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**ADDIS ABABA UNIVERSITY**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**SCHOOL OF GRADUATE STUDIES**

**Assessing after sales services quality: the case of ethio telecom back office**

**By**

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**A Thesis Submitted to Addis Ababa University College of Business and Economics, School of Graduate Studies in Partial Fulfillment of the Requirements for MSc in Management**

**Advisor**

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**September, 2019**

**Addis Ababa, Ethiopia**

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## **DECLARATION**

I hereby declare that this is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged.

I bear sole responsibility for any shortcomings.

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## ABSTRACT

*This study was undertaken to assess after sales service quality in the ethio telecom back office view. After sales service delivered by ethio telecom and also determine whether service quality exerts a strong influence on the level of customer satisfaction; After sales service quality today has become not only the expression of every business enterprise, but also occupies reputed position in every discourse. No business organization can survive without building its customer satisfaction; likewise no organization can make a healthy living without meeting the needs of its customers. Two types of data were collected; Primary Data and Secondary Data. This was necessary since it helped to add to the findings of the study. A simple random sampling and purposive sampling method were used. This ensured that every member of the population had an equal chance of being part of the sample. The sample size chosen was 220 sales staff, where 11 have not returned and 9 are not filled correctly; finally, 200 were collected and interview with 10 senior sales staff was conducted. It was revealed that after sales service providing team were dissatisfied with the services and products of ethio telecom emphasizing that they would not recommend the company's services to people. In addition, they mentioned some of the problems they have with the company that included unresponsive nature of the company's back office staffs, sending across to customers, unsubscribed messages, and poor communication amongst others. In order to improve the services and products of ethio telecom, they recommend that ethio telecom must give attention to reviewing internally back office staffs' response and follow up customer complaints until they are resolved, reward loyal customers and retain them and stop sending unsubscribed messages to customers. On the customer access levels, fiber optic backbone networks are recommended for improved service and reliability. Ethio telecom should provide more training about service quality to customer serving front and back staffs for more understanding of the offering as this has direct impact to customers' expectations and perceptions.*

Key words: - service quality, customer satisfaction, after sales service, competitive enough

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## **LIST OF ACRONYMS AND ABBREVIATION**

ASS	-	After Sales Service
BO	-	Back Office
CEO	-	Chief executive officer
CRM	-	Customer Relation Management
CS	-	Customer Satisfaction
DEA	-	Data Envelope Analysis
E-CAF	-	Electronics Customer Acquisition Form
ETA	-	Ethiopian Telecommunications Authority
ETC	-	Ethiopian Telecommunication Corporation
ICCID	-	Integrated Circuit Card Id
IT	-	Information Technology
ITU	-	International Telecommunication Union
PTT	-	Posta, Telephone and Telegraph
PZP	-	Parasuraman, Zeithaml and Berry
SERVPERF	-	Service Performance
SERVQUAL	-	Service Quality

# CHAPTER ONE

## 1. Introduction

This chapter presents the background of the study, a statement of the problem and continues to research questions, objective, significance of the study, scope, and finally organization of the study is addressed.

### 1.1. Background of the Study

The Ethiopian government focuses on the growth of telecommunication services, allowing for key force to the development of Ethiopia. Then Ethio telecom was recognized in November 2010 from this hope of sustaining the steady growth of the country. Ethio-telecom has played great role in fostering the growth and prosperity of the economy of Ethiopia by making communication faster than before. Even though it is crucial for development, it has got sorts of problems now a days. Although customer service in ethio telecom has shown some improvements, all customers are not equally satisfied. It is observable that Ethiopia Telecom faces a variety of problems which in turn may cause customers dissatisfaction. Hence this study tries to identify what the factors are by assessing quality dimensions of after sales services in the case of ethio telecom for a better understanding of the relationship that exists between customers and the service delivered (Tele Negarit, 2011).

Services are deeds, processes and performances (Zeithaml & Bitner, 2003). Broadly speaking, services include all economic activities whose output is not a physical product; in other words, whose construction is generally consumed at the time it is produced and which provides added value in forms (convenience, amusement, timeliness, comfort or health) that are essentially intangible for its first purchaser (Quinn, Baruch, & Paquette, 1987). For service providers, the pursuit of service quality is essential for competitiveness and gaining momentum Seth et al. (2007). Over the last few years, considerable research has been carried out on different aspects of service quality, leading to a sound conceptual base for both practitioners and researchers. Some authors (Parasuraman, Zeithaml, & Berry, 1985, 1988; Carman, 1990) agree that service quality is an abstract concept, difficult to define and measure. However, it may be regarded as the degree

and the direction of discrepancy between consumers' perceptions and the expectations in terms of the differences, but a relatively important dimension of service quality which can affect their future behavior (Parsasuraman, Zeithamal, & Berry, 1985).

This study specially focuses on the 'quality of after sales services' as it has been the most buoyant in terms of its growth and reach in post 2010 new Telecom Policy period in the back office department. In fact, after sales service has become one of the most effervescent service sectors in the country with its growing network coverage. The services have penetrated not only the urban but also the rural areas. After sales service (ASS) is regarded as an increasing and important concept in many industries for establishing good customer relationships that contribute to increased performance for sustainable results (Ethio-Telecom, 2012).

In recent years, more and more companies focus their attention on retaining existing customers rather than attracting new ones. However, most of the business organizations are not aware about the ASS factors and its impact towards the customer satisfaction and productivity. Failing to realize the importance of the factors can lead to a disastrous and threatening business relationship. This may lead dissatisfied customers shift to a competitor or the company lose its potential for new customers due to negative word-of-mouth effect. Hence, every business should know the objective and significance of having ASS and implement it to satisfy customers and make them loyal (Loomba, 1998).

## **1.2. Statement of the Problem**

The understanding of customers' needs within the current competitive telecom industry has become an important factor for the service provider's success. Owing to that, companies have moved from a product-centric to customer centric positions. Satisfaction has become of great interest to practitioners because it is important for customer retention (Edvardsson, 1998). There is an argument that despite several initiatives taken by the management of ethio telecom to increase revenue creation, the overall sales revenue performance continues to increase. But ethio telecom has lots of problems with its customers where most of them are dissatisfied with the services they are getting from the back office department. These are discrepancies between perceived performance and expectation from customers' point of view (perceived performance is less than expected) that make them dissatisfied. Customer believe ethio telecom service quality

cannot satisfy them for much service quality even though customer satisfaction is the major issue for businesses that are providing telecommunication services and other related services. Customers are the assets of every business. Sales professionals must try their level best to satisfy customers for them to come back again to their organization (Ethio-Telecom, 2012).

Ethio telecom is one of the mega state enterprises, which the Ethiopian government has announced to partially privatize, selling minority to foreign investors. The latest move of the government, announced a few months ago by the reformist Prime Minister Dr. Abiy Ahmed also involves the long awaited liberalization of the sectors. In order for ethio telecom to win and be competitive enough in, this dynamic world, it should be ready internally rather than externally in its technology, service quality and manpower. There are a lot of studies that are done about customer satisfaction of ethio telecom but none to this author's knowledge measure customer satisfaction from internal view. This study assesses the expectations and perception of quality dimensions of after sales services in ethio telecom.

Competitive world telecom service is facing increasing challenges brought about by the effect of globalization, communication, market liberalization and the vast opportunities being created by emerging new information technologies. This challenge requires fast and continuous attention to keep pace with the rapidly changing technological and business environment, one that is heavily influenced by events outside the control of the company. Ethio telecom has kept pace by continually improving product taste and preference and marketing its products.

However, its main failures are lack of well-structured customer care policies and guidelines, lack of strategic business location on a decentralized business system for easy accessibility by its clients and HR department employment of untrained staff hence not looking at the end customer satisfaction and needs. Due to stiff competition and the poor handling of customers by ethio telecom, its market share may be problematic. While customer volume may drop, its inception to become one of the new emerging companies should be addressed by market share and customer volume by identifying the gap and take measures.

### **1.3 Research Questions**

On the derived demand of external customers reflected in front line staffs that are sales team.

- How is customer service quality in ethio telecom with each of the five service quality dimensions?
- How is after sales service in ethio telecom with each of the five service quality dimensions?
- How does ethio telecom determine the problem (gap) between customer expectation and perception?
- How does ethio telecom respond given the five service quality dimension relative to customer expectation and perception?
- In what way are customers satisfied with the service quality offered by ethio telecom?

### **1.4. Objective of the Study**

The general objective is assessing after sales services quality in the case of ethio telecom back office that targeted the following specific research objectives which are:

- To measure customer service quality in ethio telecom with each of the five service quality dimensions
- To describe after sales service in ethio telecom with each of the five service quality dimensions
- To determine the problem (gap) between customer expectation and management perception of ethio telecom
- To identify the five service quality dimension relative to customer expectation and perception in ethio telecom

- To evaluate the status of customers who are satisfied with service quality offered by ethio telecom back office supporter

## **1.5. Significance of the Study**

This study is believed to be significant in the following regards;

- i. It helps ethio telecom to develop and implement effective service quality improvement initiatives.
- ii. It serves as a valuable source of information in satisfying customers.
- iii. It addressed the essentially uncovered dimension of service quality that the ethio telecom customer wants.
- iv. It support for management strategic decision in several critical areas of their operation and to provide a justifiable valid and reliable guide in designing workable service delivery improvement strategies for creating and delivering customer value, achieving customer satisfaction and loyalty, building long term mutually beneficial relationship with customers and achieving sustainable growth in ethio telecom.
- v. It provides better understanding of the organization to the public in terms of its service quality to customers. It is hoped that the information collected may provide a base for improving marketing activities and service development decisions. It will also emphasize the importance of the company to communicate with present and potential stakeholders and the general public. Furthermore, it is hoped that the finding of the study might stimulate further study on after sales service quality.

