationship with correlation of .413, .439, .631 and .441 respectively at a significant level of < 1%

Table 4.7:- correlation Result

		1	2	3	4	5	6
1	Customer Satisfaction	1					
2	Employee Motivation	.581**	1				
3	Work environment	.413**	.769**	1			
4	Pay and Benefit	.439**	.790**	.550**	1		
5	Corporate culture	.631**	.871**	.608**	.621**	1	
6	Management System	.441**	.745**	.384**	.522**	.488**	1

Source: - Researcher survey finding (2014)

As per the correlation result above all items of employee motivation dimensions have a positive and statistically significant relationship with customer satisfaction although the strength of the relationship varies across different items of employee motivation dimension. The strongest correlation is obtained between corporate cultures and employee motivation. Based on these result employees corporate culture contributes more for customer satisfaction than others. Ethio telecom management system contribute for customer satisfaction with 0.441** correlation value. Company pay and benefit and work environment have a positive and significant relationship with customer satisfaction. Overall employee motivation has 0.581 correlation value with customer satisfaction.

II. Regression analysis

Table-4.8 shows the result of model summary and evaluates the model for fitness. Samontaray (2010) stated a higher value of R squared shows that the model is stronger. Results of the study show that R squared is 0.422 which means that 42.2 % of the model has been explained. Adjusted R squared value is .387 which is close to R squared value. This level of predictability is low but we know customer satisfaction is also affected by many other variables. However, in this analysis we are only taking into consideration employee motivation and its four components'. So, this level of predictability is sufficient.

Table - 4.8:- Regression analysis result

Model	R	R Square	Adjusted R Square	Change Statistics					Durbin-Watson
				R Square Change	F Change	df1	df2	Sig. F Change	
1	.649 ^a	.422	.387	.422	12.251	5	84	.000	1.975

Source: - Researcher survey finding (2014)

Durbin-Watson test is used to check the problem of auto-correlation in the data used. When the value of Durbin-Watson is close to 2, it confirms that there is no auto-correlation in the data (Samontaray, 2010). In this study Durbin-Watson value is 1.975 which is close to 2 and confirms that there is no auto correlation in the data.

Table 4.9:- Collinearity statistics

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.443	.314		4.598	.000		
Employee Motivation	.033	.342	.033	.095	.924	.157	7.522
Work Environment	-.009	.111	-.013	-.083	.934	.294	3.406
Management System	.120	.116	.160	1.037	.303	.290	3.450
Pay and Benefit	.007	.116	.008	.057	.955	.328	3.044
Corporate Culture	.408	.123	.528	3.316	.001	.271	3.688

a. Dependent Variable: Customer Satisfaction

Source: - Researcher survey finding (2014)

Mu'ge Arslan, F. and Altuna, O.K (2010) cited that the Variance inflation factor (VIF) value above 10 and a tolerance value below 0.10 pose a multicollinearity problem.

In this study as table 4.9 shows the collinearity statistics analysis shows VIF value ranges from 3.044 to 7.522 and a tolerance value ranges within the value of 0.57 to 3.28. Therefore, according to this values both VIF and tolerance value indicate that this analysis have no serious multicollinearity problem.

Table 4.9 indicates corporate culture is the only variable that has a significant impact on customer satisfaction at 95 % confidence level. However, all the other variables have not significant impact on customer satisfaction ($P > 0.05$).

The magnitude of the relationship is shown using the beta values. Based on the table, corporate culture is the most significant with a beta value of 0.408 to influence the level of customer satisfaction in Ethio telecom sales office. This indicates that the ability of employees' awareness about the company's mission, vision and goals and the commitment to contribute what they can to achieve these has a strong influence on customers' level of satisfaction.

As per the result the established regression function is:-

$$CS = 1.443 + 0.33EM - 0.009WE + 0.120MS + 0.07PB + 0.408 CC$$

Where: CS= Customer Satisfaction, EM= Employee Motivation, WE= Work environment

MS= Management System, PB= Pay and Benefit, CC= Corporate culture

The regression result also shows that all employee motivation dimensions combined significantly influence customer satisfaction. The adjusted R² is 0.387 which indicate 38 % of the variance in customer satisfaction can be predicted by employee motivation and its components i.e. work environment, management system, pay and benefit and corporate culture.

