The Relationship between Job Quality and Customer Satisfaction in Customer Contact Centers of Pakistan

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Abstract

Most of the researchers have discussed the phenomenon of job quality from different perspectives in Customer Contact Center. The current study has highlighted this issue by investigating the relationships of job quality within the organization and the external world. The literature of the study thoroughly discussed the issue in a symmetric way. Further, the hypothesis has been developed on the basis of previous literature and theory.

By considering the both employees and customer’s perspective, a dyadic approach has been selected. The primary data were collected with the help of two questionnaires. Three sample companies have been selected from Telecom Industry of Pakistan.

Subsequently, the empirical data is presented and tested by using statistical software (SPSS). Finally, the hypotheses have been verified by using statistical tools. In concluding, a positive indirect relationship has been found among the variables of job quality and customer satisfaction. The contribution to study along with further research has been conferred.
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Chapter 1: Introduction

This chapter is aimed to clarify the research topic with the help of research question formulation. It starts with the comprehensive background of literature related to customer contact centers, job satisfaction and customer satisfaction, the integral parts of our study. The background eventually narrows down to problem identification and finally to the development of research question. The importance of the selection of this particular area of research and its limitations are discussed later on. The chapter ends with the comprehensive outline of the whole thesis.

1.1 Introduction

Several innovations have been introduced in the sector of service industry, during the last decade. One of them is the ‘Customer Contact Center’ (Call Center). The Customer Contact Center (CCC) became a key instrument in managing the customer services. The different service oriented firms like Banks and Insurance companies have been utilizing the CCC widely to keep in touch with their customers. The CCC enables the contact between company employee and customer over the phone. The advancement in telephone and computer integrated technology; cheap cost and customer’s expediency have geared up the growth of CCC (Sergeant & Frenkel, 2000, p. 18).

The importance of CCC is continuously growing with the increasing demands of globalization. The emphasis is on two aspects of CCC, its role as a channel of interaction and the source of the information associated to the customers. CCCs have progressively becoming an important part of the service marketing. According to a study, two third customers interact with their relevant organization over the phone in United Kingdom (Malhotra & Mukherjee, p. 173).

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

Furthermore, Dun et al., (2012, & p. 188) found some critical differences between job quality in CCC and job quality in general service industry. They have authenticated the existing job quality dimensions and introduced the new dimensions in customer CCC context like learning from customers, learning from employees, information sharing, integrity and ease of tools. Although, there are some other dimensions discovered by the researchers aligned with the previous studies such as opportunity and challenge, role ambiguity, role conflict, superior feedback, atmosphere, enjoying the work, and empowerment.
Normally it is considered that organizations are not much concerned about the importance of nature of the job quality that influences the job satisfaction and the service quality of organization. The employees have the most important role in developing the organizational image in customers mind and have a straight effect on customer satisfaction (Mukherjee & Malhotra, 2004, p. 163). A research conducted by Van der aa et al., (2012, p. 3935) proved that CCC job quality has a significant positive effect on job satisfaction. They found that CCC job quality has also significant but small positive impact on effective commitment of CCC employees. But, some other researchers contradicted this finding and showed a strong relation between job quality and effective commitment (Van der aa et al., 2012, p. 3934). By improving the level of CCC job quality, the organization can increase the job satisfaction. In result, the turnover rate can be reduced which means, organization can save the cost of hiring and training new employees and it will not affect the quality of the service (Van der aa et al, 2012, p. 3934).

The customer satisfaction is defined by Homburg & Stock (2004, p. 146) as an emotional reaction towards the experience or a series of experiences, which a customer gets during the interaction with the services organization’s employees. The customers have perceived expectations in their mind belonging to the services of a particular organization. The satisfaction of a customer depends on the difference between perceived and actual standards of expectations, whether it meets or exceed the degree of assessment of customer that he perceives from the organizational services. Every customer wants that he should be given a more priority than others and should be treated in a special way, but the customers who are in regular dealing with the organization in terms of finance, definitely expect high quality of services (Miciak & Desmarais, 2001, p. 349).

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

In addition, customer satisfaction towards the services organizations is supported by loyalty of representative employees. An employee having eagerness and loyalty with organization will build more productive relations with customers (Abbasi & Hollman, 2000, p. 334). The question, how to improve employees job satisfaction, loyalty and service quality is addressed by Dun, et al., (2012, p. 172). They argued that improvement in the job quality of CCC employees positively effects the job satisfaction, loyalty and quality of services that will ultimately increases the customer satisfaction.

Furthermore, researchers have highlighted an important relationship: the job satisfaction of employees has significant effect on service quality. The satisfied employees create satisfied customers (Malhotra & Mukherjee, 2004, p.163). Likewise, the service profit chain theory explains that the importance of job satisfaction, the employee satisfaction and loyalty has pivotal effect on customer satisfaction, customer loyalty and increases the organization profit (Heskett et al., 1994). According to profit chain theory, increase in service quality can increase customer satisfaction, customer loyalty, and reduce customer turnover (Heskett et al. 1997, p.165). In another study, Malhotra & Mukherjee (2004, p. 169) found that CCC employee’s job satisfaction has significant effect on service quality. The job satisfaction can increase the customer satisfaction. Similarly, it has been proved that employee satisfaction
increases customer satisfaction (Zeithaml & Bitner, 2000, p. 287). Another study shows that job satisfaction has a significant positive effect on quality of the service which is provided to the customers by CCC employees (Malhotra & Mukherjee, 2004, p. 174).

1.2 Research Background

1.2.1 Job quality
From the past two decades the phenomenon of job quality has been caught by hot discussion due to the hasty growth and development of customer contact centers (CCC) (Hannif et al., 2008, p. 271). Sergeant & Frenkel (2000, p. 18) have discussed some dimensions of job quality (e.g., other department support, Technology, Supervisor support). The authors have found that these dimensions of job quality have significant effect on employee’s capacity to satisfy customers. Moreover, Gorjup et al., (2008, p.45) studied the job quality in customer contact center with a specific focus on promotion opportunities in this sector. They also examined the factors that affect the promotion opportunities. Furthermore, Connell & Hannif (2009, p. 364) presented that job quality consists of job content, working hours, work-life balance, and supervisory style. Another study which was conducted by Choi et al., (2012, p.510) investigated the different dimensions of job quality such as; monetary rewards, supervisor support, and career path. The authors explored these dimensions and studied their relation with turnover ratio.

On the contrary, Malhotra & Mukherjee (2006, p. 445) conducted the study on job quality from a different perspective. They argued that role clarity is a critical element in shaping the employee’s perception about service quality. The authors proposed that feedback, autonomy, participation, supervisory support, and team support are the key antecedents of role clarity which has effect on organizational commitment, job satisfaction, and service quality. The most comprehensive study on job quality, till date, have been conducted by Dun et al., (2012, p. 171). The authors have proposed 12 dimensions of job quality for CCC. Subsequently, the authors have articulated a job quality scale and tested its reliability and validity in CCC setting. Previously, there are many researchers who conducted the studies on different dimensions of job quality in CCC from employee perspective. But almost all researchers used different concepts and dimensions of job quality (Dun et al., 2012, p. 173). Dun et al., (2012, p. 3925) found in their study that job quality has a strong positive effect on job satisfaction and effective commitment and indirect negative effect on employee turnover. They argued that job quality is a critical element for reducing employee turnover. Their study provides support to the manager in improving the job quality in CCC setting.

Similarly, Valverde et al., (2007, p. 155) steered the study on job quality in CCC setting. The authors constructed a job quality index which is consisted of different dimensions like Job stability, training and development opportunities, and salary. Dun et al., (2012, p. 188) developed a job quality scale which consists of 12 dimensions of job quality and 57 questions. The authors tested the validity, reliability and generalizability of the scale across different industry in regard to CCC context.
1.2.2 Customer satisfaction
In CCC settings Burgers et al., (2000) investigated the relationship between customer satisfaction and 13 critical variables associated with call centers. These variables are discussed in detail in literature review. They found a significant, however a week association of only 2 of the 13 variables on customer satisfaction. The study of these variables is also conducted by Jaiswal (2008). Customer satisfaction is viewed by many researchers from different perspectives. Dean (2001) emphasized his concerns on the minimum level of expectations and predictions in a customer’s mind and compared it with level of service quality set by organization. His study was aimed to investigate the differences between these two levels. Different models are presented in the literature of customer satisfaction in CCC. For instance Garnett et al (2002) investigated the design of contact centers with impatient customers and modified the previously presented models. The new model was named as (M/ M/ N + M) model, which they claimed is feasible for the large organizations with CCCs. Another model for measuring customer perceptions of service quality known as SERVQUAL model was presented by Parasuraman et al., (1988). In the same context Burgers et al., (2000) developed a measurement instrument to point out the main customer expectation dimensions related to the behavior of the CCC employees. The connection between service quality, customer satisfaction and purchase intension was tested by Cronin and Taylor (1992). They found that the service quality is a predecessor of customer satisfaction. The significant relationship was found between customer satisfaction and purchase intensions. In comparison with customer satisfaction their study suggested minimal effect of service quality on purchase intensions. Based on the relationship investigation, a dyadic analysis was conducted by Homburg & Stock (2004) to test the significance between CCC employee’s job satisfaction and customer satisfaction. Their results also present a positive significant relationship between these two variables.

1.3 Problem statement
Previously, a lot of research is done on job quality, job satisfaction, and employee commitment in call center context. Some researchers have discussed the job quality dimensions and some others discussed the effect of job quality on job satisfaction, employee commitment and service quality, which have been discussed above. The most recent study has been done by Van der aa et al., (2012) about the job quality dimensions in call center context. The authors did research on the job quality in customer contact center and introduced a 12 dimensional CCC job quality model. (Van der aa et al., 2012, p.188).

Furthermore, the relationship between CCC job quality (12 Dimensional Job Quality) and employee turnover have been studied. But to the best of our knowledge, the link between job quality (12 Dimensional of Job Quality) and customer satisfaction was not investigated. The previous model of job quality had limited boundaries as it only defines the relationships of variables within the organization. Although, on the other hand, the vast amount of literature is available on the factors of customer satisfaction but mostly it is linked with the job satisfaction, loyalty and commitment of employees and the service quality they deliver. We will extend our research by studying the factors involved in the construction of job quality in CCCs and look at its effect on customer satisfaction, moving beyond the organizational boundaries. By going through the literature, we observed that there is a need to test the relationship between job quality and customer satisfaction, therefore we will develop a model to verify this connection.
1.4 Research purpose

Recently, the link between CCC job quality and Job Turnover has been discovered (Van der aa et al., 2012). But according to our knowledge, no study has been conducted to explore the links of CCC job quality outside of the organization. Therefore, the basic aim of our study is to find the relationship between CCC job quality (12 Dimensional Job Quality) and customer satisfaction.

1.5 Research question

*Is there any relationship between CCC job quality and customer satisfaction?*

1.6 Importance of Study

The CCC is becoming the interest of organizations during the last decade because of the rapid change in overall business industry (Anton, 2000, p. 121). The companies concerns about customer satisfaction are increasing and more companies are focusing on CCC to understand and meet the demands of their customers in efficient way. On the other hand, the customer’s perception and evaluations of the services encounter are also rapidly changing. As the importance of understanding the customer expectations and level of satisfaction in CCC is definite, the customer satisfaction with respect to the organization’s contact employees and their job quality should also be taken into the consideration (Burgers et al., 2000, p. 143).

In the CCC context, management and customers use different standards to evaluate the service excellence. Managers are more concerned about the internal factors that also have an effect on job quality of employees (e.g. calls per hour). This does not go in accordance with the customer expectations of ease of contact and first call problem resolution. Because customers are the most important part of the CCCs, they should be the ultimate judge of the quality of services provided by the employees of CCC (Miciak & Desmarais, 2001, p. 347). The research we are conducting will be important because it is not only concerned with the managers, supervisors, employees but also includes the customers, the crucial part of CCCs. Moreover, the contribution of our study will be helpful for both researchers and practitioners. From the research point of view, we will contribute to the literature by improving the understanding of relationship between the CCC job quality of employees and its effect on customer satisfaction in CCC context. From the organizational perspective our study will be helpful for the CCC managers to clearly understand the factors that are helpful in improving the job quality of employees and gain the maximum customer satisfaction.
1.7 Limitations

The area of research, we have selected is very broad and has been the interest of many researchers in different perspectives. The excessive literature could be found on the job quality and customer satisfaction, but due to the limitation of resources, time and access we have focused more on the literature related to the relationship of both aspects (Job quality and Customer satisfaction), specifically, in call center industry (CCC). There are a lot of service industries, but our research is limited to the CCC. Furthermore, we faced difficulties to gain access to the companies for data collection because of the lack of interest of managers and companies that can result in a low response rate. Finally, the CCC job quality scale does not cover monetary aspects of a job quality.

Another limitation of our research is that the selected companies are located in Pakistan. Although English language is considered as secondary language of Pakistan, but still it is not the primary language i.e. Urdu. We developed the questionnaire in English language. However, we believe that contacting the people through their primary language is more appropriate and it may cause any confusion in the mind of respondents.

1.8 Key Terms

<table>
<thead>
<tr>
<th>Key Terms</th>
<th>Explanation</th>
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<tbody>
<tr>
<td>CCC</td>
<td>Customer Contact Center (Call Center)</td>
</tr>
<tr>
<td>CCC Job Quality</td>
<td>12 Dimensional Job quality (Van Dun Aa et al., 2012)</td>
</tr>
<tr>
<td>CCC Employee</td>
<td>Customer Contact Center Employee (Customer Service Representative)</td>
</tr>
<tr>
<td>SPC</td>
<td>Service Profit Chain</td>
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1.9 Disposition of Thesis

**Chapter 1**

**Introduction:** This chapter introduces the topic and it’s Background. The Problem Statement highlights the possible research gap, following with research question. Finally, the importance of study has been discussed.

**Chapter 2**

**Methodology:** This chapter describes the scientific methods which have been used in this study. It presents the arguments for selection of methods. Further, it explains the different research tools and their use in this study.

**Chapter 3**

**Literature Framework:** This chapter illustrates the all important aspects of the topic. It also discusses theory and models which have been used in regard to research topic. In the end, hypotheses are constructed after detail discussion.

**Chapter 4**

**Empirical Findings:** This chapter covers primary data which has been collected through questionnaire. The data is presented with the help of diagrams and charts.

**Chapter 5**

**Analysis:** This chapter presents the result of the hypothesis which has been tested by using statistical tools. The later part of the chapter contains the discussion part which is constructed on result basis.

**Chapter 6**

**Conclusion:** The final chapter includes concluding remarks. The whole study is revisited. The contribution, limitation, and further research have been discussed.
Chapter 2: Methodology

The aim of this chapter is to present and explain the procedures adopted to conduct this research. The reasons of selecting of particular methods and design are elaborated in detail. The chapter starts with the pre-conceptions of the authors and choice of subject. Afterwards the research paradigm, research approaches, research strategy and design are presented. The last part of the chapter is followed by the questionnaire development, sampling technique, sample design, company selection and the measurement techniques.

2.1 Pre-conceptions

The preconceptions of a researcher often affect research work. A researcher’s prior knowledge, experience, exposure, and attitude have an impact on, how they think and interpret the things. Similarly, we believe that our prior knowledge and experience will affect our study. We both are business students and studied a variety of business courses throughout our academic life. One of us belongs to field of marketing discipline and other from management discipline. We have gone through different marketing and management theories, literature, and models which helped us in this research. One of us has also two year experience of doing marketing job in service industry which helped in our study. Although, the other author does not have any practical job experience, but worked on different projects related to the field of management. He has an exposure of different cultures, as he is fond of visiting new places and countries to know about people, their behavior and cultures. As we believe, practical learning is more long lasting as compared to academic learning. Overall, we think that our academic and practical exposure has played a comprehensive role in completing this research.