## **1.6. Scope of the Study**

This study was focuses on and evaluates how customers' expectations and perceptions by assessing quality dimensions of after sales support services in ethio telecom; those purposive sample methods from previous experiences target the company's main corporate customers.

## **1.7 Organization of the Study**

Chapter one introduces and explains the background of the study and the statement of the problem giving a focus of the study. The objective of the study and research questions is identified. The scope of the study and organization of the study is also identified. Chapter two gives the literature review, where all the concepts that are important to the study are presented and carefully analyzes various research study conducted so far using SERVQUAL model research reviewed. Chapter three describes how the study is carried out, showing the measurement of the constructs, in what way data are collected and coded.

Chapter four discusses the data collected from the field that enable to answer the research questions. The data collected are mainly based on respondents' expectations and perceptions of the various items under the SERVQUAL model. Demographic description of the respondents and factors hindering customer expectation and perception are also identified. Chapter five is summary of the findings and is outlined thereby providing answers to the research questions finally providing possible recommendations based on the findings. Limitations and suggestions for further research topics are also mentioned in this chapter.

# **CHAPTER TWO: REVIEW OF RELATED LITERATURE**

## **2. Introduction**

This chapter gives an overview of literature that is related to research problem presented in the previous chapter by considering this changing and dynamic world, especially for countries that opened their economy for liberalization. To manage service quality a company can differentiate itself by delivering consistently higher quality than its competitors. Most service giving industries have now joined the customer-driven quality movement and need to identify what target customers expect regarding to service quality. Service quality depends on the service delivered and the quality of delivery. Increased cost and competition are in contrary decreases productivity and quality. Marketers must partner with other firms in the company's value delivery network by service marketing complexity and creating value for customers to smooth this activity marketing tasks are doing, such increasing their service differentiation, service productivity, and service quality (Kotler & Armstrong, 2012).

Many definitions are given for services, but all have common aspects as intangibility and immediate consumption and an act or activity, necessarily immovable and intangible, suggested by one transaction party to another one that would lead to the ownership of no external object. Service production may be attach to physical goods or not those recognizable and necessarily immovable activities which meet a need and its attachment to goods sale or other services is not of necessity (Lewis & Booms, 1983).

The growing competitive market, especially telecom services company focuses on service quality for survival and success. The management of service quality helps management to maintain consistency in service delivery and handle changing customer expectations in an efficient and effective way. Also, it provides some benefits to firms such as, service differentiation from competitors, better image, higher profitability, increased customer satisfaction, increase customer retention and loyalty, staff morale, productivity, etc. (Kurtz, David L. & Clow, Kenneth E., 2002).

From telecom Company the main task is maintaining and expected to fulfill service quality dimension. Service quality reflects the service to be delivered matches the customer expectations

and the critical task for service companies to be service quality management up to the degree of excellence in service performance. Customers' perceived quality of service by experiencing the consumption process and by relating the experience with their expectations and co-producers and their participation also affect the quality. Service organizations must be responsible of quality performance through an effective strategic support to create long-term relationship, (Lewis and Booms, 1983). So, in this chapter we will see different service models, service quality in the telecom sector, the theoretical foundation of the paper, expectations and perceptions of service quality, criticisms of SERVQUAL model and the support of after sales service review of different books, research articles and journals.

## **2.1. Review of related Service Quality Models**

### **1. Gronroos' model of technical and functional quality**

Gronroos model of perceived service quality is based on the difference between the expectations for the service and the actual experience. The overall quality of the experience is a blending ("image") of both the technical quality (outcome) and functional quality (process) components. Gronroos proposed a model which focuses on, and assess based on three major components of service quality, namely (a) technical quality (b) functional quality and (c) image as the whole service quality. The image will result in positive views if functional quality and technical quality aspect are reliable to meet customer's satisfaction. This model quality emphasized on the importance of service assessment, not only based on service process, but also the service providers have to know customer's perception about their service, thus the providers will be able to assess their own performance, in his model concept he stated that functional quality becomes very important aspect from the perceived service compared to the technical quality aspect (Gronroos, 1984).

This model criticizes that two dimensions, technical and functional quality, do not describe all the elements of a service adequately and should enjoy preference over the other, and forget services, physical and technological role in the model rather primarily concern on human interaction takes place (George & Gibson, 1988:4).

## **2. Service quality 'GAP' model by Parasuraman, Zeithaml and Berry**

Theoretically in-service quality model the most important progress is seen in the introduction of SERVQUAL 'GAP Model' assessment and service quality determinants. The 'GAP model' identifies the potential 'gaps' that exist between the service provider and customers at various levels of connections. The other name of this model PZB service model emphasizes that if companies want to improve the aspects of service quality; the first step should be to diminish the gap between "expected service" and "perceived service". Because the products of a service industry are characterized as intangible and entails high involvement of customers, the attributes determine whether a service company can survive in the competition. In this model of service quality that operational service quality as the gap between expectations and performance perceptions of the customer and considered SERVQUAL instrument assessment as service process (Parasuraman, Zeithaml & Berry, 1985, 1988).

## **3. Haywood-Farmer's Attribute service quality models**

The model stated by Haywood-Farmer emphasizes on three basic features of services, namely (a) physical facilities and processes, (b) people's behavior and (c) professional judgment. This model attempts a 'Service-Mapping' for a specific service provider based on the degree of customization of labor intensity and customer interaction. The mapping process takes into consideration the different service-settings specific to a service provider. Although Haywood-Farmer did not identify different service dimensions, he believes that the choice of elements from each of these three sets of service quality factors is an important, strategic managerial decision. The combination of these factors should be chosen very carefully by managers in order to ensure an appropriate balance between the three attributes. The relative degrees of labor intensity, service process customization, and contact and interaction between the customer and the service process, partially determine an appropriate mix (Haywood-Farmer, 1988).

## **4. Synthesized model of service quality by Brogowicz**

The model proposed by Brogowicz attempts to make synchronization between the design and operational aspects of the service and integrate with the strategic marketing activities of the company. This service quality model by managerial suggestion presents the general service

quality gap as a result of both technical and functional quality gaps. A service quality gap may exist even when a customer has not yet experienced the service, rather, learned through word of mouth, advertising or through media of communications. Thus, there is essential to incorporate the potential customers' perceptions of service quality, accessibility in addition to actual customers' experienced. This model attempts to integrate the traditional managerial framework, service design and operations and marketing activities. The purpose of this model is to identify the dimensions associated with service quality in a traditional managerial framework of planning, controlling and implementation. The synthesized model of service quality considers three factors, viz. Company image (physical facilities), external influences (processes and procedures the person's behavior and conviviality) and traditional marketing activities as the factors influencing technical and functional quality expectations. The core of the synthesized model is the idea that management must determine both what customers expect and how to get it. The model covers on this integration process to identify the service quality parameters which will provide the managers to frame strategies to design and deliver services meeting the quality parameters identified Brogowicz et al. (1990).

##### **5. Performance model by Cronin and Taylor (SERVPERF)**

Cronin and Taylor proposed 'SERVPERF' as a modified version the instrument 'SERVQUAL' stating that the 'perception' of the customers related to their service providers, emphasize the service quality which measures experiences only and does not ask respondents about expectation. Experiences are measured over a range of attributes that was developed to describe the service as conclusively as possible. The difference of SERVPERF uses only the perception part of the SERVQUAL scale. The model argues that service quality is better predicted by perceptions of actual service received only and not as the difference between perceptions and expectations as suggested by Parasuraman et al. (1988). The main difference in this model to measure perceptions of such services rather use performance instead of "performance-expectation" determines service quality and that customer expectations are built into the performance and is therefore not necessary to measure it separately (Cronin & Taylor, 1992).

The model critics that mostly use for industry-specific for posing limitations on its application in a wide variety of service industries and not reached the same level of popularity that exists for

SERVQUAL. The model is proven, reliable instrument for the measurement of perceptions service quality easier to administer, easier to analyze the data and be more economical Carrillat et al., (2007)

## **6. Mattson's Ideal value model of service quality**

Mattson's model created the idea of a benchmarked standard of customers' perception regarding service quality. The model recommends a value-based approach to service quality which admits that service quality is an outcome of the satisfaction level of the service recipients. The model proposed by Spreng and Mackoy attempted to link service quality and customer satisfaction by taking into consideration the effects of service expectations, perceived level of performance, desired level of cogency between expectation and perception and expectation disconfirmation. One of the key issues addressed in this model is the dichotomous effect of rising customer expectations. It has a positive effect on customer satisfaction perceptions, but it is also having a negative effect on satisfaction through disconfirmation linking through negative quality. The model proposed that value approach to service quality, modeling as an outcome of satisfaction process. The service quality model suggests the use of a perceived ideal standard against which the experience is compared to indicate negative disconfirmation on a pre-conscious value level, is then hypothesized to determine satisfaction on a "higher" attitude level. This negative disconfirmation is the major determinant of consumer satisfaction, more attention should be given to cognitive processes by which consumers' service concepts are formed and changed (Mattsson J, 1992).

## **7. Dis-confirmation Theory**

The expectancy dis-confirmation model of customer satisfaction or The three-component model of Rust and Oliver and use purchase and usage pattern exhibits the performance levels, which are compared to the expectation levels of the customers using heuristic techniques Rust and Oliver developed the two dimensions, namely functional and technical quality further proposed three specific disconfirmation components as follows:

1. Positive disconfirmation: occurrence of low-probability desirable events or nonoccurrence of high probability undesirable events.

2. Negative disconfirmation: occurrence of low-probability undesirable events or nonoccurrence of high-probability desirable events.
3. Confirmation: occurrence of both low and high-probability desirable and undesirable events or non-occurrence of the same as expected.