ANOVA results are given in table-4.10 According to Samontaray (2010) the model that has a large regression sum of squares in comparison to the residual sum of squares shows that most of the variation in the dependent variable is considered in the model. When the significant value of the F statistic is less than 0.05 then the independent variables explain dependent variables in an excellent way.

Table- 4.10:- ANOVA Result

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	30.569	5	6.114	12.251	.000 ^b
	Residual	41.920	84	.499		
	Total	72.489	89			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Corporate Culture, Management System, Work Environment, Pay and Benefit, Employee Motivation

Source: - Researcher survey finding (2014)

The results of this study show in the above table that the regression sum of squares is just under the residual sum of squares. In our analysis our hypothesis regarding independent variables and customer satisfaction has 12.251 F value at significant level of less than 1%. Therefore, the model is fit to be used.

4.7. Hypothesis Testing

Figure 4.3:- Regression result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.443	.314		4.598	.000
	Employee Motivation	.033	.342	.033	.095	.924
	Work Environment	-.009	.111	-.013	-.083	.934
	Management System	.120	.116	.160	1.037	.303
	Pay and Benefit	.007	.116	.008	.057	.955
	Corporate Culture	.408	.123	.528	3.316	.001

Source: - Researcher survey finding (2014)

H1: There is a significant and positive influence of employee motivation on customer satisfaction.

The researcher has 95 % confidence for the decision made based on the data from the sample. Thus the significance level is 0.05 i.e. the maximum risk that the researcher will take on the result as a sample varies from the total population. Reject the null hypothesis if the calculated p-value is less than or equal to the level of significance, or in other words accept the alternative hypothesis.

Therefore, the standardize Beta coefficient of the two variable (employee motivation and customer satisfaction) is .033** at 0.924 significance level. This shows employee motivation has a positive and but insignificant relationship with customer satisfaction. Since calculated p-value 0.924 is greater than alpha 0.05 the researcher rejects the alternative hypothesis and accepts the null hypothesis of employee motivation has no significant and positive impact on customer satisfaction.

Since the p-value is greater than the level of significant and there is sufficient statistical evidence to reject the alternative hypothesis. Thus, H1 is disproved that that employee motivation has positive and significant impact on customer satisfaction in Ethio telecom customer service in Addis Ababa.

H1a. There is a significant and positive influence of Work Environment on customer satisfaction

With 95 % confidence interval, the standardize Beta value coefficient for work environment and employee motivation, is -0.013 at 0.934 significance level which shows there is a negative but insignificant relationship between them. The calculated p-value (0.934) is greater than alpha 0.05 the researcher rejects the alternative hypothesis of work environment has a significant and positive impact on customer satisfaction. The test shows that there is no sufficient statistical evidence to accept the alternative hypothesis. Hence H1a: is rejected that work environment has significant and positive influence on customer satisfaction.

H1b. There is a significant and positive influence of pay and benefit on customer satisfaction

The standardize Beta coefficient of the two variable, pay and benefit and customer satisfaction, is $.008^{**}$ at 0.955 significance level. This shows that employees pay and benefit has a positive but insignificant impact on customer satisfaction. Since, calculated p-value 0.955 is greater than alpha 0.05 the researcher rejects the alternative hypothesis that employee pay and benefit has a significant and positive influence on customer satisfaction.

H1c. There is a significant and positive influence of Management system on customer satisfaction

The standardize Beta coefficient of the two variable, management system and customer satisfaction, is $.160^{**}$ at 0.303 significance level. This shows that there is a positive but insignificant relationship between management system and customer satisfaction. Since, calculated p-value 0.303 greater than alpha 0.05 the researcher rejects the alternative hypothesis. Therefore, H1c: Management system has a significant and positive influence on customer satisfaction has been rejected.

H1d. There is a significant and positive influence of corporate culture on customer satisfaction

The standardize Beta coefficient of the two variable, corporate culture and customer satisfaction, is .528** at 0.001 significance level. This shows that corporate culture has a positive and significant impact on customer satisfaction. Since, calculated p-value 0.001 is less than alpha 0.05 the researcher rejects the null hypothesis. Therefore, H1d:- corporate culture has a significant and positive influence on customer satisfaction has been accepted.

