

Measuring Customer Satisfaction at Du Customer Service Call Centre

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ABSTRACT:

Customer satisfaction is important objective for almost all the organizations because it forms the basis of their success including increased sales and profits. Du, a telecommunications service provider in United Arab Emirates (UAE), also gives extreme importance to customer satisfaction and the customer service call centre has been set up to provide answers to the customers' queries and solve their problems. This project measures the customer satisfaction of the call centre process of Du through a survey to 50 customers. The research finds out that the customers of Du were more or less satisfied with the call center processes, and with satisfaction levels of not being extremely satisfied. Based on these findings, some recommendations are made. Du should improve its payment terms making it easier for customers, should send bills on time, should try to solve bill problems soon and improve its technical support.

KEYWORDS: Satisfaction, Du, Customer Service, Call Centre, Success, Telecommunications.

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I. INTRODUCTION:

This research undertakes a survey of 50 customers of Du to know the satisfaction levels of Du Customer Service Call Centre. When Du was launched, the UAE telecommunications' market was a monopoly of only Etisalat providing services to customers. Thus, Du had a challenge to launch its services successfully. Providing excellent customer service is one strategy, which is being followed by Du in order to face the tough competition of Etisalat. Du has set up a customer service Call Centre in order to provide answers to customers' queries and solve customers' problems. As the call centre is new, it is imperative to measure the performance of the call centre in order to identify any weaknesses in the problems and improve the processes.

Research Objectives:

The objectives of the research are:

- To study the customer satisfaction of the customers of Du customer service Call Centre;
- To identify the weaknesses in the Call Centre processes;
- To suggest steps for Du to improve the customer service of its Call Centre.

Research Significance:

The UAE government has issued a Decree No. 3/2003 to de-regulate the UAE telecom sector to open up the sector to competition (AME Info., 1997). Du has entered the market under this decree. State-owned Etisalat had a monopoly on fixed and mobile telephone and Internet services for 30 years. Authorities announced in 2005 plans for a second operator which would be 50 percent owned by the government. The introduction of a second operator was very carefully planned by the UAE Government. The UAE telecommunications sector, dominated by Etisalat for 30 years, is currently a duopoly market after the second telecom operator, Du. The new company had to face tough competition because it started when the industry was a monopoly. The telecommunications' industry in UAE was changed a lot in 2007 and transformed from monopoly to duopoly. As Du has to face tough competition from Etisalat, Du is striving to provide excellent customer service in order to provide a competitive advantage. For this purpose, Du has set up a customer service Call Centre to offer answers to customers' queries and provide technical assistance to them. This research will study the current performance and effectiveness of Du's Call Centre and its impact on its customer satisfaction.

Hypothesis:

The following hypothesis will be tested in this research:

Ho : Du customers are not satisfied with the Call Centre services.

II. LITERATURE REVIEW:

A Call Centre is defined as a central place where customer and other telephone calls are handled by an organization (Indian Report, 2008). A call centre is a dedicated operation in which computer-utilising employees receive inbound, or make outbound, telephone calls, with those calls processed and controlled by either an automatic call distribution (ACD) or predictive dialling system (Taylor and Bain, 1999). Call centres are a result of technology advancements and the need for providing better customer service through using the technology. Call centres are generally set up as large rooms with work stations that include a computer, a telephone set (or headset) hooked into a large telecom switch and one or more supervisor stations.

In call centres, human agents and/or automatic voice response machines handle computer assisted telephonic communications with customers (Moon *et al.*, 2004). Because of the technology advancement and the proved effectiveness of call centres to achieve customer satisfaction, call centres might be the hub of successful customer relationship management strategies and the fulcrum of organisations (Mitchell, 1998). Gilmore (2001) stated that the rapid growth of the call centre industry emphasizes the importance of service delivery in this context, as few consumers will be able to avoid dealing with call centres in today's environment. The efficiency of call centres will be critical to the image of the organisation (Black, 1998). This is important for both employees and customers.

Call centre management is complex because of the invisibility of the call centre processes. The management is able to see only the call agents and their call history. Durr (2001) stated that key performance indicators (KPIs) are typically used to measure the effective use of resources in a call centre. A call centre performance is measured on a number of factors: through the technology used, call centre managers are able to track number of calls per agent, time taken to reply to the calls, number of abandoned calls, time taken to abandon, the occupancy rate of agents (the percentage of time agents handle calls versus waiting for calls to arrive), the service level (percentage of calls answered within a prescribed time frame), the identification of the call waiting longest in a queue, the identification of the agent who has been sitting idle the longest, which agents are on calls, on breaks or completing post call wrap up work and how long the wrap up work is taking per call on average (Robinson and Morley, 2006).

Callaghan and Thompson (2001) argued that management in call centres relies heavily on technology not merely to govern the pace of work but to provide the means to assess the work and monitor workers. The call centre processes are known to create and sustain customer satisfaction (Anton, 2000). Feinberg *et al.* (2000) states that customers who are satisfied after telephone contact will be more likely to remain loyal to the organization and will promote the positive word of mouth publicity for the product/ services.

The call centre technologies play an important role in the customer satisfaction by enabling them to get services and receive better quality services especially where additional or extended services become available (Walker and Craig-Lees, 1998). Besides the technology, people also play an imperative role in the call centres. Like in any service organization, call centres have much importance to the front line staff because they provide the service through telephones and interaction with customers. The management of front line staff (or call agents) is very important for effective call centre management in order to achieve customer satisfaction. The front line work of the call centre agents is very strategically important for call centres, which involves intelligence gathering through continual change (Frenkel *et al.*, 1999). The customer satisfaction of call centre is difficult to achieve because the first call resolution is not associated with customer satisfaction (Feinberg *et al.*, 2002). Various factors have been found to be playing an important role in the success of the call centre. The call centre management has been researched a lot in the literature and it was found that the effective call centre management could lead to customer satisfaction.

When a Call Centre is seen as an organisational process, it is found that the process of any call centre is to produce services that have the basic model of transforming inputs into outputs. Zairi (1997) defined a process as 'an approach for converting inputs into outputs. It is the way in which all the resources of an organisation are used in a reliable, repeatable and consistent way to achieve its goals. Slack *et al.* (2006) stated that the process output can be purely tangible, purely intangible or in between these two extremes. The process output of any call centre is purely intangible because no physical product is delivered to customers at the end of the process. This makes the process a service process. The call centre processes are stressful repetitive work environment, which needs to be managed effectively in order to get customer satisfaction (de Ruyter *et al.*, 2001).

Call centres are being used by organisations to get competitive advantage for them. Call centres play a crucial role in customer relationship management. Most business organisations see call centres services as a potentially effective way of keeping customers happy and satisfied, and gaining competitive advantage (Jaiswal, 2008).

Organization, Department and Process Profile:

Emirates Integrated Telecommunications Company PJSC (trading under its brand name “du,”) is an integrated service provider offering voice, data, video and content services over fixed and mobile networks to residential and business customers across the UAE. It was established in 2005 and launched its services in 2007. Its activities are focused across three customer segments:

- **Consumer:** Focusing on the individuals and households with offerings of voice (mobile and fixed), data (Content and Internet), and Video (Pay TV) services
- **Enterprise:** Concentrating on small to very large corporations and government agencies with fixed and mobile offerings (voice, data)
- **Carrier:** Providing carrier and wholesale services to international operators, multinational corporations and carriers.