The model mentions in three components the service product (the service as it is designed to be delivered similar to technical quality), the service delivery (the sequence of events and service provider role expectations similar to functional quality) and the service environment (physical ambience of the service setting), (Oliver & Rust, 1997).

### **8. PCP attributes model by Philip and Hazlett**

The model proposed by Philip and Hazlett focused on a hierarchical structure comprising of three main classes of features, namely (a) pivotal(outputs), (b) core and (c) peripheral (jointly representing input processes). The key attributes, located at the core, are considered together to be the single most determining influence on why the consumer decided to approach a specific organization and exert the greatest impact on the satisfaction levels. They are defined as the “output” or “end product” from the service meet; in other words, what the consumer expects to receive and achieve, perhaps even “take away, when the service process is duly completed core attributes, centered on the pivotal attributes, can best be described as the amalgamation of the people, processes and the service organizational structure through which consumers must interact and/ or negotiate so that they can receive/achieve the pivotal attribute. The main characteristic which could be defined as the “incidental extras” or “roundness” to the service encounter and make the whole experience for the consumer a complete enjoyment. When a service user an evaluation of any service encounter, satisfied if the pivotal attributes are achieved, but as the service is used more frequently the core and the main characteristics may begin to gain importance (Philip G, Hazlett SA, 1997).

### **9. Internal service quality model or (DEA) model by Frost and Kumar**

Frost and Kumar developed an internal service quality model that evaluates the dimensions, and their interaction which resolves service quality gaps between internal (support staff) and customers (sales staff) within a large service giving organization. The model provides directions

to a service giving branch for optimal utilization of its resources, not measure the service by itself guides how such measures can be incorporated for service quality improvements. The model points out resources that are not properly utilized. The inputs to the model consist of two sets: consumable resources like people, space, time, etc. and the number of accounts in different categories. The output of the model is the level of service quality perceived by the personnel of the branch. The data envelope analysis (DEA) model judge against branches on how transform these resources (inputs) to achieve their level of service quality (output) given the client base. This model identifies under performers and suggests ways for their progress. The input minimization DEA model provides information on how much the consumable resource could be reduced while delivering a similar level of service quality, while the output maximization DEA model provides information on how much service quality can be enhanced using similar consumable resources (Frost & Kumar, 2000).

#### **10. Luk and Layton's model**

Luk and Layton by adding two more gaps, in addition to the five gaps those exist in the traditional model of Parasuraman et al. (1988). These are: -

Gap 6: is the difference between understanding of customers 'expectations' by the managers and the front –line service providers

Gap 7: is the difference in the customers' expectations and service providers' perception of customers' expectations.

They reflect the differences in the front line service provider and the understanding of customer expectations by manager and the differences in customer expectations and service providers' perception of such expectations (Luk & Layton, 2002).

#### **11. IT-based model (Zhu et al., 2002)**

This model highlights the importance of information technology (IT) -based service options. Service providers are using IT to reduce costs and create value-added services for their customers. It advises a service quality model that links customer perceived IT-based service

options to the traditional service element. The model attempts to investigate the relationship between IT-based services and customers' perceptions of service quality. The IT-based service constructs are linked to service quality as measured by SERVQUAL (Parasuraman et al., 1988, 1991).

Several key variables affecting customers' views of IT-based services are known and depicted in the model focuses on the linkages among the service elements as measured by SERVQUAL, the constructs representing the IT-based service quality, preferences towards traditional services, experiences in using IT-based services, and perceived IT policies. The impacts of these constructs on perceived service quality and customer satisfaction are also specified (Zhu et al., 2002).

## **12. Model of e-service quality (Santos, 2003)**

Service quality is one of the key factors in determining the achievement or failure of electronic commerce. E-service can be defined as the role of service in cyberspace (Rust and Lemon, 2001). This study proposes a conceptual model of e-service quality with its factors. It is proposed that e-service quality has the proper design of a web site, how technology is used to provide consumers with easy access, understanding and attractions of a website and active dimensions (good support, fast speed, and attentive maintenance that a web site can provide to its customers) for increasing hit rates, stickiness, and customer retention (Santos, 2003).

## **2.3. Service Quality in Telecom Sector**

Today telecommunication sector is the fastest growing sectors globally, Service quality assures how well the service is delivered, and a tangible has emerged as the most important factor, the telecom sector has become the focus point of economy the maximum portion of gross domestic product. Demand for services has increased due to globalization and growth in demographic factors. This forced understanding the characteristics and measuring to attempt services in order to sustain and growth by avoiding the problem. Various measures have been analyzed and proposed the gaps, to solve service quality problem. There is also another dimension of 'satiated customer' as a proposition where the general perception of quality may be high, but still the customer to switch other service providers. This factor becomes more prominent when the

service features are not specific to individual needs, but overwhelms the customer with high turnaround time (B. Leisen & C. Vance, 2001).

Most studies of service quality in the telecom sector depend on the service quality offered to the end user that serves as a key tool for competition and survival. There exist various constructs to measure service quality, the study used performance items of service quality, and survey method was used to collect data from the sample. Based on the analysis, the tiered classification of service quality was represented, which gave a clear scheme for the telecom service providers to identify the service quality attributes that leads the enhancement in their performance in a highly competitive market. In service industries, customers' satisfaction plays a vital role in attracting and retaining customers. Satisfaction of customers primarily depends on the quality of service. Unlike the other service sectors, in the case of the telecom sector, the quality of service also depends on the technical fault-free facilitation of calls. Telecom quality cultivates during two-way interaction between service providers and customers that have two measurement process and output in three physical dimensions' tangible aspects of the service, corporate quality which involves the company's image and interactive quality which originates from the interaction between customer and service provider (Lehtinen & Lehtinen, 1991).

Service quality perceived by customers has two measurements: that technical quality which emphasizes on 'what' customer receives from the service and the functional quality which emphasizes on 'how' service is delivered. And also behavior of employees and speed of service delivery taken as functional quality that is difficult for the consumer to evaluate the technical competence of a service provider (technical quality). Then he focuses on attributes associated with the process (functional quality) and the three basic characteristics of service that position a challenge for service providers, namely, intangibility, heterogeneity and inseparability where evaluating service quality is a difficult task. Comparison of customer expectation with performance built up service quality perception and evaluation of service quality is dependent on the outcome and process of service delivery. In a nutshell, Service quality measures how well the service is delivered. Unlike the other service sectors, in the case of the telecom sector, the quality of service also depends on the technical fault-free facilitation of calls, such as a continuous network (Parasuraman et al. 1988).

## 2.4. Theoretical Foundation of the Study

In order to study customer expectation and perception of on service quality after sales support the SERVQUAL theories are applicable, these indicate that the customer is important for survival of any business. SERVQUAL represents service quality as the difference between a customer's expectations for a service offering and the customer's perceptions of the service received, requiring respondents to answer questions about both their expectations and perceptions. The use of perceived as opposed to actual service received makes the SERVQUAL measure an attitude measure that is related to, but not the same as, satisfaction (Parasuraman et. al., 1988).

The original SERVQUAL measure the solution of a problem with high means and standard deviations found on some questions and to obtain a direct measure of the importance of each construct to the customer expectation and perception of on service quality after sales support. SERVQUAL is a multi-item scale to use in assessing customer perceptions of service quality in service of any business to be preferable than other model because of superior diagnostic power and identifying main areas for improving customer satisfaction especially in telecom quality service, Carrillat et al. (2007). The scale decomposes the idea of service quality into five dimensions as follows:

- Tangibles - physical facilities, equipment, staff appearance, etc.
- Reliability - ability to perform service dependably and accurately
- Responsiveness - willingness to help and respond to customer need
- Assurance - ability of staff to inspire confidence and trust
- Empathy - the extent to which caring, individualized service is given

SERVQUAL theory state that satisfaction/dissatisfaction is an emotional response generated by a cognitive-evaluative process in which the perceptions of an object, action, or condition are compared to one's values that are perceived. Since it is the attainment of values that customers request, rather than the confirmation of their expectations, it is posited that perceptions of the

service actions are simply tested against the extent to which they meet the consumer's values. While the service may provide more of an attribute or outcome than what is desired, this has no impact on satisfaction unless this aspect causes a blockage in the attainment of another value (Sattari, 2007).

Service quality assessment is an important concern for the service firms that are sustainable and competitive, but due to the intrinsic thing about the service it has become almost impossible to perceive service quality along certain scale. Attempts have been made by several researchers to use a normal scaling method like Likert scale, Ordinal scale, etc., but they have failed to explain the real essence of service quality in changing and dynamic world expectation and perception level of the customers with respect to service quality has undergone in telecom sector that emerging concept service quality to determine continues improvement (Baksi, 2009).

## **2.5. Customer Expectations and Perceptions Service Quality**

### **A. Customer expectation**

Customer expectations are beliefs about service delivery that is used as a base or benchmark against which the performance of the service is judged. Customers have different types of expectations about service. These expectations can be grouped into two as, desired service and adequate service. The desired service means the level of service the customer hopes to receive or wishes to receive from a company. Adequate service is the level of expectation when the customer recognizes that he hopes to achieve desired service is not possible. Hence, adequate service stands lower to desired services. The expectation of customer may influence the factors like, Personal needs of customer, external communication of the service provider, personal and non-personal statements made by others to the customer, that is, word of mouth and past experience of customer (Zeithaml & Bitner, 1996).

### **B. Customer perception**

Customer perceptions are decisions about the actual service performance that deliver by a company that perceived value is the overall assessment of the organization to the customer and

these are subjective. It is because the determinants of perception of service quality that affected or felt differently to each customer by factors of customer perception are (Kotler & Armstrong, 2010).