CHAPTER FIVE

Conclusions, Recommendation and Limitation of the Study

5.1. Conclusion

The following conclusion is drawn from the findings of the study:-

- There exists a high level of consistency among the 25 items of employee motivation and 16 items of customer satisfaction constructs. While measured using Cronbach's alpha a 0.926 and 0.901 was obtained respectively which express the existence of high reliability among items.
- On the measurement of employee perception towards employee motivation dimension, corporate culture is resulted superior to the other four dimensions. This can be interpreted as, according to respondents of the survey, ethio telecom Employees are fully aware of what the company's mission, vision and goals and are highly committed to contribute what they can to achieve these, Quality customer service is a top priority in the company and this is well communicated to the employees and employees feel that Ethio telecom values social responsibility and this is inculcated in its corporate culture.
- The level of customers satisfaction with the service obtained at Ethio telecom sales office service shows that percentage of respondents who are satisfied are 44.6 % (33.6 % satisfied and 11% highly satisfied) and 32.5 % are dissatisfied (25.9 % dissatisfied and 6.6 % highly dissatisfied). The remaining 22.9 % are neutral.
- The level of employee satisfaction indicates that 46.6 % of the sales office employees are satisfied with working in Ethio telecom and 30 % of respondents say they are dissatisfied with Ethio telecom. While the remaining 23.3 % rate their satisfaction level as neutral. This result indicate that even if satisfied employees are greater than dissatisfied employees, there are a lot of employees are dissatisfied with working in Ethio telecom. it can be concluded that there are indeed work motivation and satisfaction issues that should be addressed within the organization
- Correlation results show that employee motivation has 0.581 correlations at significant level of < 1% with customer satisfaction which means 58.1% correlation with each other. Component wise analysis shows that all components such as work environment, pay and benefit, corporate culture and management system have a positive significant relationship with correlation of .413, .439, .631 and .441 respectively at a significant level of < 1%.

➤ Regression result indicates corporate culture is the only variable that has a significant impact on customer satisfaction at 95 % confidence level. However, all the other variables have not significant impact on customer satisfaction ($P > 0.05$).

5.2. Recommendation

As presented in the findings of the study from all employee motivation dimension only corporate culture has a positive and significant impact on customer satisfaction. So working to improve this aspect will contribute to the overall customer satisfaction with Ethio telecom sales office service. Based on the findings of the study the following recommendations are provided by the researcher to improve corporate culture aspects of employee motivation in order to raise customer satisfaction in Ethio telecom sales office.

- Employees should constantly remind that their employment depends a lot on the company's ability to deliver quality outputs and services to customer in order to remain profitable and competitive.
- Employees should encouraged to give the best of everything they do in their job, which makes them proud of being connected to the company
- The company should create awareness to Employees about the company's mission, vision and goals and create commitment among employees to contribute what they can to achieve these.
- The company should put Quality customer service is a top priority and communicate this to employees.
- Ethio telecom should give importance to employees' work-life balance by sponsoring non-work-related activities such as social events after work hours, sports activities, etc.
- Ethio telecom should values social responsibility and include in its corporate culture.
- Ethio telecom should fulfill their part on any compromise or agreement made with the employees.
- Ethio telecom should offers sufficient assistance to employees during times of trouble and distress in their work or even personal lives.

5.3. Limitation and Further area of study

From the finding of the study it was confirmed that only corporate culture has a significant and positive influence on customer satisfaction. However the study has some limitation. First it was geographical limited to Addis Ababa. Time was the other major constraint to gather more information on the specific area of study. There was also a limitation regarding the availability of literatures in this area of study. Further studies should be conducted in this specific area by overcoming the above limitations.

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APPENDIX

Result of Cronbach alpha

1.

Employee Motivation

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.925	.926	25

2. Work Environment

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.921	.922	5

3. Management System

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.952	.952	7

4. Corporate culture

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.967	.967	8

5. Customer Satisfaction

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.902	.901	16

Correlations

		Employee Motivation	Customer Satisfaction	Work Environment	Pay and Benefit	Corporate Culture	Management System
Employee Motivation	Pearson	1	.581**	.769**	.790**	.817**	.745**
	Correlation						
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	90	90	90	90	90	90
Customer Satisfaction	Pearson	.581**	1	.413**	.439**	.631**	.441**
	Correlation						
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	90	301	90	90	90	90
Work Environmen t	Pearson	.769**	.413**	1	.550**	.608**	.384**
	Correlation						
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	90	90	90	90	90	90
Pay and Benefit	Pearson	.790**	.439**	.550**	1	.621**	.522**
	Correlation						
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	90	90	90	90	90	90
Corporate Culture	Pearson	.817**	.631**	.608**	.621**	1	.488**
	Correlation						
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	90	90	90	90	90	90
Managemen t System	Pearson	.745**	.441**	.384**	.522**	.488**	1
	Correlation						
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	90	90	90	90	90	90

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

Employee Motivation Questionnaire

Employee Motivation Questionnaire

First I would like thank you for your time. My name is Shimels Admasu and I am a graduate student at Addis Ababa University School of Commerce. I am conducting this study for the completion of my master Degree in Marketing Management.