2.2 Choice of Study

The main field of both of the authors is business administration but have different specializations i.e. Marketing and Management. This fact gave us a great opportunity to explore and share our ideas on different aspects of marketing and management. We decided to search for the topic that has a potential to create and maintain the interest for both of us. We started reviewing the articles that developed our intention to study job quality from the perspectives of management and customer’s satisfaction from the perspective of marketing. We found a vast literature on both variables and come to know that job quality and customer satisfaction are very broad topics. Already a lot of research has been done on each issue separately in different perspectives.

After realizing the research gap, we decided to investigate the relationship between job quality and customers satisfaction. In this regard we decided to study these two phenomena from perspectives, employees and customers. Therefore, we decided to collect the data from employees and customers and should do analysis from both employee and customer perspectives. The choice of CCC industry was undertaken because of the organizations growing concerns towards the installment of call centers and the need of better job quality to satisfy the customers efficiently.
During the search of literature, we have gone through different variables that affect the job quality of employees in CCC settings. Because the jobs in CCC are very stressful and mostly companies are concerned about the effectiveness instead of efficiency, it is very important to take care of the quality of jobs provided to the employees. We have found that the job satisfaction is the possible variable to construct the relationship between job quality and customer satisfaction. Finally, we developed a model to give a visual understanding of the relationship between job quality, its constructs, and the effect of job quality on customer satisfaction.

### 2.3 Research Paradigm

The work of researchers is influenced by their knowledge and thoughts they have, related to the research area. The researcher having an interest in the facts like quantity of resources needed, probably have a different view of thinking than the researchers dealing with the feelings and emotions of workers towards their managers. The research philosophy directs a scientific approach to researchers that how they view the world and knowledge, especially the development of new knowledge (Ponterotto, 2005, p. 127; Saunders et al., 2009, p. 108). The two widely used research designs are epistemology and ontology. Both of them have noticeable differences that affect the way in which we think about the research process.

#### 2.3.1 Ontological Assumptions

Ontology is concerned with the philosophy of realism. Bryman & Bell (2011, p. 20) defines ontology as a “theory of nature of social entities”. The ontological philosophy gives an idea about the researchers that how they view the social reality. Reality can be either viewed as objective and external to the individual or subjective and cognitively developed on self-basis. Objective view assumes that knowledge is available to everyone theoretically, while the knowledge depends on the individual experience and perceptions in a subjective view (Long et al., 2000, p. 192-193). Further, the ontological approach directs us to choose either objectivism or constructionism approach. Objectivism approach infers to the “social phenomena and their meanings have an existence that is independent of social actors” (Bryman & Bell 2011, p. 716). While on the other hand, the constructionism refers to the creation of social phenomena from the perception and resulting actions of social actors (Saunders et al., 2009, p. 111).

We have selected the philosophy of objectivism because the root purpose of our study is to investigate the relationship between job quality and customer satisfaction. In our study we will discuss the different variables such as job quality, job satisfaction, service quality, and customer satisfaction that have tangible realities. Organizations develop their abilities to satisfy customers in order to surge sales, but customer satisfaction is different for every entity. In order to boost up the sales through customer satisfaction, organizations concentrate on job quality of employees, job satisfaction, and service quality. But there is a variation of goals followed by every organization. Organizations have some set of rules and the duties assigned to the employees are expected to be accomplished as per instructions. Employees have to report their supervisors and supervisor’s reports to the senior managers that show the hierarchy of formal structure of the organization. Our study is concerned about the structural aspect of management with the assumption of managerial similarities of job quality in CCC. There may be differences in the aspects of the structure, but the core functions are almost the
same in all organizations. The variation of management in organizations is the function of different objective aspects of management (Saunders et al., 2009, p. 110). We believe that our undertaken variables have objective characteristics in organization, therefore having objective realism. In accordance to our conception, the standards of job quality and level of customer satisfaction will not be the same in different organizations and the relationship between them will generate the different outcomes.

2.3.2 Epistemological Assumptions

Epistemology is concerned with generation of acceptable knowledge in the field of education (Saunders et al., 2009, p. 110). In the same way Bryman & Bell (2011, p. 16) argues that in a broader perspective epistemology can be defined as a study of knowledge. There are two ways in which the knowledge can be viewed. According to Saunders et al., (2009, p. 112) there are two types of researchers according their interest in the research. Firstly, the researchers are more interested in gathering, analyzing and interpretation of factual data. These kinds of researchers are used to rely on real objects, with a view that reality is outcome of the reliable things like computers, trucks and machines and technological instruments. This sort of objects have their own existence with distinctive attributes, therefore the data collected by the researchers is objective having a less chances of biases. The philosophy of these researchers is known as positivist philosophy towards the expansion of knowledge.

On the other hand the second kinds of researchers are concerned with feelings, behaviors and attitudes of the people towards others. The study of these researchers includes the observation of emotions, feelings and behaviors as a social phenomenon which has nothing to do with external reality. These attributes are neither visible nor calculated, as compared to the computers, trucks, and machines and technological instruments. Hence, this form of philosophy is called interpretivism. Obviously there could be possible ways in which peoples’ behaviors can be measured. It depends on the researchers that what kind of philosophy they choose that is more suitable for their research. The positivist philosophy is more useful when the data is collected in figures and facts, and statistical tools are applied to analyze that data, to be presented in the form of tables and charts. While, in interpretivist philosophy the collection and analysis is done in narrative form, depending more on the researchers point of view (Saunders et al., 2009, p. 113).

The pattern of our research directed us to go with positivism view in epistemological philosophy. The positivism view of research suggests that the hypothesis should be generated to test them in a scientific way in order to get the knowledge of realism (Bryman & Bell, 2011, p. 15-16; Saunders et al., 2009, p. 113). We have selected the positivist approach because after going through the previous research we assume that there is a relationship between job quality and customer satisfaction, therefore aligned with the positivism. We will deploy the previously presented theories and models in order to construct our hypothesis. These hypotheses will then be used to check and validate the direct or indirect relationships between the variables that could be helpful for extension of the theory. Our study is based on the measurement of the facts of job quality of the employees in CCCs and its direct or indirect effect on customer satisfaction. We will analyze the collected data with the help of statistical tools. Our results will be more reliable and there will be less chances of error because of the positivist stance, and the interpretation will be done on the basis of real facts instead of our own thoughts.
2.4 Research Approaches

In academic writings, the use of theory is one of the critical parts of the thesis. It is important in the beginning of the research, to have a clear understandability of the way the theory will be used. The research design significantly depends on the author’s understanding and clarity of the theory. Two approaches widely used in research are deductive and inductive approach. If the research is gone through by deductive approach, the hypothesis is generated first and then research strategy is made to test that hypothesis. On the other side the inductive research strategy is used by the researchers whose aim is to develop a theory by the observations they make by their data analysis (Saunders et al., 2009, p. 124). The figure below shows the way in which deductive and inductive approach works.

![Deductive and Inductive Method](image)

In our study we are going through the method of deduction. The perspective of deductive approach is to moves towards the specifications from a broader view. The deductive approach does not produce a theory but the theories are utilized form the existing literature. Before the collection of data, the previously presented theories are used in accordance with the present requirements (Blaikie, 2000, p. 115). The need of this approach in our research is that, we will present the job quality and customer satisfaction related theory in our theoretical framework. We have developed different hypothesis in order to testify the relationships between different variables. The data is collected from the employees about their perception of job quality and job satisfaction, and from customers to know about service quality and customer satisfaction. These factors will be analyzed and will be projected to give results on the basis of theory used in our literature review. Finally, acceptance or rejection of significant or insignificant relations of the variables presented in the theory is expected to be the results of study.

2.5 Research Strategy

Normally, every type of research is followed by some kind of measurements for data collection and its analysis. There are different types of measurements used by the researchers, such as nominal, ordinal, interval and ratio. These measurements can be applied to both qualitative and quantitative research strategy (David & Sutton, 2011, p. 94), however nominal and ordinal measurements are more appropriate for qualitative research strategy, while the interval and ration measurements are suitable for quantitative research. The quantitative research strategy is followed by the statistical tools for measuring chances of relationships between different variables. While the researchers conducting qualitative research, are not much concerned with the application of statistical tools. The purpose of qualitative research might be the confirmation of presence or absence of some variable (David & Sutton, 2011, p. 95). The table below represents the examples of measurement tools discussed above:
Our research is followed by a quantitative strategy. Quantitative approach is more appropriate in accordance with our defined research philosophies that are ontological view of objectivism and epistemological view of positivism (Bryman & Bell 2011, p. 150). The collection of data will include the constructs of job quality in CCC and its effect on customer satisfaction that will be in factual form. This is the reason of our selection of quantitative research strategy that includes interval and ratio measurements. Furthermore the study is intended to analyze the variables presented in theory, rather the development of new theories. This pattern of our research suggests us to deploy statistical tools to analyze and interpret our results.

### 2.6 Research Design

The research design applied in our thesis is ‘cross-sectional’ because of the study of more than one company and our interest in perception of employees of different companies and companies themselves. The reason is that the standards of the job quality and perception of employees about their job and customer satisfaction is different in different organizations. Further data used in the cross sectional research should be quantifiable that gives researchers a consistent benchmarking (Bryman & Bell 2011, p. 54). Another reason of selecting this design is that it is used for testing the relationships between different variables, as aligned with our study.

### 2.7 Questionnaire Developing

We developed the questionnaires that fulfill our purpose of study and cover our research question. We are conducting a dyadic (two way) research, therefore we developed two structured online questionnaires consists of closed ended questions. Both of the questionnaires start with the demographic questions about the respondent’s personal profile. As our research is aimed to investigate the relationship between four variables, we decided to develop two questionnaires because of the collection of the data from two perspectives. For the employee’s perspective we developed first questionnaire including the variables of job quality and job satisfaction. The questions related to 12 dimensions of job quality and job satisfaction of employees are deployed in first questionnaire. It contains 66 questions. The purpose of the second questionnaire is to investigate the perspective of customers about service quality and their (customer) satisfaction. This questionnaire contains 15 questions including the demographic, service quality and customer satisfaction questions.
For the development of questionnaire we have used the facilities provided by Google for online questionnaires. The online questionnaire is an electronic-self-completion method that is used for the online collection of data, when interviewer is not physically present in front of the interviewee Brace (2004, p. 36). Internet provides various ways to send a link to the required person, such as via emails, pop ups (a link can be posted on other web sites, the respondents who visit these web sites will be directed to questionnaire by clicking on the link) and some websites provided facilities to post banner ads Brace (2004, p. 38). We used the one of the tool of Google docs which is called survey tool. The survey tool helps to develop an online questionnaire, spread it online and collect the data in a spread sheet automatically. It also produces the graphs and bars, if you are using a close ended questionnaire for data collection.

Although, we are doing quantitative research, for this purpose, we developed closed ended questions because it is easy to get answer from the respondents and respondents do not feel boredom while selecting an option instead of writing the few lines. The questionnaire is also a self-completion online questionnaire. In our opinion, mostly, the respondents do not like to give answer to the open ended questions. Mostly, the closed ended questions are developed in the questionnaire with likert scale. We have applied 5 point likert scale to all of the questions related to the four variables except demographic questions. On likert scale 1 means “Strongly Disagree” while on the other extreme is 5 “Strongly Agree”.

Regarding the advantages of online questionnaire, Brace (2004, p. 36) argues that as compared to the face to face survey the online self-completion questionnaires are inexpensive. In the same way Hague et al., (2004, p. 156) argues that online questionnaire is easier and cheaper even than postal survey. The researchers should not have to bear the printing, posting and typing cost of questionnaire. Similarly Sue & Ritter (2007, p. 12) describes that for a large and scattered sample size the most suitable and cheaper way for data collection is the online questionnaire. At the same time online self-completion survey also have some disadvantages. Hague et al., (2004, p. 156) argues that the accessibility to internet could be the problem of online questionnaire because of the limited internet accessibility and may lead to the biasness. However, Sue & Ritter (2007, p. 13) points out that in case of online questionnaire, it is easier for respondents to jump through some questions and leave the questionnaire incomplete. The probability of incompletion increases if the questionnaire is lengthy.

2.8 Sampling Technique

Sampling techniques allow researchers to choose among the different methods that help them to collect the data from the specifically required population instead of studying all the possible elements (Saunder et al., 2009, p. 210). Two methods of sampling are widely used in research, probability and non-probability sampling (Saunder et al., 2009, p. 213). Probability sampling is a method of sampling in which the chance of selection of every element from the whole population is known. While the non-probability sampling refers to the technique in which the chance of selection of every element from the whole population is not known (Saunder et al., 2009, p. 213).
Our choice of sampling technique is convenience sampling and snowball sampling that is a type of non-probability sampling. Our aim is to study job quality and customers satisfaction; therefore we developed the questionnaire for the employees of CCC and their customers. We were not particularly interested in the employees and the customers of any specific CCC; therefore we constructed a general but two different questionnaires for the employees and customers of three companies. As we mentioned earlier, our study is the type of dyadic research. It is a two way research similar to the research conducted by Homburg & Stock (2004). They also investigated the linkage between job satisfaction and customer satisfaction by considering the perspective of both, employees and customers.

The reason for choosing convenience sampling technique is that we were not able to directly access the selected companies which are situated in Pakistan. We accessed the companies through our personal references who are the mostly supervisors and team leaders. It was not an easy task to follow up the employee questionnaires because it was mainly dependent on the supervisors or team leaders to fill up the questionnaire. The main problem faced by the supervisors was the unavailability of internet to CC employees in all three companies. The team leaders and supervisors made special efforts and arranged one computer with internet facility. It was also very hard for CC employees to give time to fill up the online questionnaire because of their tight schedule of calling. However, they managed to fill up the online questionnaire during their break times. These problems may be the reason for low response rate.

In case of customer satisfaction questionnaire, both convenient and snowball sampling technique were used. The questionnaires were sent to general public through email who were using the services of any of the selected companies. They were also asked to forward the questionnaire to their contacts, until we reached the target.

### 2.9 Sample Design

Sample design elaborates the author’s choice of selecting the elements form the whole population and the way they adopt. In our research it was not possible to study the whole population. We decided to select three companies to investigate the job quality and job satisfaction from their employees. At the same time the aim was also to include the customers of same companies in our investigation for testing the service quality and customer satisfaction variables.

The consideration behind the sample selection was to get the general results from the employees and customers of three companies. For the employees questionnaire we decided to get the sample size of 150 employees, 50 from each company. We got 84 completed and 6 uncompleted questionnaires. Similarly, we took the same sample size (150) for customer satisfaction questionnaire. In order to identify the specific company’s customers, a question was asked to select one of three sample companies. The response rate from the customer’s questionnaire was 86 completed questionnaires and 9 were incomplete. Ultimately, the incomplete questionnaires have been discarded.

Afterward, we had to consider equal amount of responses from both questionnaires for sake of analysis. So we performed analysis on 84 valid responses of both questionnaires and entered data in SPSS. Therefore the completion rate of our estimated sample design is 56 % which is considered acceptable for online questionnaires (Nulty, 2008, p. 305).
2.10 Company Selection

We have selected three companies from telecommunication sector. We have made this selection to investigate the relationship of CCC job quality with customer satisfaction in different companies within the same industry. The two companies are private limited and one is public limited. We approached the companies through our personal relations. Further, we have informally taken the consent of the relevant authority for conducting survey by calling them via phone. Although, the companies have been selected by using convenient sampling technique but we considered two basic conditions in selection of the companies.

- PTCL (Public Limited)
- U-fone (Private Limited)
- Telenor (Private Limited)

2.10.1 Inbound call center
Firstly, we have made it sure that company should have an inbound call center because we have conducting the research in inbound call centers only. An inbound call center is (See chapter 3), where customer contact the company for any kind of complain, query, problem or inquiry. The contact center employee only has a role to receive customer’s calls.