1. Service encounters - Service encounters occur when the customer interacts with the service firm. When the customer has had multiple interactions with a firm, each individual encounter is, important in creating a composite image of the firm in the customer's memory. The positive experiences add up to a composite image of the high quality and negative experience or interactions create low quality. There are three types of service encounters such as, remote encounters (eg. Rooming system of Tele), phone encounters and face-to-face encounters.
2. The evidence of service - Another factor that influence customer perception of service quality is the evidence of service. It is important because, services are intangibles and hence customers search for evidence of service in every interaction. The evidence as experienced by the customer is - people, process and physical evidence. These elements are present in every encounter and are important in managing the quality of service.
3. Reputation or image - The reputation or image about service provider in the mind of customer influence his service quality perceptions. These images are built up in the customer's mind through advertisement, public relations, word of mouth etc.
4. Price - The price of the service also affects the perceptions of customers about the quality. If the price is high customers expect high quality and their perception would be influenced by this expectation.
5. Perceived value - The customers would be evaluating the quality of service based on their perceived value in assessment of the utility of a product based on perceptions of what received and gave; it is the relation between the benefits received and the cost of service.

### **C. Perceived Service Quality**

The expectations and perceptions or experience of services are different for customers and their perceived quality. Perceived value of service quality is the difference between expectation of

service and perception of service. The customers feel quality surprise when their perception exceeds expectation and they feel acceptable quality when their perception of service hasn't met their expectations and also perception is just enough to meet their expectations, it is the state of satisfactory quality that two-way interaction between service providers and customers. According to them, there are three dimensions: physical quality includes tangible aspects of the service; **corporate quality** which involves the company's image and **interactive quality** which originates from the interaction between customer and service provider by seeing process quality emphasizes on the way service is catered to a consumer and output quality is judged once service is provided (Lehtinen & Lehtinen, 1991).

#### **D. Measurement of Service quality**

In the case of tangible goods, quality can be assessed by examining the goods. Quality control can be used to check specifications and reject defective goods. But service quality cannot be assessed in the same way as a tangible product due to the particular feature of service such as, intangibility, inseparability etc. As in the case of goods, the service provider cannot undertake a quality check before the service is finally delivered to the customer. In order to assess the service quality, the customer judges the expected service quality against the perceived quality when they receive it. There are mainly two methods for measuring service quality by Gap analysis and Service performance measures (Kurtz, David L. & Clow, Kenneth E., 2002).

##### **1. Gap analysis**

Gap analysis model of service quality was developed by Parasuraman in the year 1985. The model indicated that customer perception of quality was influenced by a series of five distinct gaps. In this model indicate that the SERVQUAL-model measures the difference between what customers expect from the service and how a customer perceives identifies five gaps:

- Gap 1: consumer expectation – management perception gap,
- Gap 2: management perception – service quality specifications gap,
- Gap 3: service quality specifications – service delivery gap,
- Gap 4: service delivery – external communications gap,
- Gap 5: expected service – perceived service gap.

According to Parasuraman model service quality depends on the incongruity between expected services and perceived services. In other words, it can be concluded that perceived quality is the degree and direction of discrepancy between consumers' expectation and perceptions. When expected service is greater than perceived service ( $ES > PS$ ), it means inferior service quality. When  $ES = PS$ , quality of service is satisfactory. If  $ES < PS$ , then the service has been delivered properly to ensure quality. Service quality according to this model, depends on the size of Gap 5 (expected service – perceived service gap), its go round depends on before four gaps, i.e.  $Gap5 = f(Gap1, Gap2, Gap3, Gap4)$ . To measure perceived service, classify input determinants of service quality, which impact both expected and perceived services, and during those, perceived service quality expected service that inclined to view, personal needs and also past experience. Assessing customers' expectations and perceptions of service quality requires an understanding of customer relationship with the service providers after sales. From this "a sound measure of service quality is necessary for identifying the aspects of service needing performance improvement, assessing how much improvement is needed on each aspect, and evaluating the impact of improvement efforts" this is suitable to the intangible nature of a service SERVQUAL model that use to measure customers' estimation of service quality status (Zeithaml, Bitner & Gremler, 2009).

## **2. Service performance measures**

This method the other alternative method using the gap theory, methodology for measuring service quality is the service performance measures. The two types of performance measures can be used under this method are soft measures of service quality and hard measures of service quality (Venugopal, Vasanti, & V.N., Raghu, 2001).

### **a. Soft measures of service quality**

Soft measures service quality cannot easily be observed and must be collected by talking to customers, employees or others. In this method the service giving company can measure quality of services in the following ways.

**1 Customer satisfaction surveys** – In this technique individual customer or corporate customer may be asked to rate their specific and overall impression of service delivery. For this a

questionnaire or interview schedule can be used. Besides this, focus group interviews and other market research techniques can be utilized for this purpose.

**2. Internal performance analysis** - This method mostly uses employee surveys conducted to determine the perception of the quality of service delivered to customers on specific dimensions. Also, feedbacks from quality circles, performance evaluation reports, customer retention levels etc., provide information to monitor quality of services. Most researchers consider employees have a true customer orientation, understand customer needs, and possess empathy and respect for their customers endure more pressure and develop greater loyalty to the organization if they perceive that they deliver a high- quality service, important to use internal information (Schneider & Bowen, 1995).

Behavior of employees and speed of service delivery are examples of functional quality and also difficult for the consumer to evaluate the technical competence of a service provider (technical quality), and then he focuses on attributes associated with the process (functional quality). Quality service sustains customer faith and is essential for maintaining competitive advantage. Superior service quality leads to favorable behavioral intentions, which leads to retention, which leads to ongoing revenue, increased spending, payment of price premiums, and generation of referred customers (Zeithaml et al., 1996).

#### **b. Hard measures of service quality**

This system includes those unique activities that can be counted, timed or measured through audits. Such measures may include waiting time for the services by a telecom service giving company, time taken to issue a broadband internet, SIM card and payment by the customer etc. Service delivery process and customer's participation in the process are key determinants of quality of service.

## **2.6. Criticisms of Service Quality Model**

Some of the most important criticisms like Face validity, Construct validity and ambiguity of expectations construct that are designed to be administered after respondents have experienced a service asked to recall their pre-experience expectation this is changing over time and

continually modifying their expectations as they gain experience with service. The model of service quality has its roots in the expectancy-disconfirmation paradigm that informs customer satisfaction. Several researchers have argued that the research instrument actually captures satisfaction rather than service quality. Despite its growing attractiveness and widespread application, SERVQUAL has been subjected to a number of theoretical and operational criticisms which are detailed below (Francis Buttle, 2009).

### **1. Theoretical criticisms**

- **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 PE 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 universal; the number of dimensions comprising service quality is contextual; items do not always load onto the factors which one would a priori expect; and there is a high degree of inter correlation between the five dimensions (Reliability, assurance, tangible, empathy and responsiveness).

### **2. Operational criticisms**

- **Expectations:** the term expectation is polysomic meaning it has different definitions; consumers use standards other than expectations to evaluate service quality; and SERVQUAL fails to measure absolute service quality expectations.
- **Item composition:** four or five items cannot capture the variability within each service quality dimension.
- **Moments of truth (MOT):** customers' assessments of service quality 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 (expectations and perceptions) cause boredom and confusion.
- **Variance extracted:** the over SERVQUAL score accounts for a disappointing proportion of item variances.

## 2.7. After Sale Service and Service Quality

Different customers have different needs and wants of the product to be delivered to their destination at the right-time and right price, others give value to customers' needs and wants. After sales service includes what you do at the point of sale, including your customer service and selling techniques. It also includes how you follow up after the customer has left, such as providing follow-up contact and effectively dealing with complaints. A sale is the first step to increasing your sales, not the last. Providing good after-sales service shows customers, you want to build a long-term relationship with them, earn their loyalty and keep their business. Many successful businesses use after-sales service strategies to consolidate sales, build customer relationships and grow their profits. Providing after-sales service keeps their customers coming back and encourages them to refer your business to others as a tool (Kotler & Armstrong, 2012).

After sale service as those activities taking place after the purchase of the product or service and devoted to supporting customers in the use and disposal of the goods to make them loyal that support the product-centric transaction, that create competitive advantage, Customer satisfaction, long- term customer relationship, customer retention and loyalty, new product success and development, high profit, differentiation and branding (Ruben, 2012).

After-sales services are those activities taking place after the purchase of a product that are categorized in:

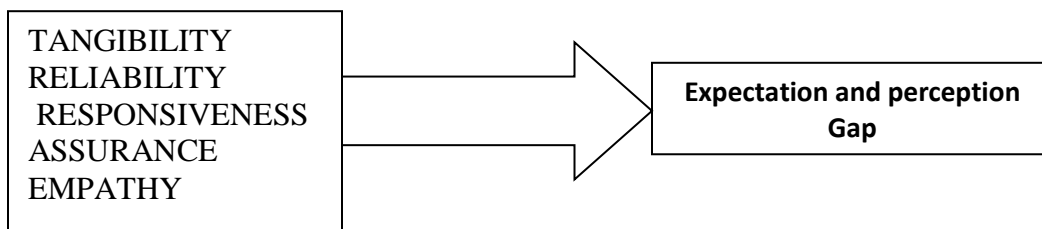
- Ensure the availability of product for trouble-free use over its useful life span and guarantee the continuous availability of goods (preventive maintenance)

- Replace failed products in a timely and cost-effective manner (reactive maintenance)
- Create a competitive advantage for the customer (value added services).

From the above opinion, we can infer that customers want a comprehensive solution to their problem; they are increasingly moving away from requesting for a specific product to requesting for a certain service package (including the original purchase and all after market needs) instead of important role in attracting more customer attention in a market with severe brand competition. Offering adequate after-sales service to customers has become a major generator of revenue, profit, and competency in modern industries giving quality services that are determined through delivery, installation and warranty. This shows that after sales service is marketing tool that creates and establishes long term relationship with customers through good communication and flexibility. Furthermore, excellent service may enhance the success rate of new products that increase customer expectation and perception as well as higher profitability (Cohen & Whang, 1997).