As part of my project I would like to gather some information which will enable me arrive at a better conclusion for the subject under review. I would be obliged if you all offer me your utmost co-operation by filling out the questionnaire and have it returned to me. Since the questionnaire is being used for academic purpose the information so gathered will be treated with much confidentiality.

Please tick any of the below questions by indicating ✓

If you have any question please contact me thorough: - 0911510457, ethioshime@gmail.com

I. Demographic information of respondents

1. Sex

Male

Female

2. Age

Under 21

21-34

35-44

Above 45

3. How long have you been with the organization?

Less than one year

One year to less than two years

Two years to less than five years

Five years to less than ten years

Ten years or more

Instruction

The statements below describe work situations that are considered as ideal for an organization in the sense that both employer and the employees will benefit from them.

Your task is to rate each statement based on how you perceive it as true or applicable in Ethio telecom, based on your own experience in your current job. The ratings are shown below, followed by an example. Please answer as truthfully as you can. Be assured that individual answers shall remain confidential. Thank you.

Rating	Agreement
1	Strongly Disagree
2	Disagree
3	Uncertain
4	Agree
5	Strongly Agree

Motivation Indicator	Agreement				
	1	2	3	4	5
Clean and tidy premises are important in maintain staff morale				✓	

No	Motivation Indicators	Agreement (1-5)				
		1	2	3	4	5
A	Work Environment					
1	The work surroundings are organized and well-kept which make it conducive for working					
2	Pressure from work is minimal or negligible and does not greatly affect the quality of life of the employees within and outside the work settings					
3	you find your job stimulating and challenging					
4	Job security and stability are strongly felt by employees					
5	Technology and equipment in the company are generally updated, in good condition and available to every employees who needs them					
B	Management System	1	2	3	4	5
6	Ethio telecom have a clearly established career path					
7	Supervisors and managers exert effort in developing friendly but professional working relations among their subordinates					
8	Employees' job descriptions are quite comprehensive and reliable such that they (the employees) can refer to them and know exactly what is expected of them at any given time.					
9	Employees get a lot of support from their supervisors who exhibit a hands-on and immersive approach to coaching and supervision					
10	Employees are given the freedom to voice their opinion or view to their immediate superiors and they are assured that their concerns are attended to by the upper management if necessary					
11	The importance of team building and team work is well emphasized throughout the company as manifested in the management of projects and in the job designs					
12	Supervisors and managers are fair and considerate in giving constructive criticisms or express their disapproval or disappointment to employees who fail to perform within the expected standards; they also encourage them to do better next time by giving sound advice and pointers on doing things the right way.					

No	Motivation Indicators	Agreement (1-5)				
		1	2	3	4	5
C	Pay and Benefit					
13	Employees who perform well in their jobs are given tangible rewards such as special wage increases, bonuses, additional benefits, etc.					
14	Praise and recognition are given individually to employees who have performed well and exceeded management's expectations					
15	Employees generally feel that the company is Concern over their personal welfare and interest					
16	Overall, you are satisfied with Ethio telecom benefit package like amount of vacation, sick leave, transportation allowance, etc.					
D	Corporate Culture	1	2	3	4	5
17	Employees are constantly reminded that their employment depends a lot on the company's ability to deliver quality outputs and services to customer in order to remain profitable and competitive.					
18	Employees are encouraged to give the best of everything they do in their job, which makes them proud of being connected to the company					
19	Employees are fully aware of what the company's mission, vision and goals and are highly committed to contribute what they can to achieve these.					
20	Quality customer service is a top priority in Ethio telecom and this is well communicated to the employees.					
21	Ethio telecom gives importance to employees' work-life balance by sponsoring non-work-related activities such as social events after work hours, sports activities, etc.					
22	Ethio telecom values social responsibility and this is inculcated in its corporate culture.					
23	Ethio telecom fulfils their part on any compromise or agreement made with the employees					
24	Ethio telecom offers sufficient assistance to employees during times of trouble and distress in their work or even personal lives.					