2.10.2 Size of Call Center
Secondly, we have assured that the relevant company should have an adequate size of the call center. We have put a limit of minimum 60 employees per call center because we perceived that 60 employees would be enough for our sample size.

2.11 Variable Selection
Our study is based on the investigation of relationship between two variables, job quality and customer satisfaction. From an extensive literature review we have found different constructs related to these two variables. For instance Dun et al., (2012) studied the variable of job quality, job satisfaction, affective commitment and employee turnover. The research work of Malhotra & Mukherjee (2006) is also related but bit different. Their study includes three variables that are organizational commitment, job satisfaction and service quality. The connectivity between job satisfaction and customer satisfaction was testified by Homburg & Stock (2012). However we were unable to find the literature based on the constructs of job quality and customer satisfaction. Therefore the previous literature motivated us to include the variables of job satisfaction and service quality to build a possible relationship between job quality and customer satisfaction.
2.12 Measurement

We have selected the following constructs for measurement

- CCC job quality
- Job satisfaction
- Service quality
- Customer Satisfaction

In employee questionnaire to measure the CCC job quality, we have followed the Van dunn aa et al., (2012) scale which is consisted of 12 dimensions of job quality in CCC setting and 57 questions under these dimensions. We perceived that their scale for measuring job quality in CCC is more reliable and generalizable than any other scale. Similarly, we have taken questions to measure the job satisfaction from the previous study of Homburg & Stock (2004, p. 155) and Sergeant, & Frenkel (2000, p. 29).

Likewise, in customer questionnaire, the questions, to measure the service quality variable, have been taken from the previous literature (Malhotra & Mukherjee, 2004, p. 173). Further, for measurement of customer satisfaction, we have adopted the questions from the previous study of Homburg & Stock (2004, p. 155). We believe that these questions to measure the above mentioned variables have already been tested in previous studies. So, we have adopted these questions from previous studies instead of developing new questions. All the questions of both questionnaires are measured on five point Likert scale which is ranged from “strongly disagree to strongly agree.” Intentionally, we did not mention about the dimensions of all four variables in both questionnaires with the consent of our supervisor. Because, we thought that it might create any confusion in the mind of respondents which might direct them towards a wrong answer. Although for the understanding of readers, we described below which questions belong to which dimension.

In employee questionnaire, the questions 1 to 4 are demographic questions which are asked to get some general information about the employees. The questions from 5 to 61 belong to job quality variable. Further, the questions which are belonged to 12 dimensions of job quality are as: the questions from 5 to 13 represent the dimension “Role Ambiguity”. The questions from 14 to 21 represent the dimension “Information Sharing”. The questions 22 to 29 represent “Role Conflict”. The questions from 30 to 36 represent “Superior Feedback”. The questions from 37 to 41 represent the dimension “Learning from Customers”. The questions from 42 to 44 represent the dimension “Learning from Employees”. The questions from 45 to 47 represent the dimension “Opportunity and Challenge”. The questions from 48 to 50 represent the dimension “Enjoying the Work”. The questions from 51 to 53 represent the “Easy Tooling”. The questions from 54 to 56 represent the “Empowerment”. The questions from 57 to 59 represent the dimension “Integrity”. The questions from 60 and 61 represent the dimension “Atmosphere”. Similarly, the questions 62 to 67 represent the job satisfaction variable

In customer questionnaire, similar to employee questionnaire, the questions from 1 to 5 are demographic questions which are asked to get some basic information about customers. The questions from 6 to 13 represent the Service quality variable. The questions 14 and 15 represent the customer satisfaction variable.

Furthermore, we used software (SPSS) for quantitative data analysis. We have analyzed the variables though Chi-Square test. It is used to measure the relationships among variables.
Another test we performed for this purpose is spearman correlation that identifies the relationships, presented in analysis chapter in detail. We have also performed and presented the reliability and validity test to check the internal consistency of the collected data.

2.12.1 Pilot Study

In order to get best possible results from questionnaires, the pilot study was made prior to the actual study. The purpose was to verify the adequacy of questionnaire for employees and customers. In this regard we send the questionnaire to supervisors of the employees. Three supervisors and two employees answered the questionnaire and confirmed that the questions are easily understandable and answerable.

In the same we send five questionnaires to randomly selected customers and got their opinion about the questions. All the questions were answered correctly and customers did not feel any difficulty while responding to the questions.

2.13 Ethical Considerations

The ethical issues in research contain high importance that cannot be ignored (Saunders et al., 2009, p. 187). In this regard we have tried our best to avoid any type of plagiarism throughout the thesis. The data used form different resources is cited carefully and detailed references are provided in the reference list. The data collected for analysis is also kept confidential. The employees consent was taken by verbal communication, before sending them the questionnaire. Both of the questionnaires contain a note that is to assure the respondents about their privacy. We developed and presented the data without the disclosure of the respondent’s identity. Further, no information was changed or modified therefore the data was kept as it is. The results represent a true picture of the data analyzed by SPSS and the same kind of results can be produced again if required.

2.14 Source criticism

We believe that it is very important to critically evaluate the secondary source which is used in this study in order to assure the significance, relevancy, and reliability of secondary data. We believe that the collected secondary data is significant and relevant to our topic. We confined our search of literature within call center industry. We did not use material outside of call center industry. Initially, the key terms like Job quality, Call center in Pakistan, and Customer satisfaction are used to search the relevant data. In this, process, the irrelevant articles have been discarded and only relevant material has been used throughout the literature framework. However, we did not find sufficient data on job quality in Pakistani’s call center. But this will not critically affect our study because we used immense literature on Indian call center industry and from other part of world. We think that there are not so many differences in regard to practices, rules, and regulations for call center business across South Asia. To assess the reliability of secondary data, we mostly used the scientific articles and books throughout this study, especially in literature framework. According to manual at USBE (2012), the scientific articles are normally considered reliable and authentic. Further, we also criticized the relevant literature and theory throughout this study.
Figure 2: Outline of methodology
Chapter 3: Theoretical framework

The motive of this chapter is to present the literature related to the undertaken research while designing a complete framework. The chapter starts with the explanation of customer contact centers and its classification. Afterward the job quality, its 12 dimensions and customer satisfaction are explained. The theory of profit service chain and other models related to research are presented. Lastly the relationships of different variable are explained along with the construction of hypothesis.

3.1 Customer Contact Center (CCC)

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

<table>
<thead>
<tr>
<th>Countries</th>
<th>CCC</th>
<th>Representative Employees/Agents</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>47,000</td>
<td>2.7 million</td>
</tr>
<tr>
<td>Europe, Middle East &amp; Africa</td>
<td>45,000</td>
<td>2.1 million</td>
</tr>
<tr>
<td>Canada and Latin America</td>
<td>305,500</td>
<td>730,000</td>
</tr>
</tbody>
</table>

Table 2: Projected CCCs, (Aksin et al., 2007, p. 666)

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

3.2 Defining CCC

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

3.2.1 Classification of CCC

1. In-house Contact Centers Versus Outsourced Contact Centers

In house CCCs are the internal call centers which are installed within the organization. The organization hires employees on its own behalf who deals with the customers through telephone. While the outsourced CCCs are the call centers having a different entity, that is external to organization (Dormann & Zijlstra, 2003, p. 306). Due to the organizations increased emphasis on their core competencies, the development in telecommunications infrastructure has diverted organizations concerns to hire a third party to manage their whole or a part of customer services through telephonic calls. These third party entities are called outsourcers, who manages to provide customer services and are expected to meet the demands of hiring organization (Aksin et al., 2007, p. 675).

2. Inbound Versus Outbound CCC

The function of inbound CCC is to manage the incoming calls initiated by the customers. The duties of inbound CCC representatives/employees are to answer the questions, deal with the inquiries and complains coming from the customers, making reservations and providing aftersales services (Dormann & Zijlstra, 2003, p. 306; Jaiswal, 2008, p. 406). Inbound CCC deals with the labor intensive functions, comprised by the employees who operate the calls that contain 60 to 80% of the overall operating budget. The representative employees, dealing with the calls are also known as ‘agents’ (Aksin et al., 2007, p. 665).
In outbound CCC, calls are initiated by the representative employees towards customers for some particular purpose. The purpose contains searching for the customers for selling the products, collection of debts, conducting the marketing research survey, and enhancement of public relations. There are also the organizations which deal with both inbound and outbound CCC at the same time. (Dormann & Zijlstra, 2003, p. 306; Jaiswal, 2008, p. 406).

3. Mass Production versus Professional Service Model

The organizations frequently use two kinds of models regarding CCC. These models have different characteristics and are known as mass production and professional service models (Batt & Moynihan, 2002, p 14). The organizations adopting mass production model focuses more on high volume markets while they have limited concerns about providing value adding services. The main purpose behind this model is to diminish the cost and the employees are given extremely specified jobs. The employees are provided with a written script with clear instructions that they use while handling the calls. In mass production settings the representative employee are strictly monitored for their performance in terms of speed and quality. The skills comprised by the representative employees are not very useful and taken into account because of the strictly followed environment (Aksin et al., 2007, p. 678; Batt & Moynihan, 2002, p. 16).

On the other hand there are organizations which adopts professional services model in CCC settings with the goal of providing high value added services within the existing markets in contrast to the mass production model. The jobs assigned to the representative employees contains great extent of variability and are more complicated, therefore need highly skilled and qualified employees (Valverde et al., 2007, p. 148). From the management perspective these employees are also provided with the high compensations that includes attractive remunerations, training and job security (Batt, 2002, p. 587).

3.3 Job quality in CCC setting

The past decade has shown the significant growth in information technology and marketing techniques which brought a revolution in service delivery systems. Previously, service delivery system was decentralized and service labor markets were local. The innovative information systems and marketing techniques have made centralized customer service through technology oriented CCC (Batt & Moynihan, 2002, p. 14). The interaction between CCC employee and customer establish on phone (Aksin et al., 2007, p. 666).

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

It is very important to identify the factors which construct the job quality in CCC settings in order to distinguish between good job and bad job. But there is no standard list of factors that construct the job quality (Valverde et al., 2007, p. 149). Furthermore, there are many dimensions of job quality which overlap one another (See table 3) setting (Dun et al., 2012, p. 3927, p. 175).
Hannif et al., (2008, p. 271. 277) proposed key elements like Income, Relationships with co-workers, Occupational health and safety, Identification with work, Work Hours/Work–life balance, Managerial Style and Strategies, Unionization, Employment Status, Training and development opportunities, in order to analyze the job quality in CCC setting. In their study, Connell & Hannif (2009, p. 364) analyzed some factors of job quality such as, Job content, Working hours, Work life balance, Managerial/Supervisory style and strategies and impact of these factors on CCC employees working life. The most common dimensions have been discussed by the researchers are compensation, non-salary benefits, training and development, job stability, work flexibility, work control procedures, the organization of work, and employee participation (Hunter, 2000, p. 463).

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

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

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

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

One more dimension, Information sharing becomes more important in CCC as compare to in any other industry. The CC employees have to directly confront with the customers and answers their queries and complaints. Therefore, they need timely information from other departments (e.g. launch of new marketing campaign, new product, and error in customer invoice etc.) (Dun et al., 2012, p. 176). The CC employees have not to interact with other departments on regular basis. They only have to contact other departments when the problem or query of the customer is connected with other department (e.g., when there is misprinted or miscalculation in monthly bill etc.) (Sergeant & Frenkel, 2000, p. 26).

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

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

In their research, Witt et al., (2004, p. 151) found that when hardworking CCC employees do not get supervisor support, autonomy, and participation in decision making, they get frustrated. Thus it affect their working. When they get these resources, their performance can be increased. Then CCC managers should carefully use supervisor support because it can increase the employee’s turnover intentions (Choi et al., 2012, p.510). On the contrary, the supervisor considerations may not play a pivotal role in establishing role clarity in CCC. The work environment of CCC is well structured; technology oriented and consisted of already established procedures and standards. So, the employee might not consider supervisor perception important in enhancing role clarity (Mukherjee & Malhotra, 2006, p. 462). On the other hand, team support also helps CC employee in understanding his/her role. Normally, the CC employees are grouped into teams in CCC. The coordination and interaction among team members enhance the role clarity in CCC. The learning from colleagues is proved very important element to get additional knowledge about job in CCC (Mukherjee & Malhotra,
2006, p. 461). The team managers continuously monitor the interaction between customers and CCC employees and discuss their performance with them. The overall team performance is discussed in group meetings which is the best platform to share experience and practices among team members (Jasmand et al., 2012, p. 26). Connell & Hannif (2009, p. 371) found that CCC employees consider job variety an important factor and main reason for employee absenteeism.

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

On the contrary, Mukherjee & Malhotra (2006, p. 459-462) have investigated the relationship among the different dimensions of job quality (See figure 2). The authors contributed that the CC employee’s participation in decision making, positive feedback from supervisor, and co-workers plays an imperative role in increasing role clarity among CC employees. Team support is also a way to establish role clarity through exchange of knowledge and experiences among team members. So, it is vital to identify the key variables that contribute to the role clarity in CCCs. The CC employee’s participation in decision making and team support has significant effect on role clarity. Although, autonomy and supervisory consideration has not any significant effect on role clarity. Further, the feedback to employee has direct impact on role clarity of CC employee. The feedback helps customer contact employee to clearly understand his/her role. The supervisor should give a positive feedback to CC employee about his/her good and bad work. It will definitely help to increase him/her role clarity. These findings are relevant to CCC as previously these variables have only been explored in face to face contact customer center. (Mukherjee & Malhotra, 2006, p. 461).

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

On other side, the operational matters, procedures, organizational rules and regulations can influence the CC employee’s perception about organization and organization commitment. Some organizations emphasize the cost reduction and profit generation policies which can influence the CC employee’s commitment towards organization and customer service (Sergeant & Frenkel, 2000, p. 27). CCC job quality is a good cure for the monotonous job.
nature in the CCC (Van der aa et al., 2012, p. 3934). When CCC job quality increase, the CCC job will be more challenging and less monotonous. In result, the employee satisfaction will be increased and turnover ratio will be decreased. Ultimately, when CC employee will not leave his/her job, it will not affect the overall quality of the CCC (Van der aa et al., 2012, p. 3934) Job quality plays an important role in creating satisfied, committed, high-performing employees. It can also reduce employee turnover, which remains a significant challenge to CCCs. (Dun et al., 2012, p. 191).

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

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

Dun et al., (2012, p. 173) assimilate different perceptions about job quality and formed the possible dimensions of job quality in CCC setting. The authors conducted a rigorous research in six CCCs from different industries. After conducting several focus group sessions and quantitative analysis. The authors have identified 12 dimensions of job quality, specifically, for CCC. Some dimensions overlap the previously discussed dimensions (These dimensions have been presented in table 1). The seven dimensions have been previously discussed and five dimensions have newly been invented which are following: role ambiguity, information sharing, role conflict, coaching superior, learning from customers, learning from employees, opportunity and challenge, enjoying the work, ease of tools, empowerment, integrity, and atmosphere (Dun et al., 2012, p. 178).
<table>
<thead>
<tr>
<th>No</th>
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<th>CCC Job Quality Dimensions</th>
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<tr>
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<td>Opportunity &amp; Challenge</td>
</tr>
<tr>
<td>2</td>
<td>Advancement</td>
<td>Opportunity &amp; Challenge</td>
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<tr>
<td>3</td>
<td>Growth</td>
<td>Opportunity &amp; Challenge</td>
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<tr>
<td>4</td>
<td>Recognition</td>
<td>Superior Coaching</td>
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<td>Responsibility</td>
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<td>8</td>
<td>Company Policy</td>
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<td>Supervisory Style</td>
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<td>11</td>
<td>Security</td>
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<td>Empowerment</td>
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<td>16</td>
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<td>In part Opportunity and challenge</td>
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<td>Feedback</td>
<td>In part Coaching superior</td>
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<td>18</td>
<td>Significance</td>
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<td>31</td>
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<td>Easy tooling</td>
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<td>Information sharing</td>
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<td>Learning from employees</td>
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<td>34</td>
<td></td>
<td>Learning from customers</td>
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<tr>
<td>35</td>
<td></td>
<td>Integrity</td>
</tr>
</tbody>
</table>

Table 3: An overview Job Quality dimensions and CCC Job Quality Dimensions (Dun et al., 2012, p. 192).
Explanation

This table consists of two columns. The first column contains the dimensions of job quality which have been discussed by different researchers. The second column contains the 12 dimensions of job quality which have been specifically identified for CCC. The table also shows that some dimensions are overlapping one another in first column. These dimensions have been fully or partially replaced by Dun et al., (2012) 12 dimensions.