## 2.8 Conceptual Model

The aim of this section is to sum up the idea the researcher obtained from other literatures and bring out the contributions for this study area. Thus, purpose of this study is to assess the quality dimensions: tangibility, reliability, responsiveness, assurance, empathy services quality after sales in the case of ethio telecom back office. Based on this the below model is developed (Source Oliver, 1980; Parasuraman et al., 1985).



## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3. Research Design**

Research design is a plan or strategies to use to achieve the expected results. These studies use a case study design. Case study involves when researchers want to gain a rich understanding of the context of the research. This method provides flexibility because it allows the use of different data collection methods such as interviews, questionnaires, observations and documentary review (Saunders et al.,2009). Also, it is the depth and breadth study of variables and maintains a unitary nature of the unity of inquiry over a range of variables. It allows the use of triangulation which is important in the process of validation data.

Area of Study: The survey study is conducted in the East Addis Ababa zone because all required sample space representing, the company's corporate customer are available in this zone and the study writer is the supervisor for this zone with enough access to get available information about expectations and perceptions of Service Quality of after sales support.

#### **3.1. Sampling Design and Procedures**

The sampling procedure involves a non-probability sample because the research is a case study design. Using a case study strategy and triangulating multiple sources of data case study as 'a strategy' for doing research which involves an observed analysis of a particular existing phenomenon within its actual situation by using non probability sampling (or non-random sampling) provides a range of alternative techniques to select samples based on subjective judgment to answer research questions and meet the objectives. Non-probability sampling techniques also provide researchers with the opportunity to select the sample purposefully and to reach difficult-to-identify members of the population. The researcher follows appropriate procedure to avoid errors that may occur and cost the whole study (Saunders, 2009).

#### **3.2. Research Approach**

According to Saunders et al., (2009), there are two main research approaches: deduction and induction. With deduction a theory and hypothesis (or hypotheses) are developed and a research strategy designed to test the hypothesis. With induction, data are collected, and a theory

developed as a result of the data analysis. At this study researcher used induction approach because there was no hypothesis testing and data will be qualitative in nature.

### **3.3. Method of Data Collection**

The ability to obtain both primary and secondary data will depend on gaining access to an appropriate source, or sources where there is a choice. Primary data is mainly obtaining through the administration of questionnaires. Questionnaire is used as a general term to include all techniques of data collection in which each person is asked to respond to the same set of questions in a predetermined order and once the threats are identified, appropriate steps can be taken to reduce their impact. Secondary data is including both raw data and published summaries possibility of reanalyzing data that have already been collected for some other purpose. The use of data for secondary purposes therefore also leads to ethical concerns of potentially significant proportions, and you will need to consider these in the way in which you make use of this type of data (devas, 2002).

In this regards, the researcher used self-administered questionnaires where she administered questions electronically using e-mail and posted to respondents who return them by mail after completion, interview, survey and observation. Secondary data sources like past studies and archives was accessed from various databases like, OUT database, ethio telecom back office department in order to obtain some reliable literature and empirical findings that applied in order to have a better understanding the service quality construct and how the SERVQUAL model can be used to measure it.

### **3.4. Development of Data Collection Tools**

In this study the questionnaire is divided into four parts, the first part involves general information about respondents on age, gender and experience. The second part is concerned with the derived demand of customer expectations and perceptions of the company by front office staff (sales persons) in this part, the SERVQUAL 5 dimensions (Tangibles, Reliability, Responsiveness, Assurance, and Empathy) were used which are subdivided into 22 statements, which were directed to measuring service quality in ethio telecom. The study uses the SERVQUAL model as the basis for the structure questionnaire because it provides information

in research questions in which it tries to show how front officer (sales) feels about customers perceived service quality in ethio telecom by assessing the difference between the expectation and perception of services experienced by internal source that ethio telecom enables to know how perceived service quality by customers and identify which items in the SERVQUAL dimensions customers are satisfied by improving internal problem.

Part three measures the satisfaction level of the salesperson from receiving support and the fourth part measures the satisfaction level of sales by receiving support from back office that hinders satisfaction of after sales and improve customer satisfaction. This is enabling to get a better understanding of the experience of respondents and relate it to how they perceive service quality in ethio telecom and measure the value of back office by creating of customer satisfaction and improve service quality. Finally, it indicates factors that hinder customer satisfaction in after sales service and what shall be done to improve customer satisfaction. As mentioned earlier in this study, a convenience sampling technique using 150 questionnaires to administer which took 7 days to administer and incomplete questionnaires were considered invalid. Additionally, structurally 10 persons were selected for interview from managerial positions to fill the gap and two days of survey to make sure the strength of the collected data's reliability from secondary data of company record.

### **3.5. Data Processing and Analysis**

Data analysis refers to examining the information collected in survey or experiment and making deductions and inferences. Furthermore, data analysis is a computation of certain measures along with searching for patterns of relationship that exist between data-groups. Whereas, data processing consists of a number of closely related operations: editing, classification, coding, and tabulation. The raw data, obtained from the field will prepare for analysis by transforming all of them into codes and entering spreadsheet packages. The analysis is based on quantitative data to be collected and to some extent the qualitative information from questionnaires. The SERVQUAL dimensions/items are the main service quality dimensions as variables used in this study and coding these dimensions/items in order to ease the analysis of data collecting. Also, demographic information is collected from respondents and these variables have to be used as well for analysis.

# CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

## 4. Introduction

This chapter shows and discusses the findings of primary and secondary data of the survey in assessing expectations and perceptions of service quality using SERVQUAL model in ethio telecom's back office. The aim of this study is to determine overall service quality expected and perceived services to customers from salesperson points of view; service quality dimensions that create satisfaction, factors hindering satisfaction in ethio telecom and to determine what should be done to improve internal and external customer satisfaction. The main analysis involves the gap score analysis whereby descriptive statistics were applied to summarize means of perceptions and expectations of customers. We calculate the perception, minus expectation scores for each item and dimension in order to identify the service quality gaps.

In the middle of 2018, the Ethiopian government announced its plans of gradually privatizing big state owned companies to motivate the private sector, increase foreign direct investment, energize the economy, alleviate poverty and reduce unemployment rates. To this end, the governments established an advisory council and initiated a study, and release state monopoly, both partially and fully where the telecom sector is part of. Ethio telecom's performance review indicates the level of quality customers expect from service provided at a higher level, their perception of lower than average and an assurance for the fact that Customer expectation can be met through proper employee engagement, nurturing belonging and boosting employee efficiency.

The company's vision is "To be a world-class telecom service provider"; but ethio telecom since its establishment has been a state monopoly company and the customers have no other choice to have another service provider. According to the company's salesperson, some customers comment about the expectation and perception of the service from other countries' experience; such information is also important for companies to resolve internal problem. The company value reads: "Be committed to understand, meet and exceed the telecom needs and expectations of the country at large and of customers in particular", ([www.ethiotelecom.et](http://www.ethiotelecom.et)).

Descriptive statistics such as frequency distribution was used to assess the demographic profile of the respondents. Also, measures such as mean and standard deviation were used to depict the extent of customer expectation and perception of the five dimensions of service quality and gap. In addition, a 5 scale Likert scale measures the level of satisfaction of support as well as after sales service. The mean values represent the average response of all the respondents regarding a particular item on the scale.

#### **4.1. Telecom Industry Secondary Data Analysis**

Many industries have scored continued strong success, but other firms today lack modern facilities. Those innovative companies that use artificial intelligence promise huge change and consider skill development, coverage and economic shifts with integrated demand. As the industrial uprising weathers the current digital change, there is much to learn from industries that have navigated similar disruption effectively in the past.

The telecom industry is in progress and ranks 3<sup>rd</sup> among the industries in changing advancement measurement domain business, data and technological advancement skill that have effectively leveraged digital advancements; including ensuring their networks can handle the increasing demand from customers' side. Each top ten biggest telecom service provider company in the world has a yearly sales value of more than \$50 billion. The telecommunications industry is estimated to continue to expand operations in the international level in surprising way, servicing the world's ever-growing telephone and wireless connection needs. Those companies' values and performances change through time More individuals in emerging markets are signing up for telephone and Internet contracts, while new telecommunications technologies in developed nations are expanding providers' pre-existing customer foundation companies.

In Africa the service advancement and economy benefit compared from other continents is smaller. According to different records, from top 60 companies only 32 companies of MTN Group from South Africa have yearly sales 11.5 Billion and Safaricom ranks 59th followed by 2.3 Billion dollars of Kenya telecom service provider. The statistics shows that annual revenue of ethio telecom has a 1.3 Billion Dollar and is the monopoly provider of Ethiopia's entire telecommunications sector having 22,288 employees. It ranks 4th in Africa and 5.5% part is covered by an international telecom service and the number of mobile data internet users in

Ethiopia has reached 19.49 million, ([www.wekpidia.com](http://www.wekpidia.com)). The total numbers of telecom service users in Ethiopia reached up to 41.1 million customers covering 43% of the country, where 39.53 million are mobile subscribers. Ethio telecom, the mega state company, which the Ethiopian government announced to partially privatize, is now selling a minority share to foreign investors. Ethiopia's telecom history started with Emperor Menelik II in 1894 with the launching of direct telephone line from Harar to the capital city, Addis Ababa. ([www.ethiotelecom.et.gov](http://www.ethiotelecom.et.gov)).