II. Please indicate your level of agreement on the below statement (1=highly dissatisfied 2=dissatisfied 3=neutral 4=satisfied 5=highly satisfied)

		1	2	3	4	5
1	Overall, how satisfied are you working in Ethio telecom?					

Customer Satisfaction Questionnaire

Questioner for customer satisfaction survey on Ethio telecom Sales office

First I would like thank you for your time. My name is Shimels Admasu and I am a graduate student at Addis Ababa University School of Commerce. I am conducting this study for the completion of my master Degree in Marketing Management.

The purpose of this study is to know the impact of employee motivation on customer satisfaction on Ethio telecom customer service. Your kind cooperation will help me to find reliable data and will be used only for this study. Please try to answer all stated question and I would like to thank you for your time again.

Please mark your response



If you have any question please contact me thorough ethioshime@gmail.com

I. Demographic information of respondents

1. Gender

Male

Female

2. Age

Under 21

21-34

35-44

Above 45

3. Occupation

Student

Self-employed

Public employed

Private employed

unemployed

4. How many times did you visit Ethio telecom sales office

Once

Twice

More than Twice

II. Please show the extent to which you believe the Ethio telecom sales office, you visited, has the features described in the statements (1= Strongly disagree 2= disagree 3=neutral 4=agree 5=Strongly agree)

No	Service quality dimension	Your level of agreement (1-5)				
		1	2	3	4	5
1	The sales office provide service as promised					
2	When you have problem the sales office shows a sincere interest in solving it					
3	The sales office performs the service right the first time					
4	The sales office provides its service at the time it promise to do so					
5	The sales office insist on error free records					
6	Employee in the sales office tell you exactly when the service will be performed					
7	Employees in the sales office give you prompt service					
8	Employees in sales office are always willing to help you					
9	Employees in sales office are never too busy to respond to your request					
10	The behavior of employees in the sales office instils confidence in you					
11	You feel safe in you transaction with the employees					
12	Employees in the sales office are consistently courteous with you					
13	Employees in sales office have the knowledge to answer your question					
14	The sales office gives you in individual attention					
15	The employees of the sales office understand your specific needs					

III. Please indicate your level of agreement on the below statement (1=highly dissatisfied 2=dissatisfied 3=neutral 4=satisfied 5=highly satisfied)

		1	2	3	4	5
1	Overall, how satisfied are you with Ethio telecom point of sales service?					

የኢትዮ ቴሌኮም የሽያጭ ማዕከል አገልግሎት የደንበኞች እርካታ ምዘና መጠይቅ

በመጀመሪያ ጊዜዎን ስለሰጡኝ ላመሰግንዎ እወዳለው። ስሜ ሽመልስ አድማሱ ይባላል። በአዲስ አበባ ዩኒቨርሲቲ የንግድ ሥራ ት/ቤት በማርኬቲንግ ማኔጅመንት ትምህርት ክፍል የ2ኛ ዲግሪ ተማራቂ ተማሪ ስሆን ይህንን ጥናት የማካሄደው ትምህርቴን ለማጠናቀቅ እንዲረዳኝ ነው።

የጥናቱ አላማ የሠራተኞች የሥራ ተነሳሽነት በደንበኞች እርካታ ላይ ያለውን ተፅዕኖ ለመረዳትና ለመለካት ነው።

ትብብርዎ እውነተኛና አስተማማኝ መረጃ ለማግኘት የሚረዳኝ ሲሆን ከእርስዎ የማገኘው መረጃ ለጥናቱ ዓላማ ብቻ የሚውል ይሆናል። እባክዎን ሁሉንም የተጠቀሱትን ጥያቄዎች ለመመለስ ይሞክሩ ፤ ጊዜዎን ስለሰጡኝ እንደገና ላመሰግንዎት እወዳለው።

እባክዎን ምላሽዎን ያመልክቱ። \ /

ማንኛውም ጥያቄ ካለዎት በስልክ ቁጥር 0911-510457 ይደውሉልኝ ወይም በኢሜል ethioshime@gmail.com ይጻፉልኝ

I. ክፍል አንድ

1. ያታ

ወንድ

ሴት

2. ዕድሜ

ከ 21 ዓመት በታች

21-34 ዓመት

35-44 ዓመት

ከ45 ዓመት በላይ

3. ሥራ

ተማሪ

እራሱን ቀጥሮ የሚሠራ

የመንግስት ሠራተኛ

የግል ተቀጣሪ

ሥራ የለኝም

4. የኢትዮ ቴሌኮም የሽያጭ ማዕከል ለምን ያህል ጊዜ ጎብኝተው ያቃሉ?