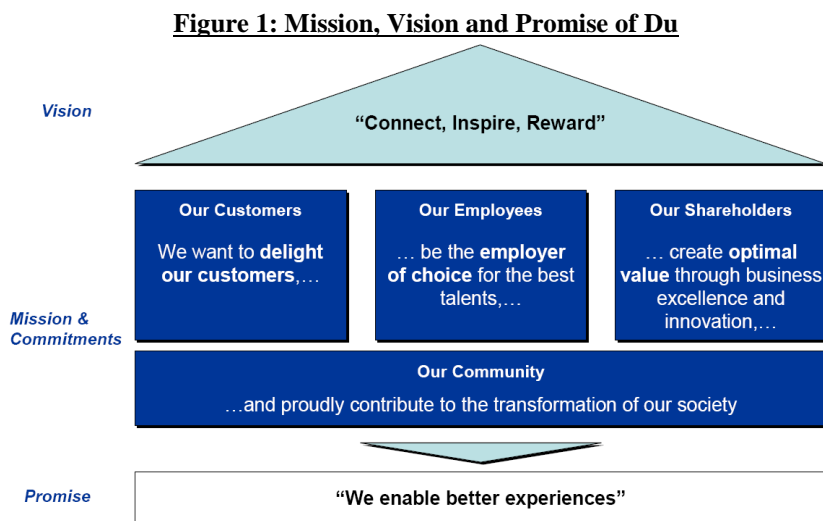
Customer needs and the customer experience will be at the heart of all Du services. In order to achieve this, Du will commit to consistently serving its customers through:

- A segmented approach to servicing customer needs.
- Continuous dialogue with customers to enable tailored innovative, responsive and cost effective communications solutions.
- Commitment to superior quality service, efficiency, innovation and added value.

Du will strive to enable better customer experiences at every single touch point, through its network, retail outlets, customer care and client handling services and a highly flexible range of products.

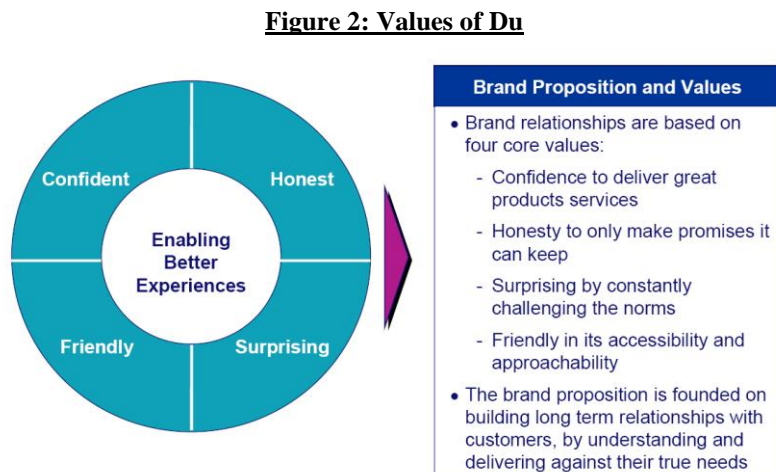
Du’s Vision, Mission and Promise

Following diagram shows Du’s vision, mission and promise:



Du’s Values

Following diagram shows Du’s values:



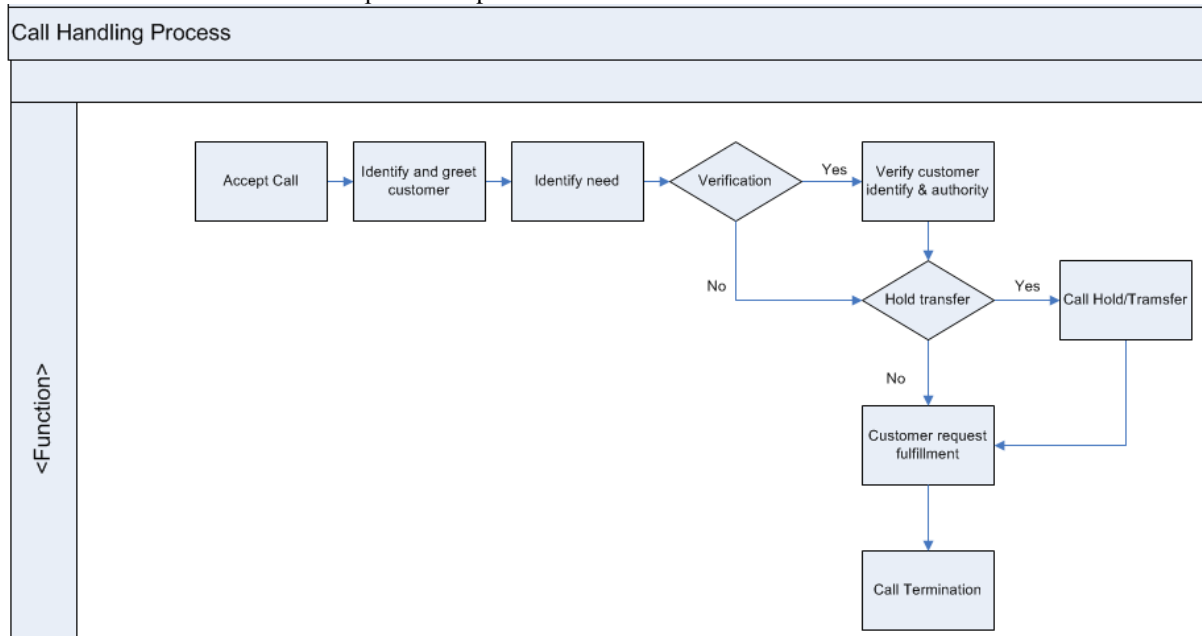
The department that is being researched in this project is Du customer service Call Centre. The department was established as soon as the company started offering its services in February 2007. Providing support services to Du is a unit called Customer Service Call Centre. It is a centralized location for receiving and providing answers to customer calls relating to any issue of Du. The vision of the Call Centre of Du is:

“To be a world class support unit servicing customers of Du to provide them support services and satisfaction.

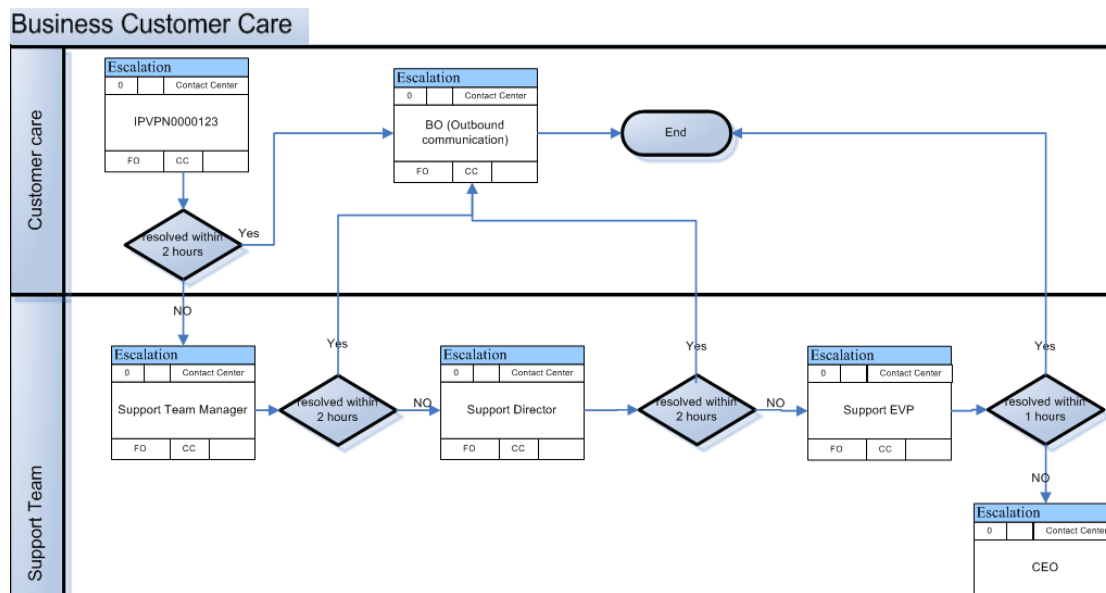
The mission of the call centre of Du is:

- **Customer:** Build a proactive team of inspired individuals ever striving to provide excellent customer service that includes integrity and understanding.
- **Operations:** Exceed customer expectations on all key performance metrics.
- **Finance:** Offer value added and cost effective services
- **People/Innovation:** Maintain a vibrant knowledge based environment that encourages motivation, innovation and growth

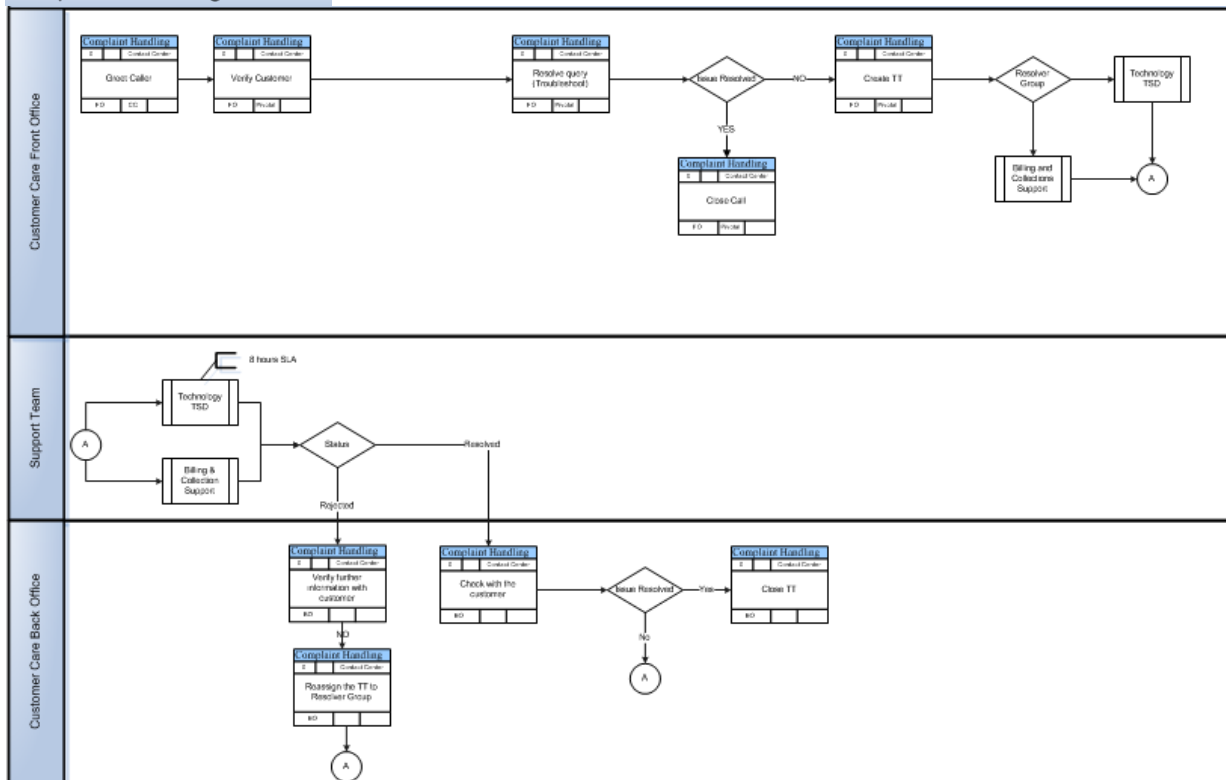
The flowchart of Du’s call centre process is presented as follows:



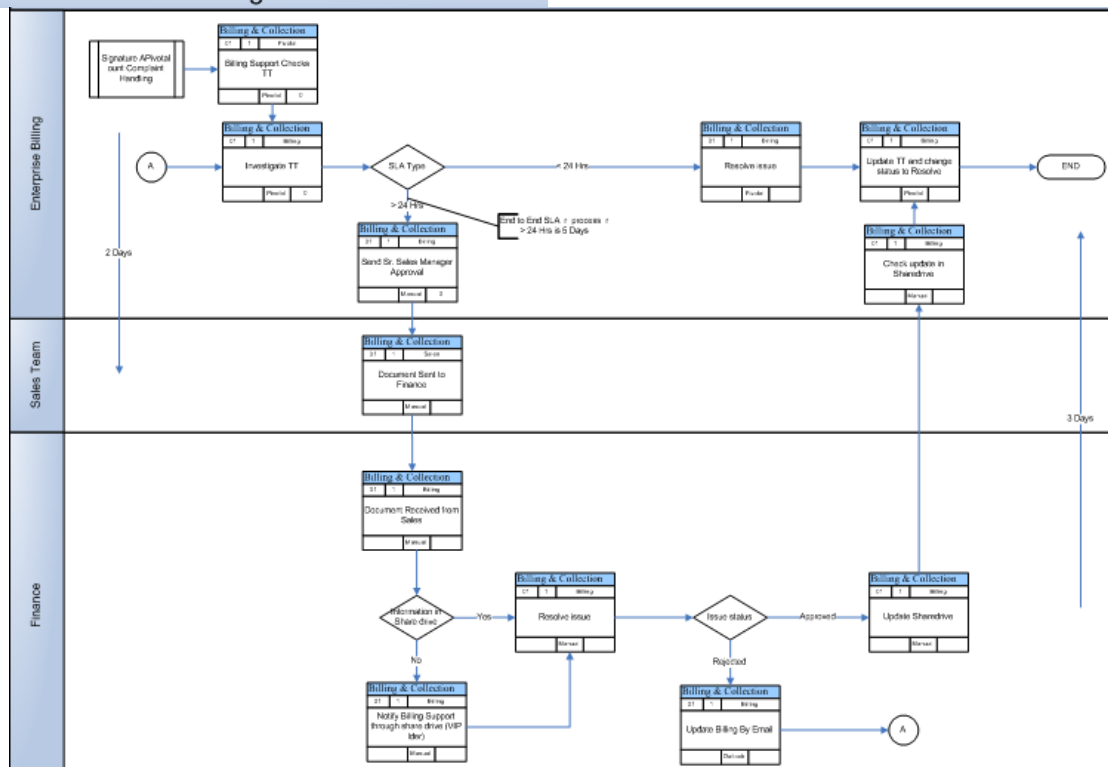
The process of call centre has few sub-processes namely general enquiries, account requests, billing, complaints, sales orders, termination and technical faults. The flow charts of the sub-processes are presented as follows:



Complaint Handling Process



Signature Account Billing & Collections Process



Sources of Information:
Secondary Information

Secondary sources in this study are gathered from statistical bulletins, government publications, information published or unpublished, case studies, online data, web sites, and the Internet. Secondary sources permits

comparisons across groups, nations, or time; it facilitates replication; and permits getting data from journals, books, newspapers and web sites.