3.4 CCC job quality dimensions by Dun et al., (2012)

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

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

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

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

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

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

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

8. Enjoying the work
This dimension denotes that employee should enjoy their work. Their job should be diversified and should be able to answer customer query during their first call.
9. Ease of tools
Almost every CCC use automated tools. CCC should make it possible that tools should be easy to access and operate. This dimension might be limited to CCC setting, where employees are mostly dependent on automated tools to solve the problem of customers.

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

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

12. Atmosphere
This dimension discusses the atmosphere of the CCC. The CCC atmosphere should consist of good relationship among team members and supervisor.

(Dun et al., 2012, p. 179-181)

3.5 Customer Satisfaction

The main objective of CCC is to provide efficient customer services in order to retain and upsurge the customer satisfaction. A plenty of investment has been done by CCC in the field of customer relationship management (CRM) that holds and maintains the information of their customers and manage their interactions with CC employees of the organization. The stimulating task of the managers in CCC is to manage the organizational expenses by designing quality of jobs for employees, along with the enhancement of organization’s relationship with its customers (Aksin et al., 2007, p. 682). The more intensive customer oriented organizations with CCC tries to distinguish themselves from the other CCC by showing more care about their customers (providing 24 hour telephonic services), holds better place in the customers mind than the organizations providing services with limitations (Feinberg et al., 2000, p. 131; Jaiswal, 2008, p. 405).

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

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

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

The previous research on customer satisfaction provides with several variables on perception of customers about the quality of services (Kantsperger & Kunz, 2005, p.144). In CCC context, there are 13 variables frequently used by different researchers to determine the customer satisfaction (Feinberg et al., 2000, p. 133-134; Jaiswal, 2008, p. 408). These variables may also be useful for CCC managers to consider while designing job quality:

1. ASA (average speed of answer)
2. Queue time (how much time the caller has to wait in a queue to get answered by the agent/ representative employee)
3. First-call resolution (Percentage of the caller whose problem get resolved at first call and got satisfied)
4. Abandonment rate (the percentage of calls dropped by customers, before they get answered)
5. Average talk time (the time it takes to answer and satisfy the customer)
6. Adherence (the percentage of representative employees performing duties as assigned?)
7. Average work time after call (how long does it take to make notes after the call or the time it takes to completely process the call)
8. Percentage of calls blocked (the callers facing difficulties to connect a call because of busy tune and even are not able to be placed in a queue)
9. Time before abandoning (average time the caller has to wait in a queue)
10. Call per agent (Inbound calls per CC representative (CCR) eight hour shift)
11. CCCR turnover (the representative employees who left specified time)
12. Total calls (The total number of calls dialed to the CCC)
13. Service levels (The proportion of number of calls answered within the agreed upon time interval and total calls received)

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

The theory and models which have been previously developed in regard to our study are as follows:

3.6.1 The Service Profit Chain theory

The model of service profit chain is related to our research as it includes the variables of employee’s satisfaction, commitment, loyalty, service quality, customer satisfaction and loyalty in the services oriented organizations. Service profit chain (SPC) model is one of the best models found in the literature to study the sustainable competitiveness of the organizations struggling in services industries (Lau, 2000, p. 422). SPC proposes that the employee’s satisfaction and loyalty is important if organization aims to deliver high quality of services as perceived by its customers. In addition the customers who are satisfied with the organization’s services become loyal to it and finally the whole business performance is enhanced (Yee et al., 2011, p. 236). Loveman (1998) investigated the linkages within SPC model while conducting his research on regional banks. His results show that the relationships are confusing and were not explicitly validated in his study. However the research conducted by Loveman (1998) was limited to single service organization, therefore his findings cannot be generalized (Yee et al., 2011, p. 237).

As our study directs us to test the relationships between job quality, satisfaction of employees and its effect on customer satisfaction through quality of services provided by the representative employees of CCC, the SPC will help us to build and testify these connections. Hesket et al., (1994, p. 164-164) provides a depth analysis of SPC model and defines the linkages between variables used. They argue that the income and progress of the organization is basically the return of customer loyalty. Customers become loyal only when they are satisfied. The customer satisfaction is attained by providing high quality services to the customers. The image of the organization can be developed by the satisfied, committed and productive employees. The satisfaction of employees, in return, is basically driven from the high quality support services and strategies that give employees a provision of transforming the positive response to organization’s customers. In their research on SPC Hasket et al., (1997, p. 12) argues that the strong associations were found in between these variables:

- Revenue and customer loyalty
- Employee loyalty and customer loyalty
- Employee satisfaction and customer satisfaction.

In the service industries these relationships supports and highly dependent on each other. The financial measures like revenue and growth are obviously important for all organizations but in services industries the firms should focus on the dimension that are more essential to reach expected financial results. Among these dimensions, the basic one is the quality of services provided to the customers that satisfy and make them loyal. The organizations whose strategies are successfully aligned with the SPC, gets higher returns. They make their rules and policies by considering the factors of SPC and differentiate themselves from their competitors. Moreover the author relates SPC with the game of chess. As there are various strategies to make superior moves depending on the skills, the player possess, the SPC concepts are also flexible enough that could be applied in different meaningful ways, as derived from different studies (Hasket et al., 1997, p. 18). On the basis of above discussion, we will use SPC model with the assumption that if the employees are provided with high
quality of jobs, they will contribute to better service quality. Therefore the service quality will be improved and ultimately high customer satisfaction will be achieved.

Figure 3: The links in Service Profit Chain (Heskett et al., 1994, p. 166)

3.6.2 Relationships among SPC variables

1. Profit and growth are connected to the customer loyalty

In previous decades, the growing competition in services industries has pushed organization to capture more and more market share in their relative field, in order to maximize profit. The technological advancements in recent years have diverted the organizations attention from profitability to customer satisfaction as a determining factor of profit and growth (Heskett et al., 1994, p. 165). A study done by Haskett et al., (1997, p. 21) indicates that if a customer loyalty is increased by 5%, it can generate the increase of 25% to 85% in profitability.

2. Customer loyalty is connected to customer satisfaction

Customer satisfaction is considered a vital factor in service organizations as well as the tool for estimating the success factor (Heskett et al., 1994, p. 165). Surprisingly, from all of the connections in SPC model, customer loyalty and customer satisfaction contains the least dependability on each other. Considering this relationship in short term, the highly competitive organizations tend to offer cheap prices to its customers that might deviate the customer away from high quality service providers, without consideration of the level of satisfaction that a customer have with the services (Haskett et al., 1997, p. 22).

3. Customer satisfaction is connected to service value

Currently, the customers are well aware of their value and expectations from the organizational services which are enriched by the technological developments. The expectations of the customers about the services are far beyond the expenses which they do in order to get that service (Haskett et al., 1997, p. 23). Insurance companies for example try to increase the value of their customers by providing the high processing speed for their claims along with the minimal input of the customer (Haskett et al., 1994, p. 166).
4. **Service value is connected to employee productivity**

Haskett et al., (1994, 1997, p. 26) gave an example of Southwest Airlines and they argue that the 86% of the employees of the company are unionized. Their duties are assigned in a way that they are able to perform various tasks if needed. The companies procedures and practices such as open seating and the using simple, color coded, reusable boarding passes, helps employees to board much more passengers than the other competing airlines in United States. The company utilizes their aircrafts more than other companies because of the efficient reloading time i.e. two –third of its flights in just twenty minutes or lesser. This provides the company with frequent availability of aircrafts and short-haul routes that does not need the long stopovers for flight crews. Consequently, Southwest Airlines operates with approximately 40% more aircrafts and pilots than the other service providers in US. The factors in discussed in the example provides with the understanding that how the company manages to lower its fare up to 60% to 70% than the companies working in the same industry.

5. **Employee productivity is connected to loyalty**

Previously the employee turnover in any service organization was taken as a loss of the cost of hiring, developing and training. But nowadays, the firms have realized that the more effecting factor of turnover is reduced productivity and customer satisfaction. The organizations having low employee turnover rate becomes successful by enabling their employees to know more about its valued customers and treating them accordingly (Haskett et al., 1997, p. 28).

6. **Employee loyalty is connected to employee satisfaction**

The big organizations try to create the environment in which employees openly share their vales and become frank to each other as a family. In some organizations like Southwest Airlines, employees are not limited to meet each other with the office boundaries but arrange some activities or parties outside the organization. The purpose behind the creation of this kind of culture among employees is to increase their satisfaction and loyalty (Haskett et al., 1997, p. 28).

7. **Employee satisfaction is connected to internal quality**

The internal quality of working environment is the most influencing factor of employee satisfaction. The internal quality is derived by the perception of employee about his job, co-workers and fellows in the organization. The research suggests that the most valuable thing for representative employees in their job is the ability and authority to attain results for customers. The employees feel more comfortable and satisfied, if they have to deal with the customers on their own instead of frequently consulting supervisor on the behalf of customers (Haskett et al., 1997, p. 29).
3.7 Models

The model presented below shows, how the previous researchers have discussed different dimensions of job quality and their relationships with other variables. It is also notable that different researchers have studied the phenomenon of job quality from different perspectives in CCC context. That is why; the literature on job quality is mostly vivid and is not in a symmetrical way.

Figure 4: Capacity to Satisfy customer Model (Sergeant & Frenkel, 2000, p. 21)

**Explanation**

This model explains the relationships of four different dimensions of job quality and employee capacity to satisfy customer. The authors assumed that other department support, Team support, Supervisor support, and Technology effectiveness can indirectly influence the employee capacity to satisfy customer through Job satisfaction and Affective commitment. The authors have also identified that other department support and technology effectiveness has direct relationship with employee capacity to satisfy customer. Furthermore, the authors investigated the reciprocal relationship among these four dimensions of job quality (Sergeant & Frenkel, 2000).
Figure 5: The conceptual model of employee perceived service quality (Mukherjee & Malhotra, 2006, p. 452)

Explanation

Mukherjee & Malhotra (2006, p. 452) presented this model in their study. They have taken the five dimensions (Feedback, Autonomy, and Participation in decision making, Supervisory considerations, and Team support) as antecedent of Role clarity. Then, the authors studied the subsequent relationships among Role clarity and Service quality, Job satisfaction, and Affective commitment. The authors have identified several relationships among these variables. Moreover, the authors found that antecedents of role clarity have also direct influence on Job satisfaction, Affective commitment, and Service quality.
Figure 6: Conceptual Model of Employee turnover (Van der aa et al., 2012, p. 3930)

Explanation

The above have been presented by Van der aa et al., (2012, p. 3930). They have investigated the relationship between CCC job quality and employee turnover. The authors assumed that CCC job quality can indirectly influence the employee turnover through job satisfaction and effective commitment. Although, CCC job quality has also direct impact on job satisfaction and effective commitment. The authors have hypothesized five relationships among these variables. The authors constructed relationships between, CCC job quality and Job satisfaction (H1), CCC job quality and effective commitment (H2), Job satisfaction and employee turnover (H3), Job satisfaction and affective commitment (H4), Affective commitment and Employee turnover (H5).
3.8 Relationship between Job quality and Customer satisfaction

After thoroughly reviewing the previous literature on CCC and service industry, we did not find any study on direct relationship between job quality and customer satisfaction. However, we have found some variables that indicate an indirect relationship between job quality and customer satisfaction. Previous researchers have studied the relationships among these variables separately, but some of them have discussed and proposed some models to show interdependencies between these variables (Sergeant & Frenkel, 2000, p. 19).

These variables and their relationships are discussed below:

3.8.1 Hypothesis development

1. Job quality and Job satisfaction

The job quality has a direct positive effect on job satisfaction (Van der aa et al., 2012, p. 3925). Mukherjee & Malhotra (2006, p. 461) mentioned in their paper, CC employees who are clear about their roles will be satisfied with their jobs. Moreover another dimension of job quality, work fairness has positive impact on job satisfaction (Bettencourt & Brown, 1997, p. 49). Furthermore Mukherjee & Malhotra (2006, p. 460-462) discussed that autonomy is necessary in CCC because customer services cannot be fully standardized. The authors suggested that CC employees should be given some leverage to serve the customer according to circumstances. It will definitely increase the job satisfaction of the employee. The authors investigated and found that role clarity and autonomy both have direct positive effect on job satisfaction. Although, complete autonomy cannot be allowed in customer call center because of fixed policies and procedures but some authority can be given to employees to serve the customers. In the end, it will increase the employee’s job satisfaction (Mukherjee & Malhotra, 2006, p. 463).

Likewise, Sergeant & Frenkel (2000, p. 26) discovered that supervisor support, team support, and technology has direct positive relationship with job satisfaction. Bettencourt & Brown (1997, p. 54) have also discussed the key factors like job supervision, pay, job standards etc., contribute to job quality. The CC employees use technology extensively in CCC, definitely the effectiveness of technology will affect their job satisfaction. Similarly, Bettencourt & Brown (1997, p. 55) studied that one of the dimension of job quality, job supervision has very significant effect on it. However, Sergeant & Frenkel (2000, p. 26) did not found any direct relationship between department support and job satisfaction and this might be happened because of low interaction between CC employees and other departments in daily routine work. Supervisor feedback has also positive impact on job satisfaction. Specially, when a supervisor discusses a particular issue or call with CC employee and gives some useful suggestions to improve his/her skills. This can enhance employee’s job satisfaction (Sergeant & Frenkel, 2000, p. 27).

In addition, Van der aa et al., (2012, p. 3930) referred that if job experience of the CC employee’s will be positive and higher than their job expectation, job quality will be high. The high level of job quality will enhance the job satisfaction. Likewise, Kantsperger & Kunz (2005, p. 148) argued that organizations should learn from employee about their thoughts and experience of job. It will not only increase their job satisfaction but also increase their loyalty.
towards organization. Employee-oriented management styles can increase employees’ loyalty. (Kantsperger & Kunz, 2005, p.148).

Another factor of job quality, the job variety affects the working experiences of CCC employees and increases their job satisfaction. On the contrary, lack of job variety can negatively affect the CCC employees working like and can decrease the job satisfaction. The CCC employees feel more valued and respected due to job variety (Connell & Hannif, 2009, p. 371). Connell & Hannif (2009, p. 372) found that empowerment can increase the job satisfaction and work quality of CCC employees. It will make them feel more responsible and encourage them to better satisfy the customers of CCC employees.

Moreover, lack of supervisory support can negatively affect working experiences of the employees. The managers and supervisors support can boost the morale of the CCC employees and can increase the job satisfaction as well. The relationship with the co-workers can also affect the job satisfaction. Again supervisor role is critical in creating a friendly and supporting environment in CCC (Connell & Hannif, 2009, p. 374). Whitt (2006, p. 235) also studied the relationship between autonomy and job satisfaction of CCC employees. The authors argued that autonomy may increase the job satisfaction and overall performance of the CCC. The CCC which fails to fulfill the needs of its employees can decrease the satisfaction and morale of its employees (Connell & Hannif, 2009, p. 374). Connell & Hannif (2009, p. 376) discussed that CCC’s should adopt the employee-centered policies and should give empowerment to employees in order to increase their performance. The autonomy, job variety, and flexibility in working hours can increase the satisfaction of CCC employees and decrease the turnover ratio (Connell & Hannif, 2009, p. 376).