In view of the above review, the company is competitive enough in international market and wins the liberal market required to cope-up with the company's progress to the areas of dissatisfaction and introduce radical changes in their existing practices for meeting the telecom needs of the country. Just like world telecom giants, ethio telecom also needs to make every effort for customer satisfaction by taking into account the clear attitudinal changes among the existing customers in order to retain them. For this they have to once again review their existing plans, policies, procedures, programs, strategies and even budgets for offering reliable and market expected telecom services to win the hearts of the 105 million Ethiopian people and beyond the East African region.

## **4.2. Demography of Respondents**

In table 4.1 the demographic characteristics of ethio telecom sales staffs is shown. In this study, 220 questionnaires were distributed, but 11 have not been returned and 9 were not properly filled. Hence, the study used only 200 questionnaires. From total 200 respondents 73 (36.5%) were females and 127 (63.5%) were males, the male's number of respondents is higher than the females in the sample. From the sample, 147 (74%) salespersons are front line personnel who clearly answered from experience. Most researchers consider employees have a true customer orientation, understand customer needs, and possess empathy and respect for their customers, endure more pressure and develop greater loyalty to the organization if they perceive that they deliver a high- quality service, important to use internal information, (Schneider & Bowen, 1995).

**Table 4.1 Gender composition with duties of occupation of the respondents**

Gender	Occupational Duty	Director	Country manger	Sales Manger	Sales supervisor	Sales coordinator	Sales specialist	Sales	Total
	Males	5	2	11	18	2	8	81	127
	Females	0	0	0	1	1	5	66	73
Total		5	2	11	19	3	13	147	200
Percentage		3%	1%	6%	10%	2%	7%	74%	100%

**Sources: compile questionnaire data (2019)**

In Table 4.1 shows that the majority of respondents in a managerial position (director, country manager and sales manager) are males in light of this fact, the researcher proposes the company should support the females and empower them to ensure equal representation of both sexes and help in brining suitable working environment in the company.

Touching upon the working experience in years of service, 82 (41%) of sales staffs have 6-10 years of experience, while 49 (25%) have 11-15 years of experience. The rest 45 (23%) have 1-5 years of experience. This shows that having a number of years of experience is adequate in gaining reliable information on the various issues raised concerning expectations and perception of service quality in ethio telecom.

**Table 4.2 Composition of Age, sex and work experience of the respondents**

	One year of experience	1-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	Total
Age		25-30	31-35	36-41	42-47	48-52	>52	25-52
Gender	Males	23	45	38	16	5	0	127
	Females	22	37	11	1	0	2	73
Total		45	82	49	17	5	2	200
Percentage		23%	41%	25%	9%	3%	1%	100%

**Sources: compile questionnaire data (2019)**

As the majority 155 (79%) of the respondents are between 6-30 years' experience (that served long time) this might help in having a better known-how of service quality gap with between expectation and perception and help to give appropriate answer to the prepared questionnaire. The company has a fairly young workforce which helps to facilitate easier communication and it is good for the service quality improvement of the result and gap.

### **4.3. Expectation and Perceived Service Quality Gap by Sales Team of ethio telecom**

In the table 4.3 the Likert 7 point scale was used providing respondents with more options and flexibility related to an agreement that would be distinct enough for the higher numbers indicate a higher level of expectation or perception. This shows customer expectation exceeded the perceived level of service and perception scores result in negative gap scores (Perception minus Expectation). Frequent for customer's expected to exceed the actual service perceived, there is always need for continues improvement, (Parasuraman et al, 1988).

**Table 4.3 Review of sales team views about the expectation gap score**

Dimension	No	Statements	Expectation	Perception	Gap Score	Over All Gap Score
Tangibility	1	ethio telecom will have modern equipment to be looking.	6.09	4.96	-1.14	-4.66
	2	Their physical facilities (shelves, customer service counters, computers, lights) will be visually appealing.	5.79	4.70	-1.09	
	3	Their employees will be well dressed and appear neat.	5.59	4.29	-1.30	
	4	When a customer came materials associated with services (such as pamphlets or brochures) are visually appealing at the sales office	5.76	4.61	-1.15	
Reliability	5	When back office support teams promise to do something by a certain time, they do.	5.89	4.51	-1.39	-5.83
	6	When a customer has a problem, a back office support team will show a sincere interest in solving it.	5.78	4.66	-1.12	
	7	The back office support teams will perform the service right the first time.	5.48	4.46	-1.02	
	8	Back office support teams gave their support at the time they promise to do so.	5.62	4.38	-1.24	
	9	Back office support teams will keep their records accurate.	5.49	4.42	-1.07	
Responsiveness	10	Back office support teams will use process and procedures accordingly.	5.70	4.76	-0.94	-4.29
	11	Back office support teams will give prompt support to sales.	5.62	4.39	-1.23	
	12	Back office support teams are always willing to help sales staffs.	5.88	4.71	-1.18	
	13	Back office support teams in an ethio telecom should never be too busy to respond to support' requests.	5.33	4.39	-0.95	
Assurance	14	The behavior of back office support teams in ethio telecom will instill confidence in sales team support.	5.78	4.58	-1.21	-3.95
	15	The sales team should be able to feel safe in their communication with back office support teams in the counters.	5.59	4.59	-1.00	
	16	Their back office support teams will be polite.	5.67	4.80	-0.87	
	17	Back office support teams of ethio telecom will have the knowledge to answer sales staff request.	5.74	4.86	-0.88	
Empathy	18	The back office support teams will give the salesperson's individual attention.	5.48	4.48	-1.00	-4.96
	19	Their operating hours will be convenient for all their sales team.	5.41	4.29	-1.12	
	20	Back office support teams will give customers expectation, personal service that asked by sales person.	5.45	4.59	-0.86	
	21	Customers choose ethio telecom has best if anyone comes after this.	4.87	4.04	-0.83	
	22	The back office support teams will understand the specific needs Of their customers that request by sales person.	5.65	4.49	-1.16	

Sources: compiled questionnaire data (2019)

Table 4.3 shows all items expectation score between 6.09 and 4.87 indicating ethio telecom has modern equipment, physical facilities are virtually appealing, perform the service right the first time, employees are always willing to help customers, and employees are never too busy to respond to customers' requests.

Customers feel safe in their transactions with the employees, employees have knowledge to answer customers' questions, give individual attention, operating hours are suitable and they give personal service, have their customers' and employees interests at heart, and understand the specific needs of their customers.

On the other hand, the table shows all items perception score between 4.9 and 4.04 have difference between the scores of perceptions but are generally lower than expectations. The gap scores are the difference between the perception and expectation scores, and these gap scores measure service quality and hence the sales person satisfaction level regarding back office support. The more perceptions are close to expectations, the higher the perceived level of quality. The largest gap scores were employees' appearance, time of promise, prompt support and understanding the specific needs, having knowledge to answer customers' questions and giving customers personal service.

Finally, overall perceived service quality is low, meaning the level of service they receive is lower than what they expect, and indicating there is no satisfaction. Whether customers are satisfied with the service quality or not since the average perception score is low. A higher perception also indicates higher satisfaction as service quality and satisfaction are positively related. This could be possible because of either the under delivering of services to customers or the over promising to customers on their services.

#### 4.4. Measures Service Quality Dimension Expectation and Perception

**Table 4.4 Review of sales team views about the expectation dimensional average gap score**

Dimension	No.	Statements	Expectation	Perception	Gap Score	Average Gap Score
Tangibility	1	ethio telecom will have modern equipment to be looking.	6.09	4.96	-1.14	-1.17
	2	Their physical facilities (shelves, customer service counters, computers, lights) will be visually appealing.	5.79	4.70	-1.09	
	3	Their employees will be well dressed and appear neat.	5.59	4.29	-1.30	
	4	When a customer came materials associated with services (such as pamphlets or brochures) are visually appealing at the sales office	5.76	4.61	-1.15	
Reliability	5	When back office support teams promise to do something by a certain time, they do.	5.89	4.51	-1.39	-1.17
	6	When a customer has a problem, a back office support team will show a sincere interest in solving it.	5.78	4.66	-1.12	
	7	The back office support teams will perform the service right the first time.	5.48	4.46	-1.02	
	8	Back office support teams gave their support at the time they promise to do so.	5.62	4.38	-1.24	
	9	Back office support teams will keep their records accurate.	5.49	4.42	-1.07	
Responsiveness	10	Back office support teams will use process and procedures accordingly.	5.70	4.76	-0.94	-1.07
	11	Back office support teams will give prompt support to sales.	5.62	4.39	-1.23	
	12	Back office support teams are always willing to help sales staffs.	5.88	4.71	-1.18	
	13	Back office support teams in an ethio telecom should never be too busy to respond to support' requests.	5.33	4.39	-0.95	
Assurance	14	The behavior of back office support teams in ethio telecom will instill confidence in sales team support.	5.78	4.58	-1.21	-0.99
	15	The sales team should be able to feel safe in their communication with back office support teams in the counters.	5.59	4.59	-1.00	
	16	Their back office support teams will be polite.	5.67	4.80	-0.87	
	17	Back office support teams of ethio telecom will have the knowledge to answer sales staff request.	5.74	4.86	-0.88	
Empathy	18	The back office support teams will give the salesperson's individual attention.	5.48	4.48	-1.00	-0.99
	19	Their operating hours will be convenient for all their sales team.	5.41	4.29	-1.12	
	20	Back office support teams will give customers expectation, personal service that asked by sales person.	5.45	4.59	-0.86	
	21	Customers choose ethio telecom has best if anyone comes after this.	4.87	4.04	-0.83	
	22	The back office support teams will understand the specific needs Of their customers that request by sales person.	5.65	4.49	-1.16	

Sources: compile questionnaire data (2019)

In table 4.3 gap score analysis enabled us to find out how the sales person perceives service quality and tried to identify what dimensions of service quality a salesperson is satisfied with. Also table 4.4 includes the average score of each service quality dimension. The more the Perception (P) minus the expectation (E) nears to positive or greater than zero, the more the perceived service quality and this leads to a higher level of customer satisfaction. In this regard, the gap scores were calculated based on the difference between the customers' perceptions and expectations of services offered by the company. (Parasuraman et al., 1985).