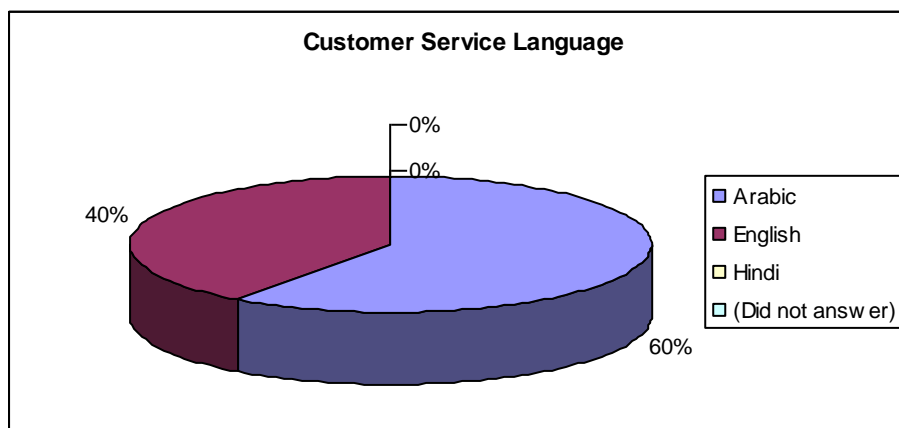
Primary Information

The present research relied on a questionnaire that has been designed to assess the customer satisfaction of the Call Centre of Du. A telephone survey was done on 50 randomly selected Du customers. Selecting callers randomly from the database and calling them to get answers on the survey. The data collected through the survey was punched in Microsoft Excel and was analysed in order to test the hypothesis and reach conclusions.

Research Findings and Analysis:

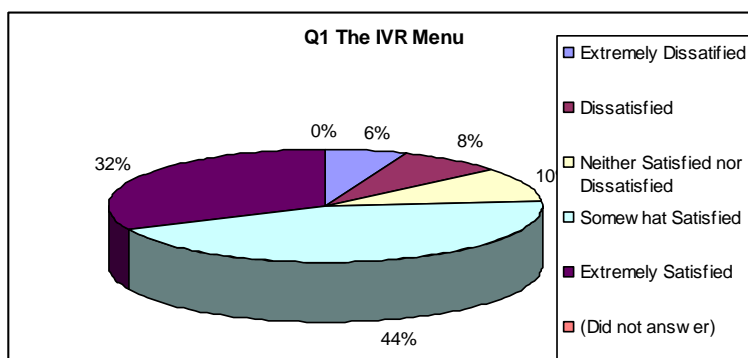
50 respondents were called and surveyed as part of this project. The respondents were asked to advise their preferred customer service language and it was found that 60% of the customers prefer Arabic whereas 40% prefer English. This shows that Arabic language is more used in the call centre when customers are called.

Q	Customer Service Language	
Responses	Count	%
Arabic	30	60%
English	20	40%
Hindi	0	0%
(Did not answer)	0	0%
Total Responses	50	



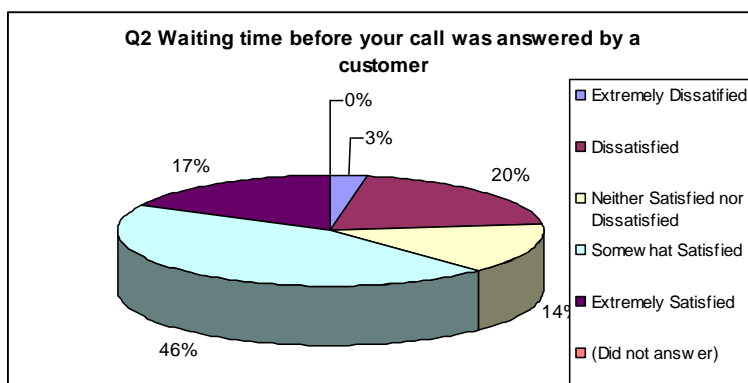
Question 1 asked whether the respondent felt that IVR is easy to use, and were they satisfied that they were directed to an appropriate customer care representative. Majority of the respondents (44%) were somewhat satisfied with the IVR menu. The weighted score for this question was 3.88 whereas 4 meant somewhat dissatisfied.

Q1.	Rating: The IVR menu (i.e. automated voice prompts), do you feel they are easy to use and were you satisfied that you were directed to an appropriate customer care representative?		
Responses	Count	Assigned Weight	%
Extremely Dissatisfied	3	1	6%
Dissatisfied	4	2	8%
Neither Satisfied nor Dissatisfied	5	3	10%
Somewhat Satisfied	22	4	44%
Extremely Satisfied	16	5	32%
(Did not answer)	0	NULL	0%
Weighted Score: 3.88			
Total Responses	50		



Question 2 asked the respondents to rate the Call answering time (Waiting time before the call was answered by a customer care representative). Majority of the respondents (31%) were somewhat satisfied for this factor also. The weighted score was 3.68. This shows the satisfaction of respondents with call waiting time.

Q2			
Rating: Waiting time before the call was answered by a customer care representative?			
Responses	Count	Assigned Weight	%
Extremely Dissatisfied	1	1	2%
Dissatisfied	7	2	14%
Neither Satisfied nor Dissatisfied	5	3	10%
Somewhat Satisfied	31	4	31%
Extremely Satisfied	6	5	12%
(Did not answer)	0	NULL	0%
Weighted Score: 3.68			
Total Responses	50		

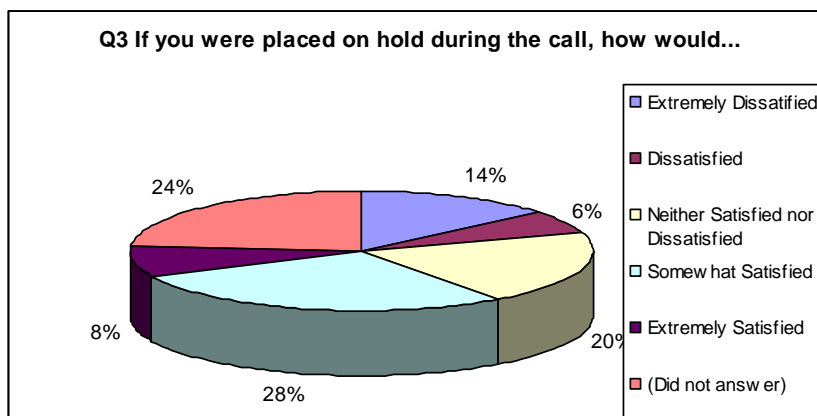


When respondents were asked to rate the time on hold, majority of the respondents (28%) were somewhat satisfied whereas 24% did not answer. The weighted score is 3.13, which means that the average score was neither satisfied not dissatisfied.

Q3			
Rating: If you were placed on hold during the call, how would you rate the experience? (eg Care representative asked your permission, checked if you were happy to keep waiting, got back to you in a timely manner...)			
Responses	Count	Assigned Weight	%
Extremely Dissatisfied	7	1	14%
Dissatisfied	3	2	6%
Neither Satisfied nor Dissatisfied	10	3	20%
Somewhat Satisfied	14	4	28%

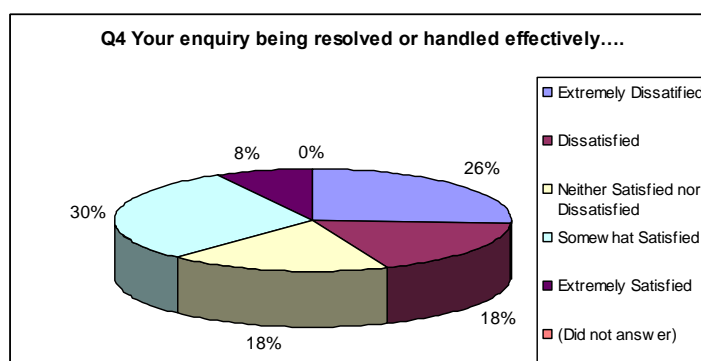
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Extremely Satisfied	4	5	8%
(Did not answer)	12	NULL	24%
			Weighted Score: 3.13
Total Responses	50		



Majority of the respondents (30%) were somewhat satisfied with the first call resolution. The weighted average score was 2.76, which shows that the average was close to being neither satisfied nor dissatisfied.