Then,

On the basis of above discussion, we hypothesized

\[ H_1. \text{CCC job quality has significant relationship with job satisfaction.} \]

2. Job satisfaction and Service quality

The previous research on CCC shows that the job satisfaction of representative employees is positively related to the service quality having a significant relationship. Malhotra & Mukherjee (2006, p. 460-461) studied the variables of job satisfaction, commitment and service quality and concluded that job satisfaction is not directly and significantly related to service quality. However there is a mediating variable, organizational commitment through which employee job satisfaction and service quality is indirectly related. Van der aa et al., (2012, p. 3936) argues that job quality of employees should be constructed in a way that will increase their job satisfaction so that the service quality will be improved and positively affect the customer satisfaction and loyalty. The purpose of our research is to investigate the extent of relationship between job satisfaction and service quality of representatives of CCC. The construction of this hypothesis is based on our assumption that if the employees are satisfied with their job quality, they will give a better performance willingly so that the services quality will be improved.

Moreover, Malhotra & Mukherjee (2004, p. 162) conducted an inter-disciplinary study between Human resource and service quality. The authors found a positive relationship between job satisfaction and service quality in CCC. The job satisfaction has significant effect on service quality. Similarly, Munhurrun et al., (2009, p. 551) indicated a significant relationship between job satisfaction and service quality in their study.
The authors suggested that managers should pay attention to the quality of service deliver to customers in order to increase the long term growth and performance of the organization. Further, the managers should focus on employee behavior and its link with service quality. If they understand, they can be able to increase the service quality of CCC. The increase in job satisfaction affects the employee working experience and in return affect the performance of the CCC employees (Whitt, 2006, p. 236).

In the end, we hypothesized,

**H2: Job satisfaction has significant relationship with service quality**

3. **Job satisfaction and Customer satisfaction**

Job satisfaction and customer satisfaction are the two variables that have shown positive relationship in many previous studies. Satisfied employees are expected to make satisfied customers. The employee satisfaction is one of the most crucial factors to study customer satisfaction and employee loyalty (Kantsperger & Kunz, 2005, p. 147; Zeithmal & Bitner, 2000, p. 287). Employee satisfaction and organizational commitment studied by Sergeant & Frenkel (2000, p. 18) proved that these two variables have a significant effect on CC employees performance and customer satisfaction. In the same way a research conducted by Malhotra & Mukherjee (2004, p. 170) investigates the behavior of CCC employees and its effect on customers. They concluded with the argument that the behavior of representative employees depends on their satisfaction. Highly satisfied employee will behave more positively towards the costumer and untimely driver their satisfaction and loyalty towards the organization. Consequently, it is necessary for the CCC managers to understand the needs and demands of their employees and consider them while designing the job (Kantsperger & Kunz, 2005, p. 147). This hypothesis will be used to test that does job satisfaction of representative employees plays any role to satisfy the customers?

Job satisfaction has become a pivotal topic in total quality management. Many researchers have studied the caused and consequences of job satisfaction and found that job satisfaction can increase the performance of organization and customer satisfaction (Matzler et Al., 2004, p. 1195). Similarly, Homburg & Stock (2004, p. 155) discussed that job satisfaction can increase the level of service and has direct effect on customer satisfaction. So, organization can increase the customer satisfaction by increasing job satisfaction.

On the basis of these arguments, we assumed,

**H3: Jobs satisfaction has significant relationship with customer satisfaction.**

4. **Service quality and Customer satisfaction**

A lot of research has been conducted in CCC industry that confirms that there is a positive relationship between service quality and customer satisfaction (Parasuraman et al., p. 23; Dun et al., 2012, p. 173). Customers are the most important part of the organizations, especially in CCC. The services are made for the customers and are consumed by the customers, so customer should be the ultimate judge of service quality (Jaiswal 2008, p. 412). The customer relationship management (CRM) in CCC emphases more on customer’s voice because CCC is meant to provide the quality services to targeted customers. It is very important for the firms to provide high quality services to their customers to achieve long term customer
retention. The high quality of services could also benefit the CCCs by declining the ‘phone-range’- the aggression of customers on telephone (Jaiswal, 2008, p. 412). Thus, the last hypothesis in our research is meant to verify the affiliation of service quality with customer satisfaction.

The organizations should efficiently analyze the different dimensions which effect the CCC employee’s satisfaction and behavioral intentions. In result, their effect on service quality. Thus CCC’s will be able to provide better service to their customers (Munhurrun et al., 2009, p.551). Munhurrun et al., (2009, p. 551) discussed the importance of service quality. The authors believed that service quality plays critical role in improving customer’s satisfaction. Finally,

**H4:** Service quality has significant relationship with customer satisfaction.

*After thoroughly reviewing the literature, we assumed,*

**H5:** There is indirect relationship between CCC job quality and customer satisfaction through job satisfaction and service quality.

![Figure 7: Job quality and customer satisfaction proposed model](image-url)
Figure 8: Outline of Theoretical Framework
Chapter 4: Empirical Findings

The purpose of this chapter is to present the data that we have collected through questionnaires. The results related to different dimensions and variables are presented separately for the clear understanding, however, not all of the questions are included. We have divided this chapter into two parts regarding to the questionnaire related to employees and customers. The chapter starts with the respondents profile information and the results from employees are presented first. The second part of the chapter contains the results taken from customer’s perspective.

As mentioned before, we have targeted employees as well as customers in order to testify the hypothesis. Therefore, we have collected the data with the help of two different questionnaires. The hypotheses are developed to test the significance relationship between four variables. In this regard the first questionnaire is aimed to investigate the perception of employees in CCC who directly deals with the customers on phone. The questions related to 12 dimensions of job quality and job satisfaction are included in this questionnaire. While the second questionnaire is designed to address the customers in order to deal with the variables of customer satisfaction and service quality.

4.1 Selection of Questions

Both questionnaires contain the sum of 84 questions. Therefore, it is hard to present the all questions which are answered by respondents. Then we included the questions which are important and represent all the 12 dimensions of job quality. Similarly, we presented the questions from customer satisfaction questionnaire which we considered are important to show. The selection of questions is solely made on our discretion. Further, the complete list of questions which are answered by respondents (Employee and Customers) is presented in appendix 3 and appendix 4. The language used for both questionnaires is English, as it is considered a secondary language in Pakistan.

4.2 Questionnaire 1

4.2.1 Profile of the Respondents
The questionnaire 1 contains the information collected from the employees. The initial questions contain the demographic information about the age group, gender, qualification and work experience. The ratio of male and female is 60% and 40% respectively. Most of the employees have done bachelors and masters. The important question we consider about the respondents’ profile is their work experience that would have an impact on the way of responding to the questions. This is because of our preconception that the employees working for more than two years in the same company have much understanding of the CCC aspects as compared to the newly hired employees. The pie chart below shows the work experience of employees.
Figure 9: Respondent’s profile

4.2.2 Job Quality

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

Proceeding towards the job quality, the further questions are based on the 12 different dimensions of job quality. Every dimension is followed by three to nine questions and some of them are going to be discussed in this section. The bar charts are developed in a following way.

Y Axis = strongly disagree, disagree, neither agree nor disagree, agree, strongly agree.
X Axis = No of individuals

1. Role ambiguity

The first dimension of job quality is role ambiguity which is followed by the question about the clarity of goals to the employees, elaborated by the company. The bar chart below shows that the majority of the employees (49) agreed about their understandability of the organizations objectives. Further 17 employees strongly agreed, while 14 neither agree nor disagreed. Only a few (5) number of employees disagreed but no one responded to strongly disagree. The second bar chart shows that it is very clear to them that what is expected from them during contact with customers and services are aligned with the company goals. It shows that the sum of employees who strongly disagree, disagree and neither agree or nor disagree are only 6. While 50 employees agreed and 28 strongly agreed, therefore presents a clear results.

Figure 10: Role ambiguity
2. Information sharing

The second dimension of job quality is about the sharing of the information and integration among the departments of the company and the support employees get from the collaboration of all the departments. There are two types of questions asked in this context. The sharing of information within the employees while they work in different teams. 60 employees agreed and strongly agreed to the question that means that the information is well exchanged within the teams. The employees responded to neither agree nor disagree are 14. Only 9 disagreed and there is no one who is strongly disagreed with the first question. While the second consideration is about the collaboration of departments in the company. Here 62 respondents have shown their agreement towards the support and sharing of information by other departments. The employees who do not agree with these questions are 8 only. The employees fall in the category of neither agree nor disagree are 14. On overall basis the results we get about information sharing are show the positive considerations.

3. Role Conflict

The role conflict is about the contradictions in the work that employees face while performing their duties. More specifically the questions are about that how employees actually perform the assigned task as compared to the standards and rules set by the organization. The aim of this dimension is to know that whether the employees agrees with the standards set by the organization and they follow that rules exactly or there are some conflicts from which they have to go through. 70 employees disagree and strongly disagree about going against the rules delivered by the organization. And in the same way 59 employees disagree about the contradictory assignments they receive form their supervisors. The employees who are not satisfied with the organizations standards are 20, the sum of both disagreed employees of both charts. In the same way the employees who selected neither agree nor disagree are 19 sum. The overall impression we get from the results shown below is that generally employees are satisfied and agreed with the work they do with aligning to the organizations rules.
4. **Superior and feedback**

Superior and feedback is a dimension of job quality designed for the assessment of employee’s perspective about the support and feedback they get from their superiors or supervisors. The questions are related to the involvement of the superiors with employees regarding to the customer services. The first bar chart shows that the 68 employees agreed and strongly agreed with the presence of supervisor whenever they face any type of uncertain condition or questions from the customers. While there might be some occasions when supervisors are not available, as shown by 9 disagreed employees. While 8 employee neither agreed nor disagreed. The second bar chart is about the feedback they receive from the superiors about the job they perform. Here 62 employees agreed about the cooperation of supervisor in regard to the improvements in their lacking areas. Disagreed are 12 and 9 answered to neither agree nor disagree. The other question about this dimension is also designed to check the confidence and satisfaction of employees about their work and superiors support.

5. **Learning from customers**

“Statistics suggest that when customers complain, business owners and managers ought to get excited about it. The complaining customer represents a huge opportunity for more business” (Ziglar, 2013).

The purpose of this dimension is to estimate about the companies’ learning from its customers. This dimension also contains the questions about the offerings of company services to its customers and consideration of the suggestions and complains given by the customers. The opinion of representative employees about the companies’ learning from its customers holds a great value. The big proportion of the employees 70 responded positively and agreed that their company is keen towards the learning from the customer signals and take steps on the basis of customer’s needs. The employees having negative or neutral opinion are 14 in sum.
6. Learning from employees

Employees are the integral part of the organization and the successful organizations wisely deploy employee’s suggestions and feedback. The dimension of learning from employees consists of three questions about opinion of employees, whether the organization consider their suggestions and use them for improvement or not. One question also consists of the feedback employees get on the suggestion they made to organization. 49 employees agreement depicts that the employee’s suggestions are considered important and being used. It is obviously not possible to get and use the suggestions from all the employees in the organization that’s why 23 employees do not agree with this question in the first bar chart. While the result from second question shows that feedback on the suggestions is given on the regular basis as 57 employees agrees and strongly agrees with it. The sum of neutral employees in both questions are 22.

7. Opportunity and challenge

The dimension of opportunity and challenge indicates that how employees view the growth opportunities in the company. Growth opportunities motivate the employees to perform their task more efficiently. This dimension also contains the questions about the feelings of employees about their job. 52 employees agreed with question about growth opportunities in CCC. This means that there are sufficient growth opportunities and incentives for employees. However 26 does not agree about the growth opportunities but overall the percentage of agreed employees is considered good enough. Only 5 employees neither agreed nor disagreed. As discussed in the literature that the jobs in CCC are highly stressful because of the heavy load of calls, therefore the job is challenging. That is the reason the second bar chart presents
72 of the employees finds their job challenging. The reasons of this result are discussed in the literature in detail. The employees who are neutral and disagreed with this question are mostly among those who have work experience of more than two years and are 13 in total. The reason could simply be that, the experienced employee’s gets familiar with the system and environment they work in. While it is possibly difficult for newly hired employees to cope with the criticism of the customers, while working in a highly monitored environment.

Figure 16: Opportunity and challenge

8. Enjoying the work

There is little difference between the previously discussed dimension and enjoying the work. Previously we have discussed about the challenges employees feel in their job, while in this dimension the focus is on the perception of interest of employees in their work. The aim is to collect the information whether the employees willingly perform their duties with interest or they do it because of the obligations and strictness of the system. As discussed previously the effect of stress and burden of calls on employees, the first bar chart shows that the large number 55 of employees disagreed about the fun they feel while performing the duties. While employees who agreed are 16 and 13 remains neutral. The second bar chart presents the sharing of information among employees aside from their duties. The result shows that 70 employees agreed that they share the information, about dealing with customers even it is not the part of their assigned duties. Here only a small number of employees disagreed and 14 neither agreed nor disagreed. If we compare both of the following charts, they seem contradictory. However the overall impression we concluded from this dimension is that during the working hours they do not get enough time to enjoy or find some fun. But aside the working hours employees share the information and among themselves about their work.
Figure 17: Enjoying the work

9. Easy tooling

Tools refer to the instruments and devices provided to the employees for calling and registering the complaints of the customers. The questions are about the convenience, the employees feel while calling to the customers without interruption and disturbance. The question about the tools to answer the customer’s complaints shows the satisfactory results as 66 employees are agreed to the first question shown below. The second chart is about the convenience employees feel while contacting and calling the customers. It is very important part of the CCCs that the distance between the employees must be well enough to ensure that there is no interruption of voices. The results indicate that these contact centers are well designed as 60 employees agreed with the provided distance among employees.

Figure 18: Easy tooling

10. Empowerment

“Employees who believe that management is concerned about them as a whole person - not just an employee - are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability” (Mulcahy, 2013).

Empowerment is related to the authority and confidence that employees feel is given to them by the company. The aim is to identify that the company supports and give its employees a free hand to make decisions by themselves or they have to follow the rules exactly in every type of conditions. It also depends on the level of trust of supervisors on their employees. If the supervisors trust their employees, they give them more authorities to make assessments and take initiatives on their own. The first chart with 62 agreed employees and the second chart with 68 agreement shows that generally the employees are given a chance to initiate and company trust them to make the right assessments. The remaining 13 and 8 employee’s disagreement shows that there are some rules that are meant to be followed strictly. The employees who neither agreed nor disagreed are 10 and 11 respectively.
11. Integrity

The dimension of integrity contains the questions about intension and regulations of the company towards its customers and employees. It shows that how much value is given to the customers and the satisfaction level of employees. It was a preconception that the company must be highly customer oriented because it is the integral part of such kind of businesses. The employees who agree and strongly agreed with the first question are 67 as expected. Only 9 have marked the option of disagree and 8 were neither agree nor disagree, but no one has shown a strong disagreement about this question as shown by the first bar chart below. The second bar chart shows the agreement of 63 employees which means that employees are quite satisfied with the regulations and intension of company towards themselves. Although 15 employees disagreed and 8 neither agreed nor disagreed with the second question but it is a small proportion to be considered.

12. Atmosphere

“Businesses often forget about the culture, and ultimately, they suffer for it because you can’t deliver good service from unhappy employees” (Tony Hsieh, 2013).

The last dimension of job quality is about the atmosphere provided to the employees in organization. The good work environment or climate is comprised of different things that make employees comfortable while working and also provided them the ease of conversation to the customers and with their colleagues. The results show that 65 employees feel that the climate provided by their organization is comfortable for them while 9 do not agree. The employees who neither agree nor disagree are also 9.
4.2.3 Job Satisfaction

“Managers must understand the key to maintain their personnel are job satisfaction and expectations. If these are not met, they will eventually face turnover. Do not focus on external factors because you will soon be blind by the internal which are essentially destroying the team” (Sotelo, 2013).