In general, from the above analysis, perceptions of service quality are negative and these indicate service offered by sales person did not meet their expectations and there is a gap. We see the items in five dimensions of respondents as follows:-

1. Tangibility: The tangibility gap score in this study is -4.66 and the average gap score is -1.17. This indicates those sales people are not satisfied with Physical facilities, equipment and appearance of personnel. Hence, the company should have up-to-date equipment and physical facilities, an appearance that is virtually appealing, not to mention employees should be well dressed and appear neat and the physical environment created by the company also should be clean.
2. Reliability: The gap score here is -5.83 and the average score gap is the same as tangibility -1.17. This means that sales person are expected to be more reliable to satisfy the customers; when they promise to do something in a certain time, they do it, when a customer has a problem, they should show sincere interest in solving the problem. If ethio telecom performs the service right the first time, employees should provide their services at the time they promise to do so and keep their records accurate.
3. Responsiveness: The gap score here is -4.29 and the average score gap is -1.07 indicating customers expect more from company sales persons having to make information easily obtainable and available to customers, sales persons give prompt services to customers, sales persons are always willing to help customers and salespersons are never too busy to respond to customer requests, so the back office should always be ready for fast response

4. Assurance: In this study assurance a obtained -3.95 gap score and an average gap score of -0.99 smaller gap. This shows that salespersons have some gap where they are not satisfied with the behavior of back office response to external customers, customers feel safe in their transactions with the salesperson, and salesperson should be polite to customers with enough knowledge to answer customers' questions including competence, courtesy, credibility and confidentiality to inspire trust and confidence.
5. Empathy: This have a gap score of -4.96 with a smaller average gap score of -0.99. To this end, back office supporters should give salespersons individual attention because questions raised to all customers are not the same and the need is different to answer such demand, operating hours of the back office supporter should be convenient to customers and salespersons alike. The company should give customers 'personal service' and sales persons should understand the specific needs of their customers, including access, communication, understanding the customer for caring and individualized attention that the firm provides to its customers.

From the results obtained from Table 4.4 it is seen that customers perceive service quality has some gap in all dimensions indicating their expectations are not fully satisfied by back office from experience of salesperson. Furthermore, such demand is a derived demand where customers are not satisfied with any of the dimensions of service quality. All the dimensions show a gap between expected service and perceived service and this means that ethio telecom needs to make improvements in all dimensions in order to close gaps that could lead to increased customer satisfaction at large to enjoy a competitive advantage in this world with a particular concern on technological continuous improvement.

#### **4.5. Factors Hindering Customer Satisfaction in Salesperson View**

For survival and growth and to wine competitive markets companies should identify the main critical factors in the search for providing superior service quality and achieving customer satisfaction by ensuring fast delivery and quick responses that confirms retained customers, attracts new ones, enhances corporate image, positive word-of-mouth recommendation and guarantees survival and profitability maintained (Negi, 2009).

**Table 4.5 Sales team views about the factor hinder the customer satisfaction**

Statements	Strongly satisfied (5)	Satisfied (4)	Neutral (3)	Dissatisfied (2)	Strongly Dissatisfied (1)
The factors are obstacle for creating customer satisfaction	120	80	0	0	0

**Sources: compile questionnaire data (2019)**

**Table 4.6 Factors that hinder the sales team from support to create customer satisfaction**

Statements	Average Score point	Total Average
1. Suspend order, Bill adjustment.	Satisfied (4)	Neutral (3)
2. Poor quality vouchers card recharging, Customer profile management.	Satisfied (4)	
3. Resource transfer (like ICCID (integrated circuit card Id), E-CAF support, CRM.	Satisfied (4)	
4. E-Top up Activation for distributors (Yimulu)	Neutral (3)	
5. Others (Incoming & out going, offer related, balance lost, recharging problem)	Neutral (3)	
6. FMS(fraud management system) Ideal for long time release,	Neutral (3)	
7. Ethio telecom works tool benefit activation	Neutral (3)	

**Sources: compile questionnaire data (2019)**

Table 4.5 shows the obstacles. From the 200 respondents, 120 (60%) strongly agree and 80 (40%) respondents agree to smoothly create customer satisfaction such as suspend order, poor quality voucher card recharged; customer profile management, resource transfer, E-CAF support, Yimulu, FMS, Work tools, and customers care are agreed on factors that increase customer satisfaction so that ethio telecom becomes properly managed, error free on timely manner.

But the factors that delay and hinder proper quality service to customers, as the respondent sales person team indicated that score 3 (neutral) which means no proper support by back office and they want more support.

#### 4.6. Opinion of Sales Team After Sales support to ensure customer satisfaction

**Table 4.7 The important label of back office support for customer satisfaction**

Statements	Highly satisfied (5)	Satisfied (4)	Neutral (3)	Dissatisfied (2)	Highly Dissatisfied(1)
Back office support is important for creating customer satisfaction	100 (50%)	80 (40%)	20 (10%)	0	0

**Sources: compile questionnaire data (2019)**

Table 4.7., indicates that back office support is important for sales staffs to create customer satisfaction Table 4.5 shows the obstacles. From the 200 respondents 120 (60%) strongly agrees and 80 (40%) respondents agree to smoothly create customer satisfaction such as suspend order, poor quality voucher card recharged; customer profile management, resource transfer, E-CAF support, Yimulu, FMS, Work tools, and customers care are agreed on factors that increase customer satisfaction so that ethio telecom becomes properly managed, error free and on timely manner.

**Table 4.8 Measures the importance of back office support for after sales services**

Statements	Average Score point	Total Average
1. How easy was it to contact customers by gating support?	3.58	3.51
2. How helpful were there support to advise the customer in dealing with your enquiry?	3.54	
3. How would you rate the availability support of customers' appointment?	3.60	
4. Upon arrival how friendly and helpful was the back office support Team?	3.75	
5. How helpful was it to talk directly to the customer to carrying out the work on your support?	3.64	
6. How well informed the support of progress whilst in your service?	3.50	
7. How would you rate the support Advisor's explanation of the work completed and confirmation?	3.49	
8. How satisfied were you with the work completed and time taken?	3.38	
9. Following your service how likely is it that you would recommend back office support to a friend or colleague?	3.53	
10. Overall how would you rate the quality of service you received from back office support advisers?	3.52	

**Sources: compile questionnaire data (2019)**

Table 4.8 measures the importance of back office support after sales in 10 items to be between 3.75 and 3.49 points with an average point of 3.51 this indicates that the support was satisfactory, but doing further improvement then this study provides insights is essential to ethio telecom's management giving due attention on customer dissatisfaction areas to providing quality telecom services to internal cases. Because of significant dissatisfaction percentage levels among the sales team, the company should consider to seriously see and evaluate its customer service delivery system in the first phase.

Generally, the quality service delivery practices needs more consideration from top management in undertaking and reorganizing the dynamic business environment and changes the processes and take out redundant processes to avoid wastage of time and resources of both employees as

well as customers. And in the second phase, ethio telecom has to concentrate on staffing and training its front line as well as back office employees and their interactive marketing skills.

#### **4.7. Interview Respondents Compile Answers**

To address possible questionnaire gaps, the data from ten top management staffs were collected by interview, the interviewees said that back office support is important to insure customer satisfaction and develop effective service quality for ethio telecom. Additionally, the factors that are obstacles to determine customer satisfaction in relation to back office support are lack of quick response (because of tools needed to handle customer request), internal fraudulent actions, lack of understanding the customer's unique case before next action, biased and unequal motivational factors, negligence because of dissatisfaction, lack of knowledge related to support to request, lack of onetime response updated information system (IS), System interruption, lack of formal communication, lack of automated reporting and controlling mechanism.

Moreover, difference or gaps between customer expectation and perception occur in ethio telecom due to a number of reasons. First closing without making sure that customers' problem is solved or not giving recognition for high paying customers. Most of the sales team expects ethio telecom to be competitive enough in respecting customers, being proactive and motivate professionalism. The suggestion in relation to improving back office support is CRM privilege, attitudinal change and delivering customer centric training; use of automated control mechanism should be implemented, assignment of the right person at the right place, improve working habit, implement attractive motivational skim and design and implement skill development training.

# **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION**

## **5. Introduction**

In this chapter a summary of the major findings of the study and conclusion are presented and recommendations are given based on these findings from the result obtained in the compiled survey. This chapter, moreover, highlights the limitations of this work and indicates future research areas for anyone interested in the applicability of customer satisfaction from internal customer point of view and presents suggestion for further research topic.

### **5.1. Summarized Finding of the Study**

The study was conducted from the internal customer sales team point of view of the effect of service quality to customer satisfaction in ethio telecom back office support to fulfill the purpose of the study. IT measured expectation and perception after sales service quality and gap identifying quality dimensions that contribute to improved customer satisfaction. Additionally, it indicates back office personnel could improve their support and relevance to customer satisfaction including carrying out after sales service out.

In this study use of the SERVQUAL model is found to be excellent to analyses expectation and perception of after sales service quality in ethio telecom ensure customer satisfaction. The gap score analysis confirmed that overall service quality expected is less than perceived by the ethio telecom sales team which is the same to customers and hence inadequate customer satisfaction. Customers have higher expectations than what they actually experience from ethio telecom even though the difference is not significant. To answer the main research question which is; how customers perceive service quality, the gap scores, and analysis carried out provided answers to these questions. The overall perceived service quality is low as expectations exceed perceptions; implying that customers demand more than what is being offered to them. Due to such prevailing gap, it is clear that customers are not satisfied.