Q4		Rating: First, call resolution, Your enquiry being resolved or handled effectively in the first call?		
Responses	Count	Assigned Weight	%	
Extremely Dissatisfied	13	1	26%	
Dissatisfied	9	2	18%	
Neither Satisfied nor Dissatisfied	9	3	18%	
Somewhat Satisfied	15	4	30%	
Extremely Satisfied	4	5	8%	
(Did not answer)	0	NULL	0%	
			Weighted Score: 2.76	
Total Responses	50			

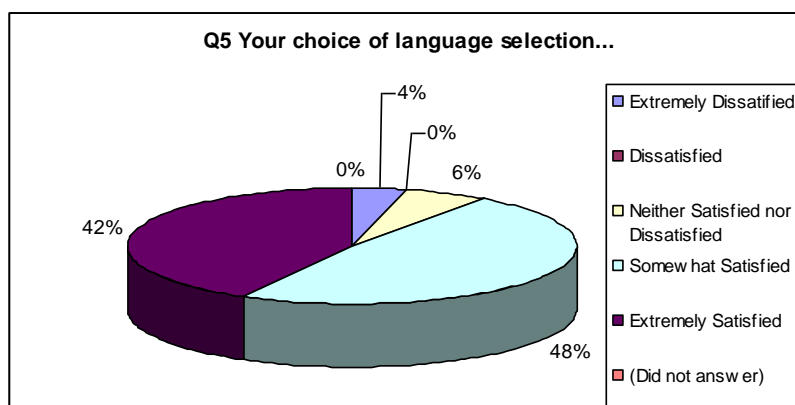


The respondents were also asked to rank their choice of language selection. It was found that majority of the respondents (48%) were somewhat dissatisfied. The weighted score was 4.24, which is very good for this factor.

Q5		Rating: Your choice of language selection?		
Responses	Count	Assigned Weight	%	
Extremely Dissatisfied	2	1	4%	
Dissatisfied	0	2	0%	
Neither Satisfied nor Dissatisfied	3	3	6%	

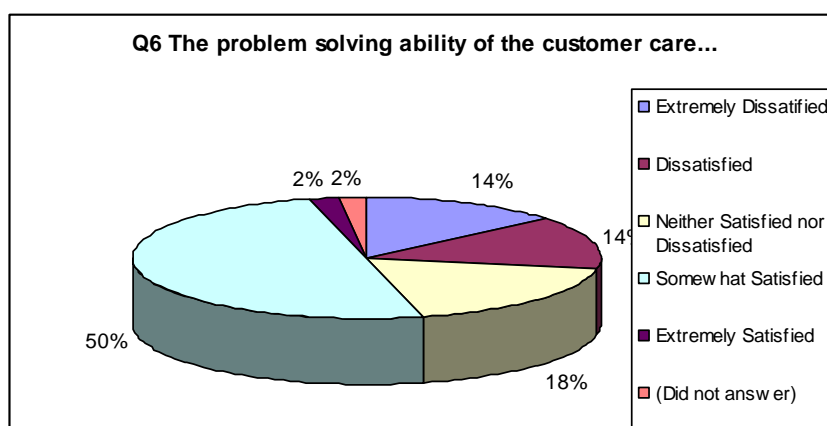
Measuring Customer Satisfaction at Du Customer Service Call Centre

Somewhat Satisfied	24	4	48%
Extremely Satisfied	21	5	42%
(Did not answer)	0	NULL	0%
			Weighted Score: 4.24
Total Responses	50		



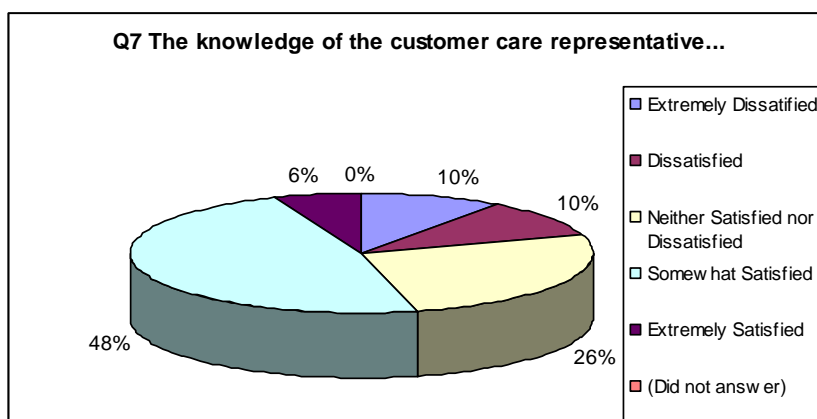
The half proportion of the respondents was found to be somewhat satisfied with the problem solving ability of the customer care representative. The weighted score although pointed towards neither satisfied nor dissatisfied.

Q6 Rating: The problem solving ability of the customer care representative?			
Responses	Count	Assigned Weight	%
Extremely Dissatisfied	7	1	14%
Dissatisfied	7	2	14%
Neither Satisfied nor Dissatisfied	9	3	18%
Somewhat Satisfied	25	4	50%
Extremely Satisfied	1	5	2%
(Did not answer)	1	NULL	2%
			Weighted Score: 3.12
Total Responses	50		



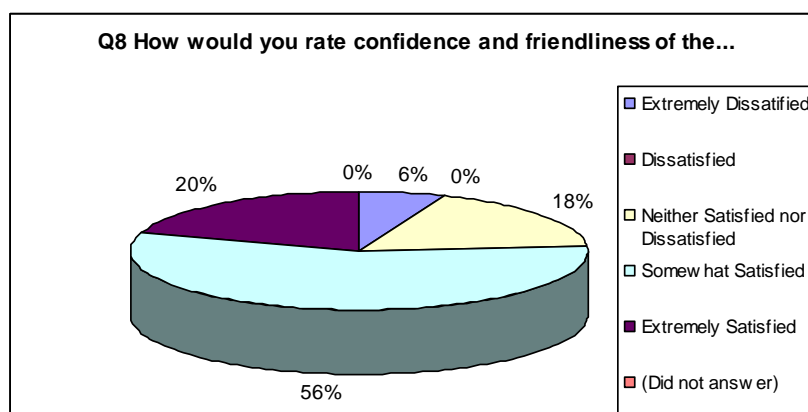
Around half the respondents were found to be somewhat satisfied with the knowledge of customer care representative. This finding is also very encouraging and shows the satisfaction of the respondents with the knowledge of the customer care representative.

Q7		Rating: The knowledge of the customer care representative?		
Responses	Count	Assigned Weight	%	
Extremely Dissatisfied	5	1	10%	
Dissatisfied	5	2	10%	
Neither Satisfied nor Dissatisfied	13	3	26%	
Somewhat Satisfied	24	4	48%	
Extremely Satisfied	3	5	6%	
(Did not answer)	0	NULL	0%	
		Weighted Score: 3.3		
Total Responses	50			



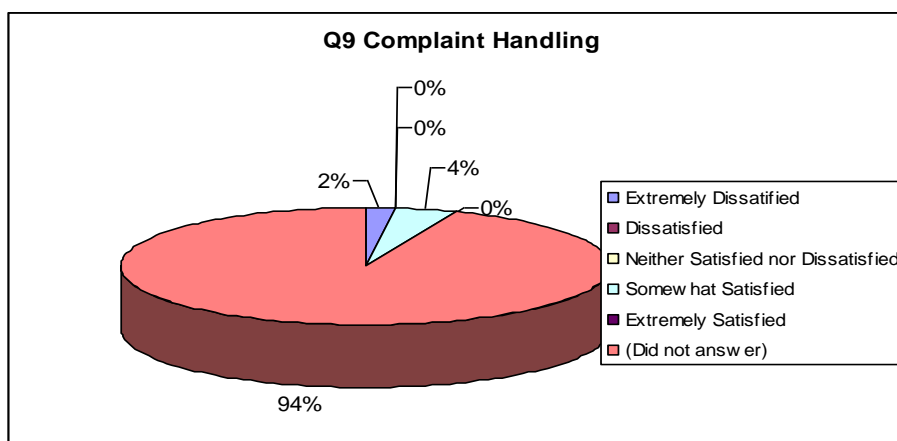
Regarding the confidence and friendliness of customer care representative, 56% of the respondents were found to be somewhat satisfied. The weighted score was found to be 3.84, which shows good level of satisfaction for the confidence and friendliness of the customer care representatives.