The next section of first questionnaire contains the questions about the variable of job satisfaction. Five questions are designed to get the responses from employees on the basis of agreed and not agreed likert scale. Our intensions of estimating job satisfaction are through the questions about the burden of work, performance appraisal methods, promotional aspect and overall satisfaction of employees. There are various techniques adopted by the organizations for performance measurement of employees. Instead of going into the detail of methods we have asked general question as shown in the chart. 65 employees agreed with the performance measurement aspects and 10 disagree. While 9 employees neither agree nor disagree with this aspect. This question is also related to the promotional aspects. As per our preconceptions the performance appraisal system and promotional aspects are interrelated therefore the bar char indicates that the majority of employees are satisfied.

Another question shown below is about the overall satisfaction of employees with the organization. The result we got from this question are 69 agreement and 9 disagreement. The employees neither agree nor disagree are only 7. This indicates that generally there are not big issues concerning employee’s complaints and dissatisfaction towards organization; however there might be some minor things with little consideration.
4.3 Questionnaire 2

4.3.1 Profile of Respondents

The questionnaire 2 deals with the variables of service quality and customer satisfaction that include the customers of three companies. It is comprised of total 15 questions that also include demographic questions.

The first question that we made obligatory to fill in is about selection of company. The reason behind this is conformity of the service the customer use, so we are able to identify the percentage of respondents from a particular service provider. Another reason of this obligatory question in the beginning is that if any respondent have not used any of the following companies, he/she do not need to proceed with the questionnaire. U-Fone is the biggest service provider with the ration of 59 % respondents. The response from the other two companies Telenor 16 % and PTCL 22 % shows the low proportion in chart. The questionnaire was send to the general public customers therefore depicts that U-Fone hold a large share of market.

![Figure 23: Service users](image)

The next three questions are related specifically to the respondent’s profile. These questions are about age, gender and education level. The questionnaires are mostly filled by the youngsters within the age group of 18-30 with the response rate of 92 %. While 8 % are the customers with the age of more than 30 years. We consider it a favorable ratio because young people seems to be more keen towards the services and use more frequently the packages provided by the companies. The percentage of male and female is 62 % and 38 % respectively.

The education level of customers is shown in the pie chart below. The education level of customers is considered important because we believe that educated people are more aware about the services and therefore have more critical thoughts. The customers with masters and bachelors level are 76, while only 10 have selected Intermediate and other. It shows that the big proportions of the respondents are highly educated. The option of ‘other’ does not means uneducated customers. It may include the people with the education of high school that is lower to intermediate or the people holding some kind of specific diplomas.
4.1 have done

Figure 24: Qualification of customers

Another question we specially designed for the customers of call center is about the frequency of calls customers do or get from CCC. The interaction of customers and CC representatives is recorded in the terms of number of time in a month. 74 customers falls in a category of 1 to 3 times in a month that is considered a usual situation. The customers with the interaction rate of 4 to 8 times are 7 and this rate includes the customers who sometimes faces problem with the services hence need to contact the service providers more than usual. Lastly the 4 customers are included in the category of aggressive customers who interact with service providers more than 8 times in a month. This happens in very unusual situations when customers have some serious problems with the services.

5. I usually interact with call center representative

Figure 25: Interaction rate

4.3.2 Service Quality

Our approach for the evaluation of service quality is concerned with the customers instead of employees. The questions related to the service quality and customer satisfaction are constructed by considering the 13 variables discussed in the literature review chapter in the section of customer satisfaction. The questions from 6 to 13 in the questionnaire represents the dimension of service quality, however we have presented the main questions in this section which we think are important to discuss. Further, the full list of questions and responses is provided in the appendix.

The responses from the question related to first call resolution are detailed below with the help of bar chart. This question is related to the previously discussed question (5) in a way that if the problems are resolved in a first call, then most probably the customer interaction with CC representative 1 to 3 times in a month. The result shows that 52 customers agreed and strongly agreed with question of their problems get solved or questions are answered in one call. While 16 customers have not shown their agreement therefore depicts that there are some customers who have to call more than once or many times in order to attain their
required results from service providers. There are also a small number of customers who neither agree nor disagree i.e. 11.

![Figure 26: Problem resolution](image)

The variable of service quality also contains the questions about behavior of CC representatives. It includes their friendliness, the time they give to individual customer and the authority they have to solve the problems. The bar chart shows below that, if the customers believe that CC representative are authorized to solve their problems without delay, they are more satisfied and it represents a high service quality. 45 customers agreed and strongly agreed with the question related to the authority of representatives. While a small proportion 11 customers disagreed and 28 neither agreed nor disagreed with the question. The overall impression of the service quality form this question could be considered as appropriate.

![Figure 27: Authority of employees](image)

### 4.3.3 Customer Satisfaction

The last part of second questionnaire contains the questions about customer satisfaction. The questions of service quality and customer satisfaction are highly interrelated. Customer satisfaction questions are simply designed on the basis of overall experience of customers they have from the CC representative employees.

The bar chart below represents that 61 customers have positive experience with the provided services from CCC. It is obviously in our consideration that the ‘overall’ factor may ignore some or few of the negative experiences as 3 customers disagreed and no one strongly
disagreed. The neutral customers are 21. In fact, we are interested to in the general experiences of customers instead of going deeper.

Figure 28: Overall customer experience

The last question of the second questionnaire is about the overall satisfaction of customers from service providers. The question discussed before and this one seems similar. The consideration behind this question is to calculate the level of satisfaction of customers. The responses shows that 64 of the customers are satisfied and very satisfied as they selected the option of agree and strongly agree. While 9 customers are not satisfied with the experience of interaction with CC representatives and the number of neither agreed nor disagreed customers are 12.

Figure 29: Overall customer satisfaction
Chapter 5: Analysis

This chapter covers the analysis of the results taken of the responses. A detailed analysis is performed with the explanation of relationships among the variables. The results are also presented with the help of graphs and tables for clarity. The chapter starts with the information about selected companies and proceeded by detailed demographic explanation. Afterward the outcomes of relationships between variables are presented with the help of SPSS analysis. The last part of the chapter contains the discussion about the results.

Result

5.1 Demographic Information

<table>
<thead>
<tr>
<th></th>
<th>Ufone</th>
<th>Telenor</th>
<th>PTCL</th>
</tr>
</thead>
<tbody>
<tr>
<td>No, of Customers</td>
<td>22 million</td>
<td>35 million</td>
<td>48 million</td>
</tr>
<tr>
<td>No, of Employees</td>
<td>210</td>
<td>180</td>
<td>195</td>
</tr>
<tr>
<td>No, of Calls per Year</td>
<td>9532500</td>
<td>9855000</td>
<td>11347000</td>
</tr>
</tbody>
</table>

Table 4: Information about Sample Companies

Description:

This table contains the information about the sample companies. The information about companies’ number of customers, number of employees and number of calls per year has been given in this table. The figures of this table shows that these are large and well established companies that are capable of being investigated as research sample.
Description:

This table illustrates the percentage of customers of three companies who respond to customer satisfaction questionnaire. Accordingly, there are approximately 61% Ufone customers, 22.6% Ptc1 customers, and 16.7% Telenor customers. Apparently, Ufone customers are dominantly among the respondents of customer satisfaction questionnaire.

Figure 30: Service users chart

Description:

This diagram shows the percentage of customers of three companies who respond to customer satisfaction questionnaire.

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>15-22</td>
<td>38</td>
<td>45,2</td>
<td>45,2</td>
</tr>
<tr>
<td>23-30</td>
<td>40</td>
<td>47,6</td>
<td>92,9</td>
</tr>
<tr>
<td>Above 30</td>
<td>6</td>
<td>7,1</td>
<td>100,0</td>
</tr>
<tr>
<td>Total</td>
<td>84</td>
<td>100,0</td>
<td>100,0</td>
</tr>
</tbody>
</table>

Table 6: Age (Customers)

Description:

The table entails the age group of customers. The customers are divided into three age groups. Mostly customers who respond to customer satisfaction questionnaire are belonging to age group of 23-30. The age group above 30 contains minimum customers. This table indicates that the customers who respond to customer satisfaction questionnaire are young.
Description:

Similarly, this diagram illustrates the age group of customers and one can clearly see that customers who respond to customers satisfaction questionnaire are young and in between the age of 15-30 years.

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
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</thead>
<tbody>
<tr>
<td>15-22</td>
<td>52</td>
<td>61,9</td>
<td>61,9</td>
<td>61,9</td>
</tr>
<tr>
<td>20-30</td>
<td>32</td>
<td>38,1</td>
<td>38,1</td>
<td>100,0</td>
</tr>
<tr>
<td>Above 30</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>100,0</td>
</tr>
<tr>
<td>Total</td>
<td>84</td>
<td>100,0</td>
<td>100,0</td>
<td></td>
</tr>
</tbody>
</table>

Table 7: Gender (Customers)

Description:

This table denotes the gender of the customers of three companies who respond to customer’s satisfaction questionnaire. The table shows that approximately 62% respondents are male and 38% are female. Obviously, the male are dominant in responding to the customer satisfaction questionnaire.
Description:

This diagram indicates the gender of respondents who respond to customer satisfaction questionnaire. The percentage of male respondents is high than female respondents.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intermediate</td>
<td>5</td>
<td>6,0</td>
<td>6,0</td>
<td>6,0</td>
</tr>
<tr>
<td>Bachelor</td>
<td>24</td>
<td>28,6</td>
<td>28,6</td>
<td>34,5</td>
</tr>
<tr>
<td>Masters</td>
<td>51</td>
<td>60,7</td>
<td>60,7</td>
<td>95,2</td>
</tr>
<tr>
<td>other</td>
<td>4</td>
<td>4,8</td>
<td>4,8</td>
<td>100,0</td>
</tr>
<tr>
<td>Total</td>
<td>84</td>
<td>100,0</td>
<td>100,0</td>
<td></td>
</tr>
</tbody>
</table>

Table 8: Education (Customers)

Description:

This table signifies the education of the respondents of customer satisfaction questionnaire. Surprisingly, the large numbers of respondents are highly educated. There are 51% respondents who hold a master degree and 24% respondents attained a bachelor degree. The majority of the respondents of customer’s satisfaction questionnaire are well educated and we believe that they can easily understand the language, text, key terms, phenomena of service quality, and customer satisfaction.
Likewise, the diagram displays the education level of respondents of customer satisfaction questionnaire. It is prominent that a large numbers of respondents hold a master or bachelor degree.

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intermediate</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bachelor</td>
<td>18-22</td>
<td>6</td>
<td>7,1</td>
<td>7,1</td>
</tr>
<tr>
<td>Masters</td>
<td>23-30</td>
<td>63</td>
<td>75,0</td>
<td>75,0</td>
</tr>
<tr>
<td></td>
<td>Above 30</td>
<td>15</td>
<td>17,9</td>
<td>17,9</td>
</tr>
<tr>
<td>Total</td>
<td>84</td>
<td>100,0</td>
<td>100,0</td>
<td>100,0</td>
</tr>
</tbody>
</table>

Table 9: Education (Customers)

The table describes the age of CCC employees. The 75% of the employees belong to age group 23-30 years. The table shows that a large numbers of respondents are quite young.

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-22</td>
<td></td>
<td>6</td>
<td>7,1</td>
<td>7,1</td>
</tr>
<tr>
<td>23-30</td>
<td>63</td>
<td>75,0</td>
<td>75,0</td>
<td>82,1</td>
</tr>
<tr>
<td>Above 30</td>
<td>15</td>
<td>17,9</td>
<td>17,9</td>
<td>100,0</td>
</tr>
<tr>
<td>Total</td>
<td>84</td>
<td>100,0</td>
<td>100,0</td>
<td></td>
</tr>
</tbody>
</table>

Table 9: Age (CCC Employees)
Figure 34: Age group of CSR

**Description:**
Just like table, this diagram show three age group of CCC employees and age group 23-30 is dominant group as compared to other groups.

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-22</td>
<td>1</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>23-30</td>
<td>60</td>
<td>71.4%</td>
<td>71.4%</td>
<td>71.4%</td>
</tr>
<tr>
<td>Above 30</td>
<td>8</td>
<td>9.5%</td>
<td>9.5%</td>
<td>81%</td>
</tr>
<tr>
<td>Total</td>
<td>84</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 10: Gender (CCC Employees)

**Description:**
This table defines the gender of CCC employees. It is indicated that male and female both respond to the job quality questionnaire. There are 52% male and 47% female who responded to the questionnaire.
Figure 35: Gender division of CSR

**Description:**
Likewise, this diagram shows the gender of CCC employees who responded to the job quality questionnaire. Male and female both respond almost equally to job quality questionnaire.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intermediate</td>
<td>6</td>
<td>7,1</td>
<td>7,1</td>
<td>7,1</td>
</tr>
<tr>
<td>Bachelor</td>
<td>39</td>
<td>46,4</td>
<td>46,4</td>
<td>53,6</td>
</tr>
<tr>
<td>Masters</td>
<td>36</td>
<td>42,9</td>
<td>42,9</td>
<td>96,4</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
<td>3,6</td>
<td>3,6</td>
<td>100,0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>84</strong></td>
<td><strong>100,0</strong></td>
<td><strong>100,0</strong></td>
<td></td>
</tr>
</tbody>
</table>

Table 11: Education (CCC employees)

**Description:**
This table indicates the education level of CCC employees. Likewise respondents of customer satisfaction questionnaire, it is recorded that a large number of respondents of job quality questionnaire hold a bachelor or master degree. So, we believe that they can understand the phenomena of job quality, job satisfaction, and contents of the questionnaire.
Figure 36: Education of CSR

Description:
The diagram signifies the education of CCC employees. As we can see that the percentage of bachelor and master degree holder are higher than intermediate and other groups.

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than one year</td>
<td>17</td>
<td>20,2</td>
<td>20,2</td>
</tr>
<tr>
<td>1-2 years</td>
<td>67</td>
<td>79,8</td>
<td>79,8</td>
</tr>
<tr>
<td>Total</td>
<td>84</td>
<td>100,0</td>
<td>100,0</td>
</tr>
</tbody>
</table>

Table 12: Work Experience

Description:
This table shows the work experience of the CCC employees who respond to job quality questionnaire. It is obvious that a large number of respondents having experience of more than one year. This percentage is almost 80%. So, we believe that CCC employees are well experienced and understand the routine task of their job. Further, they can better able to understand and answers our questions.
5.2 Reliability Test

<table>
<thead>
<tr>
<th>No, of Items</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Quality</td>
<td>57</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>5</td>
</tr>
<tr>
<td>Service Quality</td>
<td>8</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>2</td>
</tr>
</tbody>
</table>

Table 13: Reliability Test

Description:
To check the internal consistency of data, we have conducted the reliability test. For this purpose, we selected Cronbach’s alpha test. Cronbach’s alpha coefficient varies from 0 to 1 with 1 represents high internal reliability and 0 represents no internal reliability (Bryman & Bell, 2003, p. 77). Furthermore, if Cronbach’s alpha coefficient is greater than 0.9, it suggests an outstanding internal reliability, > 0.8 is considered Good, > 0.7 is considered satisfactory, > 0.6 is questionable, > 0.5 is poor, and < 0.5 is unacceptable (George & Mallery, 2003, p. 231). The table shows all four variables of our research. The job quality has 57 items and its Cronbach’s alpha value is .836 which is quite good. The second variable has 5 items and has a value of .791. It is also statistically acceptable. Further, the third variable is service quality and has 8 items. It has .566 Cronbach’s alpha value which is poor but acceptable for further test. Finally, the last variable is customer satisfaction. The variable has 2 items and has high value of Cronbach’s alpha 1. It denotes that data of customer satisfaction is highly reliable and excellent for further test. Hereafter, the reliability of the data encouraged us to use it for relationships tests.
5.3 Hypothesis Results

5.3.1 Hypothesis 1

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Df</th>
<th>Asymp. Sig. (2-sided)</th>
<th>Exact sig. (2-sided)</th>
<th>Exact sig. (1-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>11.726</td>
<td>1</td>
<td>.001</td>
<td>.011</td>
<td>.011</td>
</tr>
</tbody>
</table>

Table 14: Job quality and job satisfaction

Description:
To investigate the relationship between job quality and job satisfaction, we have chosen the Pearson Chi-Square test. This table shows that relationship between job quality and Job satisfaction is .001 which is lower than the standard significant value .005. Hence, we can say that there is significant relationship between two variables. So, we neglect the null hypothesis, there is no significant relationship between Job quality and Job satisfaction and accepted the alternative hypothesis, there is positive relationship between Job quality and Job satisfaction.