Further evaluating the perceptions and expectations of the customers, it has been observed that no dimension of service quality contributes to customer satisfaction. The findings on the factors hindering satisfaction for ethio telecom, indicate that most sales teams agree in being neutral with E-Top up Activation for distributors (Yimulu), Incoming & out going offer related balance lost recharging problem, FMS (fraud management system) and works tool benefit activation for customer care service. On the other hand, they are not very satisfied with suspend order, a bill adjustment for poor quality vouchers card recharging, Customer profile management and customer relation management. Evidence from the study shows that, ethio telecom has to improve performance on all dimensions of service quality in order to increase customer satisfaction as customers expect more than what is being offered by ethio telecom. Improving customer service quality means strengthening a company's competitive edge within the industry.

As a general implication to CEO at ethio telecom is that they should focus on all dimensions of service quality and make efforts to improve to have better performance that would lead to higher perceived service quality and customer satisfaction. The company should focus on improving service quality by investing in equipment to enhance call quality, coverage, offer reasonable pricing, offer price discounts, offer reasonable validity period and enhance customer care service through intensive routine personnel training and provision of better customer friendly equipment to customer serving staff. For improved service quality the company should not only rely on profit margins as a good indicator of business performance. The company should also develop strategies that would enhance capturing customer's perceptions. The customer satisfaction strategy helps companies to compare their performance against customer standards, compare customer standards against internal process and identify opportunities for improvement.

## **5.2. Conclusion**

The objective of this study is to assess after sales service quality in ethio telecom's back office. On the bases of the analysis given in the previous chapter, the following conclusion is drawn.

The ability to deliver service as promised has a positive effect on customer satisfaction. However, the back office are not providing proper support as promised, the back office employees are not showing interest in solving customers problem and the back office are not providing the service on the time they promised to do so as expected by customers.

According to Table 4.4 customers perceive service quality has some gap in all dimensions indicating their expectations are not fully satisfied by back office from experience of salesperson. Furthermore, such demand is a derived demand where customers are not satisfied with any of the dimensions of service quality.

In general, the following specific empirical findings emerged from the investigation: The five service quality dimensions (tangibility, reliability, responsiveness, assurance and empathy) Service has negative on customer satisfaction. Majority of customer are not meet or satisfied with the current delivery back office support.

## **5.3. Recommendations**

For improving after sales support quality, Based on the findings and conclusions of the study, the researcher forwards the following recommendations to ethio telecom back office.

1. Since the respondent are not satisfied with the current after sales service of back office; the researcher suggest that, ethio telecom back office staffs should treat customers with great respect, giving individual attention to customers and serving customers proactively based on their specific needs that emanate from them.
2. It is advisory that ethio telecom back office teams should give fast service within first time customer request to ensure a high level of reliability and responsiveness.
3. The response shows that, the back office staffs have knowledge gap about the customer

request. One way of addressing this problem is, provide continues training program to enhance their knowledge and behavior.

4. The company should also realize that the improvement of this dimension would enhance customer satisfaction which in turn results in better performance of the sales staffs.
5. The sales staff as well as back office support should use more professional and individual approach towards customers. This is a tool for advisors to ensure more empathy to customers. Therefore, the input of these needs to be continually updated so as to capture dynamic customers' desires and perceptions.
6. After sales services, as quality enhancing tool and market segmentation basis is relevant in customer loyalty satisfaction. Ethio telecom should consistently conduct research on the needs and expectations of their customers with regard to after-sales services. Customers' feedback from such study should be used to increase corporate service levels, thereby staying one step ahead of competition.
7. After sales solutions must be designed and marketed to keep out competitors through services and should deliver a proposal that matches the customers' expectations, in terms of delivery, reliability, availability and price.
8. The higher officers should give the same value proposition to each customer because every customer's expectation about service quality has no big differences.

In general, Ethio telecom has to improve all the dimensions of service quality in order to increase after sales service quality and customer satisfaction since consumers expect more than what is being offered now.

## **5.4. Limitation of the Study and Suggestions for Further Research**

There were some limitations associated with this study that require being dealt with more experience. The results obtained from this study cannot be generalized to a wide range of similar situations concerning ethio telecom because of the non-probability sampling technique used even though the methodology used in this study could be applied to these similar situations. The issue of customers' perceptions could be questioned because the sample size considered constituting respondents from both government organizations and private organizations therefore the expectation may differ significantly. The above limitations, however, are less significant compared to the importance of carrying out this type of study. Such study should be carried out frequently in order to monitor service quality and satisfaction levels of customers and hence apply necessary adjustments for addressing the prevailing weaknesses. Further research can be done to determine other variables of service quality and customer satisfaction not covered by this study to enhance the understanding of the concepts of service quality and customer satisfaction, how they are measured because they are very important for service organizations in terms of sustainable profitability and growth. A similar study could be conducted with a larger sample size so that results could be generalized to a larger population to use more respondents to make the research more significant. Similar study is recommended to other areas including the impact of poor support to the customer satisfaction, the impact of regulatory policies to the free market that have impact on customer satisfaction and the impact of customer retention strategies to the customer satisfaction level.

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# Appendices



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY !

Addis Ababa University  
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## Questionnaire

**Dear Sir/ Madam,**

I am currently doing partial fulfillment of course Total quality management in title “After Sales Service quality: The Case of ethio telecom in Back office” for Department: Management, MSc in management at Addis Ababa University. The purpose of the questionnaire is to gather adequate information from internal customers (Ethio telecom shop salespersons) of Expectations and perceptions of Service Quality after sales support and the level of internal customer’s satisfaction with the overall BO support. In order to make the study more fruitful, your response to the given question will be necessary. All your responses to the given question will be only used for academic research and will be kept confidential.

If you have any question, please contact me using the below mentioned address.

Tel. +251 911 504957

Thank you for your cooperation!

### **General Instructions:**

1. No need of writing your name on the sheet
2. Feel free and attempt all questions
3. Please rate how strongly you agree or disagree with each of the following statements by placing a number (7, 6, 5, 4, 3, 2, 1, 0) and check mark (✓) **on the answer that best reflects your view.**



Customer satisfies their service to: -

Statements	Expectation	Perception
1. ethio telecom will have modern equipment to be looking.		
2. Their physical facilities (shelves, customer service counters, computers, lights) will be visually appealing.		
3. Their employees will be well dressed and appear neat.		
4. When a customer came materials associated with services(such as brochures or description) are visually appealing at the sales office		
5. When back office support teams promise to do something by a certain time, they do.		
6. When a customer has a problem, a back office support team will show a sincere interest in solving it.		
7. The back office support team will perform the service right the first time.		
8. Back office support teams gave their support at the time they promise to do so.		
9. Back office support teams will keep their records accurate.		
10. Back office support teams will use process and procedures accordingly.		
11. Back office support teams will give prompt support to sales.		
12. Back office support teams are always willing to help sales staffs.		
13. Back office support teams in ethio telecom should never be too busy to respond to support' requests.		
14. The behavior of back office support teams in ethio telecom will instill confidence in sales team support.		
15. The sales team should be able to feel safe in their communication with back office support teams in the counters.		
16. Their back office support teams will be polite.		
17. Back office support teams of ethio telecom ethio telecom will have the knowledge to answer sales staff request.		
18. The back office support teams will give sales person individual		

attention.		
19. Their operating hours will be convenient for all their sales team.		
20. Back office support teams will give customers expectation personal service that asked by salesperson.		
21. Customers choose ethio telecom has best if anyone comes after this.		
22. The back office support teams will understand the specific needs Of their customers that request by sales person.		

### Part III

To what level are you satisfied with back office support services in the following categories of ethio telecom customer services? \* Choose appropriate and mark (✓).

Statements	Strongly satisfied	satisfied	Neutral	dissatisfied	Strongly Dissatisfied
23. Suspend order, Bill adjustment.					
24. Poor quality vouchers card recharging, Customer profile management.					
25. Resource transfer (like ICCID (integrated circuit card Id), E-CAF support.					
26.E-Top up Activation for distributor (Yimulu)					
27. Others (Incoming & out going, offer related, balance lost, recharging problem)					
28. FMS(fraud management system) Ideal for long time release,					
29. ethio telecom work tool benefit activation					
30. The above factors are obstacle for creating customer satisfaction?					

### Part IV

Show the extent to which these statements reflect your opinion of after Sales about Customer Satisfaction in back office support team a check mark (✓) on your choice of answer.

Statements	Highly satisfied	satisfied	Neutral	dissatisfi ed	Highly dissatisfied
31. How easy was back office support is important for creating customer satisfaction					
32. How helpful were there support to advise the customer in dealing with your enquiry?					
33. How would you rate the availability support of customers' appointment?					
34. Upon arrival how friendly and helpful was the back office support Team?					
35. How helpful was it to talk directly to the customer to carrying out the work on your support?					
36. How well informed the support of progress whilst in your service?					
37. How would you rate the support Advisor's explanation of the work completed and confirmation?					
38. How satisfied were you with the work completed					

and time taken?					
39. Following your service how likely is it that you would recommend back office support to a friend or colleague?					
40. Overall how would you rate the quality of service you received from back office support advisers?					

Do you have any other explanation that should be done and expect to improve customer satisfaction at ethio telecom from back office? \* Write

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**Thank you for giving your time**

## **Interview Guide**

1. What expect from back office support adviser to develop effective service qualities that improve customer satisfaction?
2. What are the factors that obstacle to determine customer satisfaction in relation to back office support?
3. Is there difference customer expectation and perception by giving your services?
4. How satisfied are you with the Overall Service Support and the Back office?
5. What is your suggestion in relation to improvement area of Back office support?