Q8		Rating: How would you rate confidence & friendliness of the customer care representative?		
Responses	Count	Assigned Weight	%	
Extremely Dissatisfied	3	1	6%	
Dissatisfied	0	2	0%	
Neither Satisfied nor Dissatisfied	9	3	18%	
Somewhat Satisfied	28	4	56%	
Extremely Satisfied	10	5	20%	
(Did not answer)	0	NULL	0%	
		Weighted Score: 3.84		
Total Responses	50			



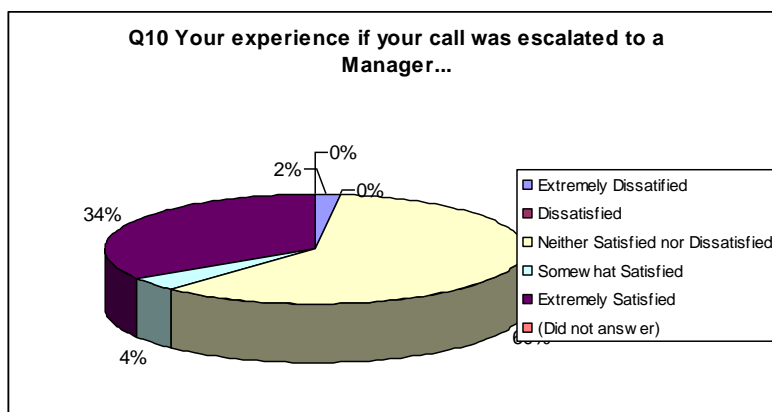
Question 9 was asked to rank the complaint handling. 94% of the respondents did not reply to this question. The weighted score shows that respondents were neither satisfied nor dissatisfied.

Q9		Rating: Complaint Handling		
Responses	Count	Assigned Weight	%	
Extremely Dissatisfied	1	1	2%	
Dissatisfied	0	2	0%	
Neither Satisfied nor Dissatisfied	0	3	0%	
Somewhat Satisfied	2	4	4%	
Extremely Satisfied	0	5	0%	
(Did not answer)	47	NULL	94%	
		Weighted Score: 3.00		
Total Responses	50			



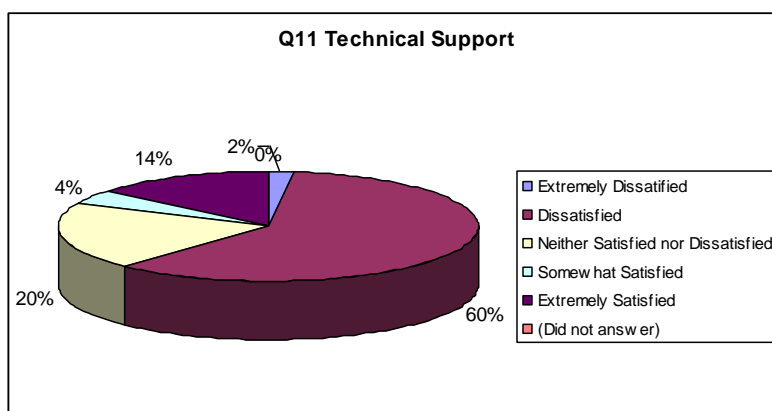
The respondents were also asked to rank the experience if their call was escalated to a Manager; it was found that 60% of the respondents were neither satisfied nor dissatisfied. The weighted score was 3.68, which is a good score.

Q10		Rating: Your experience if your call was escalated to a Manager?		
Responses	Count	Assigned Weight	%	
Extremely Dissatisfied	1	1	2%	
Dissatisfied	0	2	0%	
Neither Satisfied nor Dissatisfied	30	3	60%	
Somewhat Satisfied	2	4	4%	
Extremely Satisfied	17	5	34%	
(Did not answer)	0	NULL	0%	
		Weighted Score: 3.68		
Total Responses	50			



The majority of the respondents (60%) were found to be dissatisfied with the technical support provided by the call centre of Du. This is a bad result as technical support is one of the most important services and there was dissatisfaction found in this area.

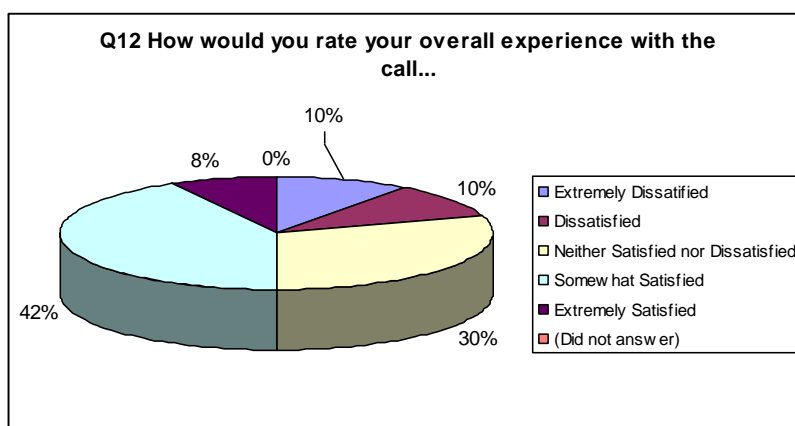
Q11		Rating: Technical Support		
Responses	Count	Assigned Weight	%	
Extremely Dissatisfied	1	1	2%	
Dissatisfied	30	2	60%	
Neither Satisfied nor Dissatisfied	10	3	20%	
Somewhat Satisfied	2	4	4%	
Extremely Satisfied	7	5	14%	
(Did not answer)	0	NULL	0%	
		Weighted Score: 2.68		
Total Responses	50			



When the respondents were asked to rank the overall experience with the call centre, 42% of the respondents were somewhat satisfied and the weighted score was 3.28. This shows that the respondents were found to be satisfied with the overall experience of call centre.

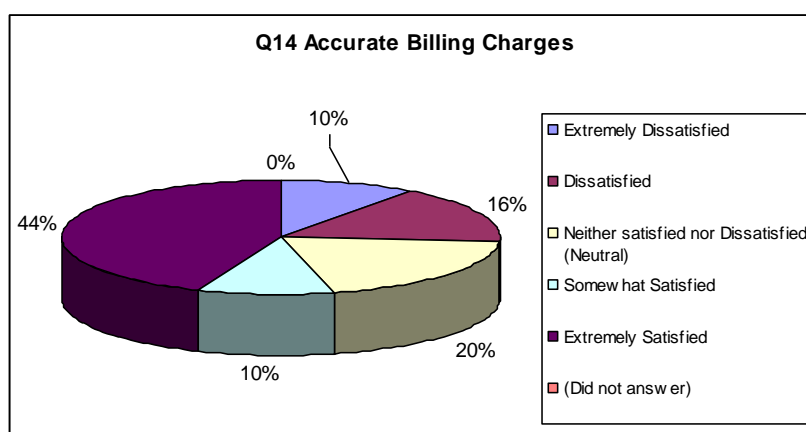
Q12		Rating: How would you rate your Overall experience with the Call Center?		
Responses	Count	Assigned Weight	%	
Extremely Dissatisfied	5	1	10%	
Dissatisfied	5	2	10%	
Neither Satisfied nor Dissatisfied	15	3	30%	
Somewhat Satisfied	21	4	42%	
Extremely Satisfied	4	5	8%	