Null hypothesis:
H0. There is no significant relationship between Job quality and Job satisfaction. Rejected

Alternative Hypothesis:
H1. There is a significant relationship between Job quality and Job satisfaction. Accepted

5.3.2 Hypothesis 2

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Df</th>
<th>Asymp. Sig. (2-sided)</th>
<th>Exact sig. (2-sided)</th>
<th>Exact sig. (1-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>8.654</td>
<td>1</td>
<td>.003</td>
<td>.039</td>
<td>.039</td>
</tr>
</tbody>
</table>

Table 15: Job satisfaction and service quality
Description:
This table refers to the relationship between Job satisfaction and Service quality. Its shows that relationship value is .003 which is lower than the standard value .005. So, we can say that there is significant relationship between Job satisfaction and Service quality. Further, we shall reject the null hypothesis and accept the alternative hypothesis.

Null hypothesis:
H0. There is no significant relationship between Job satisfaction and Service quality. *Rejected*

Alternative Hypothesis:
H1. There is a significant relationship between Job satisfaction and Service quality. *Accepted*

5.3.3 Hypothesis 3

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Df</th>
<th>Asymp. Sig. (2-sided)</th>
<th>Exact sig. (2-sided)</th>
<th>Exact sig. (1-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>15.720</td>
<td>1</td>
<td>.000</td>
<td>.005</td>
<td>.005</td>
</tr>
</tbody>
</table>

Table 16: Job satisfaction and customer satisfaction

Description:
This table provides information about relationship between Job satisfaction and Customer satisfaction. The two tailed significant value is .000 which is quiet lower than standard significant value .005. Hence, it is approved that there is strong significant relationship between Job satisfaction and Customer satisfaction. In the end, we shall accept the alternative hypothesis and shall reject the null hypothesis.

Null hypothesis:
H0. There is no significant relationship between Job satisfaction and Customer satisfaction. *Rejected*

Alternative Hypothesis:
H1. There is a significant relationship between Job satisfaction and Customer satisfaction. *Accepted*
5.3.4 Hypothesis 4

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Df</th>
<th>Asymp. Sig. (2-sided)</th>
<th>Exact sig. (2-sided)</th>
<th>Exact sig. (1-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>12.285</td>
<td>1</td>
<td>.000</td>
<td>.010</td>
<td>.010</td>
</tr>
</tbody>
</table>

Table 17: Service quality and customer satisfaction

Description:
The last hypothesis refers to the relationship between Service quality and Customer satisfaction. The two tailed significant value is .000 which is lower than the standard value .005. From this result, we can say that there is strong significant relationship between Service quality and Customer satisfaction. Subsequently, we shall reject the null hypothesis and accept the alternative hypothesis.

Null hypothesis:

H0. There is no significant relationship between Service quality and Customer satisfaction. Rejected

Alternative Hypothesis:

H1. There is a significant relationship between Service quality and Customer satisfaction. Accepted
5.3.5 Hypothesis 5
After testing the all four hypothesis above, we found a significant relationship among Job quality and Job satisfaction, Job satisfaction and Service quality, Job satisfaction and Customer satisfaction, Service quality and Customer satisfaction. We rejected all null hypothesis and accepted alternative hypothesis. On the basis of above result, we approved that there is indirect relationship between Job quality and Customer satisfaction through Job satisfaction and Service quality. Therefore, we rejected null hypothesis and accepted the alternative hypothesis.

Null hypothesis:

H0. There is no indirect relationship between Job quality and Customer satisfaction through Job satisfaction and Service quality. Rejected

Alternative hypothesis:

H1. There is an indirect relationship between Job quality and Customer satisfaction through Job satisfaction and Service quality. Accepted

5.4 Correlations
Although, the results of relationship between variables have been presented before by deploying Pearson Chi-square. Further, we are also interested to cross check the results with the help of correlation. The basic aim of our study is to investigate the probability of relationship between variables, but not the degree of correlation. In other words, we are interested to investigate the linkage between variables, instead of measuring the extent of their relationship. Therefore, the purpose of using correlation is to verify the results we got from Pearson Chi-square. It also increases the validity of our research, as the results from both tests are almost the same.

<table>
<thead>
<tr>
<th></th>
<th>JQN</th>
<th>JSN</th>
<th>CSN</th>
<th>SQN</th>
</tr>
</thead>
<tbody>
<tr>
<td>JQN</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>84</td>
<td>84</td>
<td>84</td>
<td>84</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.374**</td>
<td>.006</td>
<td>.000</td>
<td>.356</td>
</tr>
<tr>
<td>JSN</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>84</td>
<td>84</td>
<td>84</td>
<td>84</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.433**</td>
<td>.321**</td>
<td>.003</td>
<td>.382**</td>
</tr>
<tr>
<td>CSN</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.957</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>84</td>
<td>84</td>
<td>84</td>
<td>84</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>-.102</td>
<td>.321**</td>
<td>.382**</td>
<td>1</td>
</tr>
<tr>
<td>SQN</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.356</td>
<td>.003</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>84</td>
<td>84</td>
<td>84</td>
<td>84</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
Table 18: Correlations
Description:
The table 18 indicates the correlation among all the variables. From this table, we can infer that there is a strong significant relationship between Job quality and Job satisfaction (sig =.000), Job satisfaction and customer satisfaction (sig =.000), job satisfaction and service quality (sig 0.003), and service quality and customer satisfaction (sig =.000). Furthermore, the relation between Job quality and Service quality is insignificant. We conducted the correlation test to find out, is there similarity between the results of both tests. In result, we concluded that both test results are similar.

So we concluded,

H1. There is significant relationship between Job quality and Job satisfaction. **Accepted**

H2. There is significant relationship between Job satisfaction and Service quality. **Accepted**

H3. There is significant relationship between Job satisfaction and Customer satisfaction. **Accepted**

H4. There is significant relationship between Service quality and Customer satisfaction. **Accepted**

H5. There is an indirect relationship between Job quality and Customer satisfaction through Job satisfaction and Service quality. **Accepted**

5.5 Discussion

1. Job quality and Job satisfaction

One of the core elements of this study is CCC job quality. As we discussed earlier in literature framework, the difference between job quality and CCC job quality. The CCC job quality is comprised of 12 dimensions which were discovered by Van dun et al., (2012) and these dimensions makes CCC job quality different from Job quality in other industry. While reviewing the literature, we came to know that we have to test relationships of CCC job quality with other variables (Job satisfaction and Service quality) in order to find out the answer of our research question, “is there any relationship between CCC job quality and Customer satisfaction.”

Further, in order to find indirect relation between CCC job quality and customer satisfaction. We tested the relationship between CCC job quality and job satisfaction. On the basis of the result, we inferred, “There is a significant relationship between CCC job quality and Job satisfaction.” The result confirms the hypothesis which was developed after discussing the relationship between these two variables (CCC job quality and Job satisfaction) thoroughly in literature framework. Similarly, the outcome is conformed to the study of Van der aa et al., 2012, p. 3925) who found the direct positive link between these two variables. Previously, the relationship between different dimensions of CCC job quality and Job satisfaction has been discovered (Mukherjee & Malhotra, 2006, p. 461; Bettencourt & Brown, 1997, p. 49). Moreover, Sergeant & Frenkel (2000) discussed the relationship between CCC job quality and Job satisfaction. The author found the positive relationship between these two variables.

Likewise, many researchers have conducted the study on the relationship between Job quality in CCC and Job satisfaction. All have confirmed a direct significant relationship between two
these factors (Kantsperger & Kunz, 2005; Connell & Hannif, 2009; Whitt, 2006). Moreover, our findings also tested and confirmed the “Supply Profit Chain Theory” which has been presented in Literature Framework chapter. According to theory, inter quality (Job quality) has strong effect on job satisfaction. The employees feel comfortable and satisfy when internal quality is increased (Haskett et al. 1997, p. 29).

Finally, we concluded that CCC job quality has direct positive influence on job satisfaction. A strong positive relationship between these two variables has been proved through previous research and our empirical findings.

2. Job satisfaction and Service quality

The resulting relationship of job satisfaction and service quality in our research is positive, however not highly significant. The research conducted by Malhotra & Mukherjee (2006) about the role clarity of CCC employees and service quality presents the results similar to our research. The employees who are directly in contact with the customers play a key role in creating the view of service quality of the organization in the customers mind. The CC employees who have a clear understanding of what is expected from them, how much authority they have and know their responsibilities will have a high level of job satisfaction and organization commitment (Malhotra & Mukherjee, 2006, p. 460) and they ultimately provide better service to customers. We have also considered these factors of job satisfaction while designing our first questionnaire. The questions related to job satisfaction of employees are included in the first questionnaire. The variable of service quality is included in the customer satisfaction questionnaire.

Another research by Malhotra & Mukherjee (2004) presents the parallel results. They tested the relationship of organizational commitment and job satisfaction with service quality in CCC. Their results represent that both variables have a significant impact on service quality, however effective commitment is strongly related to the service quality in comparison with job satisfaction. The service profit chain model presented in the theory also creates indirect link between employee satisfaction and external service value or service quality. The linkage between these two variables is created through employee retention and employee productivity in SPC model (Heskett et al. 1994). It verifies our results that job satisfaction and service quality are connected with each other but the relationship is not highly significant.

Some researchers also have contradictory views about this relationship. The research conducted by Parasuraman et al., (1988) represents that the job satisfaction of employees is an antecedent of service quality. Later on this view was changed by the study of Cronin and Taylor (1992) as their results suggested that service quality in reality is an antecedent of employee satisfaction. Afterwards this relationship was confirmed by many researchers including the study of Dun et al., (2012). Our study is aimed to test the relationship between these variables. Therefore, we are not much concerned with these contradictions. The empirical and analysis chapter presents the results as less significant, but a definite relationship between job satisfaction and service quality.
3. Job satisfaction and Customer satisfaction

The attempt to testify the variables of job satisfaction and customer satisfaction resulted in highly significant relationship in our study. One of the vital drivers of customer satisfaction is satisfaction of employees (Homburg & Stock, 2004, p. 144). The satisfied employees positively affect the customer’s satisfaction (Homburg & Stock, 2004, p. 155) in couple of ways. The direct effect is through the process of emotional contagion and the indirect effect is through the way of dealing (interaction) of representative employees to their customers. The interaction between employees and customers are obviously high in CCC industry as compared to the other service industries. Our research contributes to the previous literature because of the inclusion of interaction factor in the investigation of customer’s satisfaction. The high interaction rate between the customers and organizational representatives results in a strong relationship among job satisfaction and customer satisfaction.

Mukherjee & Malhotra (2004, p. 170) concluded that the employees who are emotionally attached towards their organization perform well, as they understand and contribute to achieve the organizational goals. The loyal and satisfied employees willingly perform better and their behavior results in a positive customer satisfaction. The indirect linkage between the job satisfaction of employees and customer satisfaction is also presented and elaborated in profit service chain model (SPC) presented in the literature review. SPC connects the customer satisfaction through the external service value presented by the organization. External service value is comprised of Employee retention and employee productivity that are the outcome of employee satisfaction.

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

4. Service quality and Customer satisfaction

The connection between service quality and customer satisfaction has been investigated by many researchers. In our research these two variables are the part of second questionnaire that shows the highly significant relationship. Cronin and Taylor (1992, p. 55) investigated the relationships between service quality, customer satisfaction and purchase decisions. Aligning to our research results, they found that customer satisfaction is and antecedent of service quality. A recent study done by Dun et al., (2012, p. 173) also proved a positive linkage between service quality and customer satisfaction.

Our scale to measure the service quality and customer satisfaction was based on 13 variables that have been invested by researchers (Feinberg et al., 2000; Jaiswal, 2008) presented in literature review. Although we have not deployed all 13 variables but considered some of them while designing our second questionnaire. The interaction rate is considered important while determining the relationship between service quality and customer satisfaction (Homburg & Stock, 2004, p. 155). Our results depicts that the customers having a good experience of interaction are more satisfied with the service quality. The positive behavior of representative employees is a determinant of high service quality. As we have presented the results of the second questionnaire in empirical findings.
Going back to the literature, the high quality of services makes customer feel free to call the CC representatives that also increases their confidence. A good example of high service quality is the results of a question about service quality which was asked from customers. According to answer, more than 90% customers agreed that the CC representative always remains calm and friendly even if they (customers) get angry. We believe that this is also one of the reasons of employee’s stress. Because they are strictly instructed to follow the guidelines while talking to the customers. On the other hand the company highly monitors their employees and their conversations because they do not want to compromise on their service quality. The companies we have selected are highly customer oriented and results present that they deliver a high quality of services also.

Our results are also similar with the definitions of service quality presented in SERVQUAL model developed by (Parasuraman et al., 1988), presented in literature. The SPC established a direct link between customer satisfaction and service value. Haskett et al., (1997, p. 23) the developers of SPC argues that services quality is perceived and expected very high by the customers. It is hard to compare what customers pay and what kind of services they expect. The expectations of customers are much more than they pay for the services.

5. CCC Job quality and Customer satisfaction

As we mentioned earlier, our research purpose is to find a relationship between job quality and customer satisfaction. After rigorously reviewing the literature, we did not find the sufficient evidence on the direct relationship of both these variables. Although, we found an indirect relationship between CCC job quality and customer satisfaction through two other variables (Job satisfaction and Service quality). On the basis of literature, we hypothesized the relationships among these variables. In order to find out the answer of our research question, we tested these variables and found significant relationship among these variables. As we discussed above, we found the significant relationships among all variables. Therefore we can say that there is an indirect relationship between CCC job quality and customer satisfaction through job satisfaction and service quality. The measurement of strengths or weaknesses of these relationships could be the concern of future research. The final model we presented below provides and confirms the relationship between job quality and customer satisfaction on the basis of analysis, therefore fulfills the requirements of our basic research question.
5.6 Final Model

Figure 38: Final generated model
Chapter 6: Conclusion

The last chapter is aimed to present the results of research question and hypothesis. It provided the results aligning to the research objectives. It starts with the concluding remarks and also contains the research contributions, future suggestions and limitations of the study.

6.1 Concluding Remarks

The purpose of this study was to investigate the relationship between job quality and customer satisfaction. The research question was, “Is there any relationship between CCC job quality and customer satisfaction?” To find out the answer of this question, we rigorously went through the previous literature. On the basis of empirical study result and earlier discussion, our results show a significant relationship among all variables.

Further, all the hypothesis have been tested. The first hypothesis, “There is a significant relationship between job quality and job satisfaction.” We found a significant relationship between these two variables. Similarly, Van der aa et al., (2012) has also found direct significant relationship between job quality and job satisfaction. Likewise, other researchers have confirmed this relationship (Mukherjee & Malhotra, 2006; Sergeant & Frenkel 2000). Moreover, second hypothesis was, “There is a significant relationship between Job satisfaction and Service quality.” As per discussion in literature and analysis, we concluded that there is a significant relationship between Job satisfaction and Service quality. Besides, some other researchers also agree with our findings (Munhurrun et al., 2009; Whitt, 2006,).