ለአንድ ጊዜ

ለሁለት ጊዜ

ከሁለት ጊዜያት በላይ

II. የሚከተሉት አረፍተ ነገሮች የኢትዮ ቴሌኮም የሽያጭ ጣቢያን የአገልግሎት ጥራት ገጽታዎች የሚያመለክቱ ናቸው። እርስዎ በሽያጭ ጣቢያው በነበርዎት ቀይታ መሰረት በአረፍተ ነገሮቹ ላይ ያለዎትን የስምምነት መጠን እባክዎን ያመልክቱ። (1 =በጣም አልሰማም 2= አልሰማም 3 =ውሳኔ አልሰጥም 4= እስማማለሁ 5 =በጣም እስማማለሁ)

ተ/ቁ	የአገልግሎት ጥራት ገጽታዎች	የእርስዎ የስምምነት ደረጃ				
		1	2	3	4	5
1	የኢትዮ ቴሌኮም የሽያጭ ማዕከል ቃል የገባውን አገልግሎት ይሰጣል።					
2	ችግር ሲያጋጥሞት ፤ የኢትዮ ቴሌኮም የሽያጭ ማዕከል ችግሩን ለመፍታት ቅን ፍላጎት ያሳያል።					
3	የኢትዮ ቴሌኮም የሽያጭ ማዕከል አገልግሎቱን በፍጥነትና ወዲያሁኑ ያከናውናል።					
4	የኢትዮ ቴሌኮም የሽያጭ ማዕከል አገልግሎቱን ቃል በገባበት ጊዜ ውስጥ ይፈፅማል።					
5	የኢትዮ ቴሌኮም የሽያጭ ማዕከል ከሰህተት ነፃ የሆነ የመዝገብ አያያዝ አለው።					
6	የኢትዮ ቴሌኮም የሽያጭ ማዕከል ሠራተኞች አገልግሎቱን የሚሠጡበትን ጊዜ በትክክል ያሳውቃሉ።					
7	የኢትዮ ቴሌኮም የሽያጭ ማዕከል ሠራተኞች ቀልጣፋ አገልግሎት ይሠጣሉ።					
8	የኢትዮ ቴሌኮም የሽያጭ ማዕከል ሠራተኞች ሁልጊዜም እርስዎን ለመርዳት ፍቃደኛ ናቸው።					
9	የኢትዮ ቴሌኮም የሽያጭ ማዕከል ሠራተኞች የእርስዎን ጥያቄ ለመመለስ ዝግጁ ናቸው።					
10	የኢትዮ ቴሌኮም የሽያጭ ማዕከል ሠራተኞች ባህሪ በእርስዎ ውስጥ መተማመንን ያሳድራል።					
11	የኢትዮ ቴሌኮም የሽያጭ ማዕከል ጋር ባለዎት ግብይቶች ደህንነት ይሰማዎታል።					
12	የኢትዮ ቴሌኮም የሽያጭ ማዕከል ሠራተኞች በወጥነት በትህትና የተሞላ አቀራረብ አላቸው።					
13	የኢትዮ ቴሌኮም የሽያጭ ማዕከል ሠራተኞች የደንበኞችን ጥያቄ ለመመለስ በቂ እውቀት አላቸው።					
14	የኢትዮ ቴሌኮም የሽያጭ ማዕከል ሠራተኞች ለእያንዳንዱ ደንበኛ ትኩረት ይሠጣሉ።					
15	የኢትዮ ቴሌኮም የሽያጭ ማዕከል ሠራተኞች የልብዎትን ለመፈፀም የተቻላቸውን ያደርጋሉ።					

III. በሚከተለው ዓረፍተ ነገር ላይ ያለዎትን የስምምነት ደረጃ ያመልክቱ (1=በጣም አልረከሁም
 2=አልረከሁም 3= ወሳኔ አልሰጥም 4=ረከቻለው 5=በጣም ረከቻለው)

		1	2	3	4	5
1	በአጠቃላይ፤ እርስዎ በኢትዮ ቴሌኮም የሽያጭ ማዕከል አገልግሎት አሰጣጥ ምን ያህል ረከተዋል?					