(Did not answer)	0	NULL	0%
Weighted Score: 3.28			
Total Responses	50		



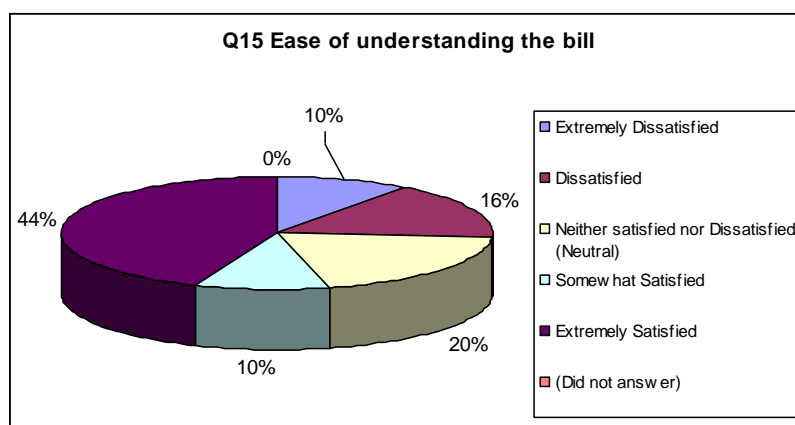
The respondents were asked to rank accurate billing and it was found that 44% of the respondents were extremely satisfied with the billing of the company. The weighted score was 3.62, which also shows the satisfaction level.

Q14 Please select the appropriate ratings: ACCURATE BILLING (charges applied)			
Responses	Count	Assigned Weight	%
Extremely Dissatisfied	5	1	10%
Dissatisfied	8	2	16%
Neither satisfied nor Dissatisfied (Neutral)	10	3	20%
Somewhat Satisfied	5	4	10%
Extremely Satisfied	22	5	44%
(Did not answer)	0	NULL	0%
Weighted Score: 3.62			
Total Responses	50		



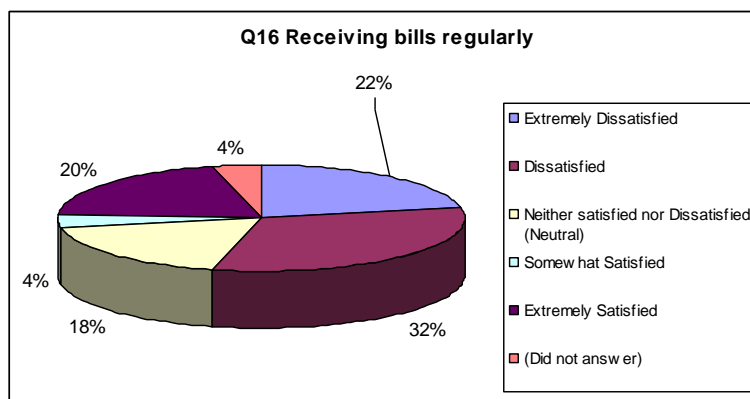
When the respondents were asked to rank ease of understanding the bill, 44% of the respondents were extremely satisfied and the weighted score was 3.9. This shows that the respondents were found to be satisfied with ease of understanding the bill.

Q15		Please select the appropriate rating: EASE OF UNDERSTANDING THE BILL		
Responses	Count	Assigned Weight	%	
Extremely Dissatisfied	4	1	8%	
Dissatisfied	3	2	6%	
Neither satisfied nor Dissatisfied (Neutral)	9	3	18%	
Somewhat Satisfied	12	4	24%	
Extremely Satisfied	22	5	44%	
(Did not answer)	0	NULL	0%	
		Weighted Score: 3.9		
Total Responses	50			



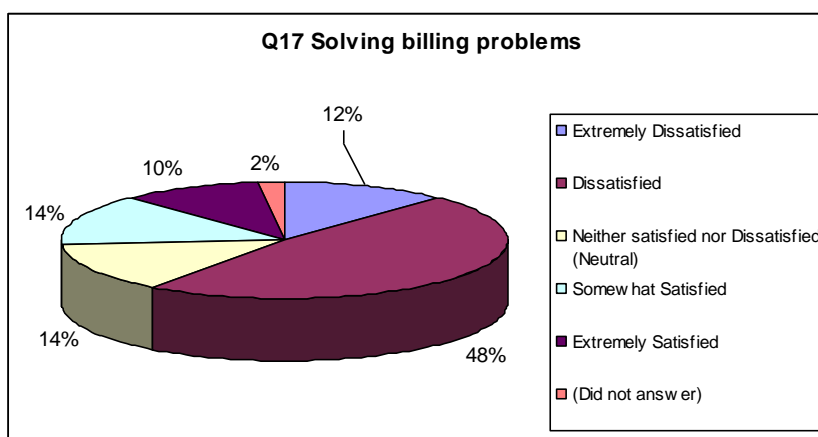
The respondents were asked to rank receiving bills accurately and it was found that 32% of the respondents were dissatisfied with receiving the bills regularly. The weighted score was 2.66, which shows that the customers were dissatisfied with receiving bills regularly.

Q16		Please select the appropriate rating: RECEIVING BILLS REGULARLY		
Responses	Count	Assigned Weight	%	
Extremely Dissatisfied	11	1	22%	
Dissatisfied	16	2	32%	
Neither satisfied nor Dissatisfied (Neutral)	9	3	18%	
Somewhat Satisfied	2	4	4%	
Extremely Satisfied	10	5	20%	
(Did not answer)	2	NULL	4%	
		Weighted Score: 2.66		
Total Responses	50			



When the respondents were asked to rank solving bill problems, it was found that 48% of the respondents were dissatisfied and the weighted score was 2.61. This shows that the respondents were dissatisfied with solving billing problems.

Q17 Please select the appropriate rating: SOLVING BILLING PROBLEMS			
Responses	Count	Assigned Weight	%
Extremely Dissatisfied	6	1	12%
Dissatisfied	24	2	48%
Neither satisfied nor Dissatisfied (Neutral)	7	3	14%
Somewhat Satisfied	7	4	14%
Extremely Satisfied	5	5	10%
(Did not answer)	1	NULL	2%
Weighted Score: 2.61			
Total Responses	50		

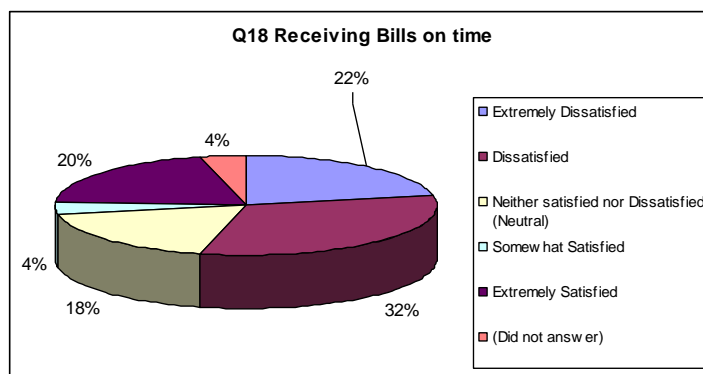


The respondents were asked to rank receiving bills on time it was found that 32% of the respondents were dissatisfied with this service. The weighted score was 2.66, which shows that the customers were dissatisfied with receiving bills on time.

Q18 Please select the appropriate rating: Receiving Bills on time			
Responses	Count	Assigned Weight	%
Extremely Dissatisfied	11	1	22%
Dissatisfied	16	2	32%
Neither satisfied nor Dissatisfied (Neutral)	9	3	18%

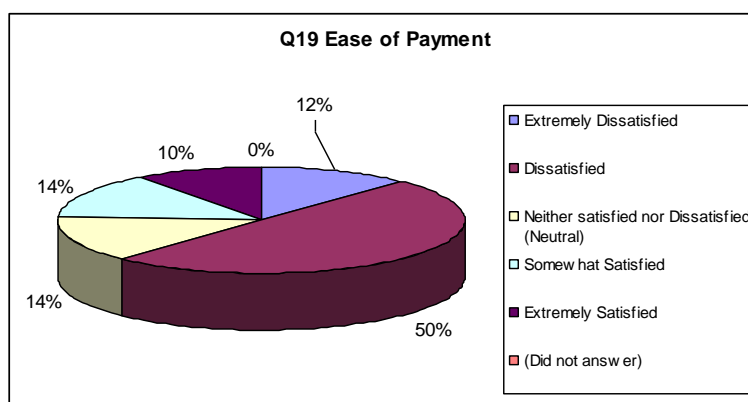
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Somewhat Satisfied	2	4	4%
Extremely Satisfied	10	5	20%
(Did not answer)	2	NULL	4%
Weighted Score: 2.66			
Total Responses	50		



In the last question, when the respondents were asked to rank ease of payment, it was found that 50% of the respondents were dissatisfied and the weighted score was 2.6. This shows that the respondents were dissatisfied with ease of payment.

Q19 Please select the appropriate rating: Ease of Payment			
Responses	Count	Assigned Weight	%
Extremely Dissatisfied	6	1	12%
Dissatisfied	25	2	50%
Neither satisfied nor Dissatisfied (Neutral)	7	3	14%
Somewhat Satisfied	7	4	14%
Extremely Satisfied	5	5	10%
(Did not answer)	0	NULL	0%
Weighted Score: 2.6			
Total Responses	50		



III. CONCLUSIONS:

The survey was conducted to know the level of customer satisfaction at Du call centre and its processes and sub-processes. The processes were found offering good customer satisfaction although some weaknesses were found in some processes for which some recommendations were made. Overall, customers' satisfaction was good but needs some improvements in the processes and sub-processes.

Recommendations and Future Research:

From the findings of the survey, many weaknesses in the call centre's processes were found. In order to make improvement in these processes, the following recommendations are requested:

-Process improvements should be made to further reduce call-waiting time, call hold time and call response time in order to increase customer satisfaction. In addition, providing training to the employees; involving them in day-to-day operation; and building KPIs with introducing them to the CSR (customer service representative) can help in improving CSRs performance as well as the call handling process.

-Management and Quality experts should focus on identifying the root cause of the problems rather than solving the symptoms of the customer issues. For example, the survey revealed that 48% of the respondents were dissatisfied with the problem solving of the bills. In this regard we need to define the problem, analyze it in why our customer are not satisfied with the resolution of the billing problem, is it related to incorrect charges or being overcharged, or being charged for services not registered under the customer account. The next steps will be measuring the problems by collecting data and generating report based on the number of incident related to billing issues. Then improve the billing process by implementing the action steps need to be taken to eventually solving the billing issues. The final steps is to maintain and control the billing process and continuously improving it. Also Enhancing the problem solving skills of the billing assistant and specialist can improve the customer satisfaction level with the problem solving of billing issues.

-Complaint handling process should be improved by making the process more effective and less time consuming for the customers. Training should be provided to CSRs especially in products and processes; technical first troubleshooting will enhance their skills in handling customer complaints and provide first call resolution.

-Team leader and supervisor should be trained to handle the calls if the calls are escalated to them.

-Most dissatisfaction was found from the technical support services of Du. That is a major weaknesses and the technical support department should be improved and committed towards resolution of customers' issues. The Technicians or engineers never set up exact time of their visit to customers, therefore customers will be waiting the whole day for a technician's visit, and most of the times they never showed up, which make the customers unsatisfied and upset. Management of the call centre should force the engineers and technicians to adhere to the time visit and specify the exact time of their arrival to the customer's places. In addition, they should enhance the trouble shooting and technical skills of IT service desk employee to solve the technical issues effectively and efficiently.

-It was found that customers were not satisfied with the bills sent regularly and on time. This needs to be improved as bills should be sent to customers on time and this would help them make timely payment. This can be achieved by identifying the causes of late bills and develop action plan to ensure that the problem will not occur again.

-It was found that 50 % of customers were not satisfied with payment option provided by du especially for customers living in international city where they have to drive to DMC 14, which is located at Sheikh Zayed road. Management should allow customer payments at du sales office in international city and accept payment through online transaction by having power billing where customer can use their credit card to pay their bills online.

This paper indicates a need for further studies on Du's Call Center functions in the UAE. Future studies should specifically evaluate the observed changes in customer satisfaction to identify potential measures that may enhance the delivery of efficient service and determine whether real and effective care is being compromised.

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Appendix:

Customer Satisfaction Survey at du customer care

We Value your feedback

Currently we are conducting a quality survey on your experience with the du Customer Service Call Center, we would appreciate if you could spare some time and answer few questions.

<p>Customer Name</p> <hr/>
<p>Contact Number</p> <hr/>
<p>Customer Service Language (Select one option)</p> <p>1. Arabic 2. English 3. Hindi</p>

How would you rate your customer satisfaction with reference to

1. The IVR menu (i.e. automated voice prompts), do you feel they are easy to use and were you satisfied that you were directed to an appropriate customer care representative?

- Extremely Dissatisfied
- Dissatisfied
- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

2. Call answering time (Waiting time before your call was answered by a customer care representative)

- Extremely Dissatisfied
- Dissatisfied
- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

3. Time on hold (If you were placed on hold during the call, how would you rate the experience? (e.g Care representative asked your permission, checked if you were happy to keep waiting, got back to you in a timely manner...))

- Extremely Dissatisfied
- Dissatisfied
- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

4. First call resolution (Your enquiry being resolved or handled effectively in the first call?)

- Extremely Dissatisfied
- Dissatisfied
- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

5. Your choice of language selection?

- Extremely Dissatisfied
- Dissatisfied
- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

6. Problem Solving ability of the customer care representative?

- Extremely Dissatisfied
- Dissatisfied

- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

7. Knowledge of the customer care representative?

- Extremely Dissatisfied
- Dissatisfied
- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

8. Confidence and friendliness of the customer care representative.

- Extremely Dissatisfied
- Dissatisfied
- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

9. Complaint handling

- Extremely Dissatisfied
- Dissatisfied
- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

10. Your experience if your call was escalated to a Manager?

- Extremely Dissatisfied
- Dissatisfied
- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

11. Technical Support

- Extremely Dissatisfied
- Dissatisfied
- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

12. Overall Call Center Experience

- Extremely Dissatisfied
- Dissatisfied
- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

13. Are there any other areas of our customer service that you would like to provide feedback on? (Things we are doing well or other aspects that we could improve on)

How would you rate your Customer satisfaction with reference to

14. Accurate Billing (charges applied)

- Extremely Dissatisfied
- Dissatisfied
- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

15. Ease of Understanding the Bill

- Extremely Dissatisfied

- Dissatisfied
- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

16. Receiving Bills Regularly

- Extremely Dissatisfied
- Dissatisfied
- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

17. Solving Billing Problems

- Extremely Dissatisfied
- Dissatisfied
- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

18. Receiving Bills on time

- Extremely Dissatisfied
- Dissatisfied
- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

19. Ease of Payment

- Extremely Dissatisfied
- Dissatisfied
- Neither Satisfied nor Dissatisfied (Neutral)
- Somewhat Satisfied
- Extremely Satisfied

20. Are there any other areas of our Billing services that you would like to provide feedback on? (Things we are doing well or other aspects that we could improve on)

Thank you for your valuable input.

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