Furthermore, the third hypothesis was developed, “There is a significant relationship between job satisfaction and customer satisfaction.” The relationship between these two variables has been tested and found significant. Interestingly, the relationship between two variables was proven to be highly significant. The job satisfaction is critical element for customer satisfaction (Kantsperger & Kunz, 2005, p. 147; Zeithamal & Bittner, 2000, p. 287). Additionally, we tested our fourth hypothesis, “There is a significant relationship between service quality and customer satisfaction.” Likewise, we found a highly significant relationship between two above mentioned variables. This result is according to the previous literature (Parasuraman et al., 1988; Dun et al., 2012) On the basis of these findings, we concluded and confirmed our last hypothesis, “There is indirect relationship between Job quality and customer satisfaction through job satisfaction and Service quality.”

Finally, we believe that overall objective of the study has been achieved and the selected research question has been answered in a scientific way. The highlights of the study are highly significant relationships among the variables like, job quality and job satisfaction, job satisfaction and customer satisfaction, service quality and customer satisfaction.
6.2 Contribution

We have studied and tested the existing knowledge. We have tested and affirmed the existing theory (SPC). Further, we helped in increasing the validity and reliability of existing literature and enhanced the understanding of the phenomenon of job quality in CCC setting. As we discussed earlier, this is an Intra-disciplinary study and we tried to find a link between two broad subjects, Human Resources and Marketing. To the best of our knowledge, this relationship has never been tested in regard to CCC context. There was a potential research gap. We contributed to fill up this knowledge gap through our research findings.

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

6.3 Further Research

- We have adopted the quantitative study. For further research, qualitative study can be conducted to check the reliability of the results.
- Another variable effective commitment of employees can be tested in further research.
- We presented the perspectives, customers and employees. But further research can be conducted on single perspective, either employee or customers to increase harmony in findings.
- This job quality scale is only test in customer contact center. It can also be checked in other departments like face to face customer contact centers.
- We did not make any difference between contract employees and permanent employees. Future research can be based on these two types of employment.
- We only conducted study on inbound call centers. Further study can be focused on outbound and outsourced call centers.
- We have taken sample companies from Telecom industry. Other industry should also be included in further research.
- This topic should also be investigated in other departments of organization like, Face to face customer contact center, Marketing department, and Sales department.
- Our research has provided the linkage between job quality and customer satisfaction, and connecting variables of job satisfaction and service quality. However in future, the extent of these relationships could be investigated.
6.4 Quality Criteria

Reliability and validity test is considered important for quantitative research as it increases its trustworthiness for researchers to use it for future and in the same discipline. In this regard, we have tested the validity and reliability our research.

6.4.1 Reliability
Reliability refers the extent of consistency of data on which analysis is performed. In particular, it portrays that up to what extent the contents of the research undertaken are reliable, if deployed in the future research. The reliability gives an idea that for how long the results of the study remain consistent except minor variations (Saunders et al., 2012, p.192).

Our data analysis is aligned with the theoretical framework and requirements of the study. As discussed in methodology chapter, the data collection was done with the help of personal references. Our analysis consists of various dimensions of job quality and other variables. Therefore the measure of internal reliability is important to ensure the credibility of the results. Bryman & Bell (2007, p.163) argues that reliability gives an estimate of responses that how much the answers of the respondents on one indicator are aligned with the answers of the other indicators.

As mentioned in the analysis chapter that we have deployed Cronbach’s Alpha. It helps to measure the internal consistency of different entities that collectively form a single scale. Our study is consistent of four variables having different dimension and our results are based on the relationships among these variable of job quality, job satisfaction, service quality and customer satisfaction. We believe that the results from reliability test presented in the analysis are highly consistence as discussed and it will not change over time. This ensures that the research conducted by us can be used and replicate in future without error.

6.4.2 Validity
Validity of the research is concerned about the accuracy of the findings, whether or not the things are analyzed and defined in a way that it should be (Saunders et al., 2009, p. 157). Particularly, validity provides with the idea that the variables used in the research are measured efficiently as expected to be measured.

The important thing to be considered by the researchers is that the data collection is not effected or influenced by themselves or others by any means. In order to attain the highest level of validity the researchers should assure themselves that the survey questions exactly measure the expected measurements without anyone’s influence (Bryman & Bell, 2007, p. 22-29).

The validity of the contents was measured with the help of co-relation analysis in our research. Our findings present a relationship between job quality and customer satisfaction, through job satisfaction and service quality in the context of CCC. The results are presented on the bases of dimension of the variables that showed their relation with each other.
The aim of the co-relation is to measure the interrelationships between the variables in the context of similarities among different dimensions. It is also used to calculate the extent of significance among different variables. The significance among the variables of job quality, job satisfaction, and service quality and customer satisfaction are discussed in detail in the chapter of analysis.
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Appendix
Appendix 1: Employees Questionnaire (1)

The purpose of this research is to investigate the phenomena of job quality in call center and its effect on customer satisfaction. This survey is solely conducted for academic purpose. Your information will be kept in secrecy and will not be commercialized.

1. My age is
   - [ ] 18-22
   - [ ] 23-30
   - [ ] above 30

2. I am Gender
   - [ ] Male
   - [ ] Female

3. I have done Education
   - [ ] Intermediate
   - [ ] Bachlors
   - [ ] Masters
   - [ ] Other

4. My work experience of Current job is
   - [ ] Less than one year
   - [ ] 1-2 years
   - [ ] More than 2 years

5. I have clear, fixed goals in my work
   - [ ] Strongly disagree
   - [ ] Disagree
   - [ ] Neither agree nor disagree
   - [ ] Agree
   - [ ] Strongly agree
6. I know my responsibilities in my work.
   - [ ] Strongly disagree
   - [ ] Disagree
   - [ ] Neither agree nor disagree
   - [ ] Agree
   - [ ] Strongly agree

7. I know exactly what is expected from me in my work
   - [ ] Strongly disagree
   - [ ] Disagree
   - [ ] Neither agree nor disagree
   - [ ] Agree
   - [ ] Strongly agree

8. I receive clear explanation of what is expected of me in my work
   - [ ] Strongly disagree
   - [ ] Disagree
   - [ ] Neither agree nor disagree
   - [ ] Agree
   - [ ] Strongly agree

9. I know what is expected from me during contact with customers
   - [ ] Strongly disagree
   - [ ] Disagree
   - [ ] Neither agree nor disagree
   - [ ] Agree
   - [ ] Strongly agree

10. I know how much service to give to customers
    - [ ] Strongly disagree
    - [ ] Disagree
    - [ ] Neither agree nor disagree
    - [ ] Agree
    - [ ] Strongly agree
11. I know how to handle objections of customers

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

12. I know how to handle unexpected situations or problems

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

13. I know how to handle criticism of customers

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

14. The teams within call center share information with one another on a regular basis

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

15. We as customer service receive sufficient cooperation of other departments

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
16. There is good communication between customer service and other departments

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

17. We share information from customer service with other departments

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

18. Other departments use the information they receive from customer service

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

19. We, as customer service, are informed in time about activities from other departments that have an impact on customer service

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

20. Within my company, all departments collaborate well

- [ ] Strongly disagree
- [ ] Disagree
21. The good quality of the products and services of other departments make sure that we do not receive unnecessary calls from our customers

22. I have to do things that should be done differently

23. I have to do tasks without having the authority to do so

24. I have to go against rules to do my tasks

25. I work with two or more teams within call center that work very differently
• Strongly disagree
• Disagree
• Neither agree nor disagree
• Agree
• Strongly agree

26. I receive contradictory assignments from two or more people

• Strongly disagree
• Disagree
• Neither agree nor disagree
• Agree
• Strongly agree

27. I do things that one accepts but the other does not

• Strongly disagree
• Disagree
• Neither agree nor disagree
• Agree
• Strongly agree

28. I receive assignments without the means to execute them

• Strongly disagree
• Disagree
• Neither agree nor disagree
• Agree
• Strongly agree

29. I engage myself in needless matters

• Strongly disagree
• Disagree
• Neither agree nor disagree
• Agree
• Strongly agree
30. My superior has faith in my abilities

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

31. My superior is there for me when I have questions

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

32. I experience positive stimulus from my superior

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

33. My superior takes me seriously

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

34. My coach/superior communicates and informs me well

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree
35. I receive sufficient feedback about what I do well

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

36. I receive sufficient feedback about what I can improve

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

37. My Company offers a good product portfolio to its customers

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

38. My Company stays in touch with customers regularly to inform itself about its customers’ needs

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

39. My Company uses the input of its customers to better match its products and services with the needs of the customers

- [ ] Strongly disagree
- [ ] Disagree
40. My Company takes actions based on the customers’ complaints

- Neither agree nor disagree
- Agree
- Strongly agree

41. My Company learns from its customers’ signals

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

42. I am regularly being asked how I think we can improve our organization

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

43. I feel that my suggestions are being used

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

44. I receive feedback about the suggestions that I have made

- Strongly disagree
45. I have sufficient growth opportunities within my company

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

46. I feel that my work is meaningful

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

47. I am sufficiently challenged in my work

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

48. My work is diverse

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

49. I have enough fun in my work
50. We often share information among ourselves

• □ Strongly disagree
• □ Disagree
• □ Neither agree nor disagree
• □ Agree
• □ Strongly agree

51. I have enough easily accessible tools to answer the questions of the customers

• □ Strongly disagree
• □ Disagree
• □ Neither agree nor disagree
• □ Agree
• □ Strongly agree

52. I have easy tools to register the contacts with the customers

• □ Strongly disagree
• □ Disagree
• □ Neither agree nor disagree
• □ Agree
• □ Strongly agree

53. There is enough distance between the workplaces

• □ Strongly disagree
• □ Disagree
• □ Neither agree nor disagree
• □ Agree
• □ Strongly agree
54. I am encouraged to take initiative
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

55. It is allowed to take initiative
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

56. Company trust me to make the right assessment
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

57. My company is customer-oriented
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

58. My company is honest towards its customers
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree
59. My company is honest towards its employees
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree

60. The collaboration with my colleagues is pleasant
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree

61. There is a good work climate in the customer service department
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree

62. My workload is easily manageable
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
   - Strongly agree

63. My job performance is measured by a proper way
   - Strongly disagree
   - Disagree
   - Neither agree nor disagree
   - Agree
64. Promotion is based on my efficiency of work

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

65. There are no fundamental things I dislike about my job

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree

66. Overall, I am quite satisfied with my job

- [ ] Strongly disagree
- [ ] Disagree
- [ ] Neither agree nor disagree
- [ ] Agree
- [ ] Strongly agree
Appendix 2: Customers questionnaire (2)

The purpose of this survey is to know the perception of the customers about the service quality of call centers of below mentioned companies and to measure customer satisfaction. This data will be used for academic purpose and will not be commercialized. This survey is not conducted on the behalf of the below mentioned companies. (Call Center Representative = the employee of call center who provides services on phone)

1. I am previous/existing customer of (you can select only one option). *
   - [ ] Ptcl
   - [ ] U-Fone
   - [x] Telenor

2. My age is
   - [ ] 15-22
   - [ ] 23-30
   - [ ] Above 30

3. I am
   - [ ] Male
   - [ ] Female

4. I have done
   - [ ] Intermediate
   - [ ] Bachelor
   - [ ] Masters
   - [ ] Other

5. I usually interact with call center representative in a month
   - [ ] 1-3 times
   - [ ] 4-8 times
   - [ ] More than 8 times

6. I feel free to call for customer services of the selected company
   - [ ] Strongly disagree
   - [ ] Disagree
7. My problems get solved or request answered in one call

- Neither agree nor disagree
- Agree
- Strongly agree

8. I have to wait for a long time while connecting to the call center representative

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

9. The call center representative takes enough time to understand and solve my problem

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

10. The call center representative remains calm, if (even) I get angry

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

11. The call center representative has the authority to solve my problems

- Strongly disagree
12. The behavior of call center representative increases my confidence

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither agree nor disagree
- ☐ Agree
- ☐ Strongly agree

13. The call center representatives are very friendly

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither agree nor disagree
- ☐ Agree
- ☐ Strongly agree

14. On an overall basis, my experience with customer services has been positive

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither agree nor disagree
- ☐ Agree
- ☐ Strongly agree

15. On an overall basis, I am satisfied with the provided services by call center representative

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither agree nor disagree
- ☐ Agree
- ☐ Strongly agree
Appendix 3: Employee Questionnaire Responses

1. My age is
   - 23-30 [60]
   - Above 30 [17]

2. I am
   - Male [49]
   - Female [32]

3. I have done
   - Intermediate [5]
   - Masters [37]
   - Bachelor [33]
   - Other [6]

4. My work experience of Current job is
   - Less than one year
   - 1-2 years [23]
   - More than 2 years
   - Less than one year
9. I know what is expected from me during contact with customers

10. I know how much service to give to customers

11. I know how to handle objections of customers

12. I know how to handle unexpected situations or problems
17. We share information from customer service with other departments

18. Other departments use the information they receive from customer service

19. We, as customer service, are informed in time about activities from other departments that have an impact on customer service

20. Within my company, all departments collaborate well
21. The good quality of the products and services of other departments make sure that we do not receive unnecessary calls from our customers.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

22. I have to do things that should be done differently.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

23. I have to do tasks without having the authority to do so.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

24. I have to go against rules to do my tasks.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree
25. I work with two or more teams within call center that work very differently

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

26. I receive contradictory assignments from two or more people

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

27. I do things that one accepts but the other does not

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

28. I receive assignments without the means to execute them

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree
29. I engage myself in needless matters

30. My superior has faith in my abilities

31. My superior is there for me when I have questions

32. I experience positive stimulus from my superior
33. My superior takes me seriously

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

34. My coach/superior communicates and informs me well

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

35. I receive sufficient feedback about what I do well

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

36. I receive sufficient feedback about what I can improve

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree
37. My Company offers a good product portfolio to its customers

38. My Company stays in touch with customers regularly to inform itself about its customers’ needs

39. My Company uses the input of its customers to better match its products and services with the needs of the customers

40. My Company takes actions based on the customers’ complaints
41. My Company learns from its customers' signals
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

42. I am regularly being asked how I think we can improve our organization
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

43. I feel that my suggestions are being used
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

44. I receive feedback about the suggestions that I have made
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree
45. I have sufficient growth opportunities within my company

46. I feel that my work is meaningful

47. I am sufficiently challenged in my work

48. My work is diverse
49. I have enough fun in my work

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

50. We often share information among ourselves

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

51. I have enough easily accessible tools to answer the questions of the customers

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

52. I have easy tools to register the contacts with the customers

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree
05. There are no fundamental things I dislike about my job

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

68. Overall, I am quite satisfied with my job

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree
Appendix 4: Customers Questionnaire Responses

1. I am previous/existing customer of (you can select only one option).
   - Ptil [19]
   - U-Fone [51]
   - Telenor [14]

2. My age is
   - 15-22 [38]
   - 23-30 [41]
   - Above 30 [8]

3. I am
   - Male [53]
   - Female [32]

4. I have done
   - Bachelor [24]
   - Masters [52]
   - Intermediate [5]
   - Other [5]
5. I usually interact with call center representative

- 1-3 times [74]
- 4-8 times [7]
- More than 8 times

6. I feel free to call for customer services of the selected company

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

7. My problems get solved or request answered in one call

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

8. I have to wait for a long time while connecting to the call center representative

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree
9. The call center representative takes enough time to understand and solve my problem

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

10. The call center representative remains calm, if (even) I get angry

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

11. The call center representative have the authority to solve my problems

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

12. The behavior of call center representative increases my confidence

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree
13. The call center representatives are very friendly

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

14. On an overall basis, my experience with customer services has been positive

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

15. On an overall basis, I am satisfied with the provided services by call center representative

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree