The Study of Service Quality Dimensions and Call Center Performance:
A Case study of MSMS Company

By

Athipong Mongkhonsuksawat

A Thesis submitted in partial fulfillment
of the requirements for the degree of

Master of Management in Organization Development and Management

Graduate School of Business
Assumption University
Bangkok, Thailand

November 2004

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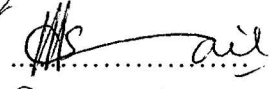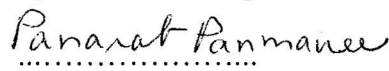**A Case study of MSMS Company**

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November 2004

ABSTRACT

The purpose of the research is to study of the relationship of service quality dimensions in terms of reliability, responsiveness, assurance, tangibility, and empathy and MSMS's call center performance. The research design is based on the action research model at the first stage called diagnosis. The problem was identified from the results of the management decision to establish the call center system to make the company more effective than competitors. The Call Center concept was introduced to the tyre business by MSMS. The research used both of the descriptive and inferential statistics run by SPSS program. A questionnaire was designed that consisted of thirty-nine questions which include demographic profiles, service quality dimensions, and the call center performance factors, based on the conceptual framework of the study. The respondents consisted of 169 (56.33%) of MSMS's customers who used the call center service.

The highlights of the research findings are as follows:

- The MSMS's customers who are the respondents on the study mostly belonging to the middle age range, evenly distributed by gender, mostly at the manager level with long experience in tyre business, and are frequent users of the call center service.

- Reliability, Assurance, Empathy were found to have a positive relationship to Speed of response.

- However, None of five-service quality dimensions had relationship to Length of response.

- But Assurance had positive relationship to No referral

- All of five service quality dimension had relationship to overall Call center performance and the one with most influence was Empathy

ACKNOWLEDGEMENT

The fulfillment of this study would not have been possible without the assistance of many special and wonderful people.

First, I would like to express my sincerely thanks to all members of my committees: Dr. Salvacion E. Villavicencio, and Dr. Ismail Ali Said for sacrifice for their valuable time spend for the remain and refinement my presentation that provided me insight comments and suggestions. My special appreciation and profound gratitude one is extended to my advisor, Dr. Perla Rizalina M.Tayko, for her guidance throughout my graduate studies and direction with many suggestions and comments on the completion my research. Without her excellent recommendations, I would not have accomplished this thesis project.

I would also like to express my gratefulness and special thanks to my superior, Mr. Chidchanok Sereerakul. Without his fully encourage, motivation, and inspiration, this research project never would have been successful completed.

Finally, I would like to say, "thanks a lot" to several people, for example, my friends in MM. Batch#6 Pook, Top, and Joke who supported my ideas, directions and facilities during our MM course studies until I finished this thesis project. I would particularly like to thank all respondents and staff for helping me by filling out the questionnaires that provide useful information for developing this research to one and all. "Thank you"

Athipong Mongkhonsuksawat

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MM. Batch# 6

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INTRODUCTION OF THE STUDY

1.1 Global Situation

In today's competitive business environment most industries try to achieve a better, higher, or even excellent performance by initiating and launching many new and innovative products and services into the market. A company's ability to quickly respond to the changing needs of the market utilizing various approaches is a key to success. From the management's perspective, it is their expectation to become a market leader in their particular industry, which reflects the company having gained good performance with higher market share and profitability.

Many business sectors in the world, especially telephone companies, banks, etc, have rapidly put up call-centers which evolved from being a simple add-on service to a customer-facing service as an important differentiator. In fact, in a world of business competition and globalization, a customer's experience with company's on line or telephone service can have serious effects on its bottom line.

Even though management focus has been on finding how to achieve the same or better service performance in today's even changing world, the challenge has always been how to best manage these call centers as a leverage for better customer service.

Some organizations concentrate on streamlining the customer service process by applying the new technology into their system, through scripting automation in order to maintain the satisfaction of customers and gain their loyalty at the same time.

Most companies that have implemented Call-center approach realize that this approach can provide rich insights into their customers, partners, channels, and markets. The implementation of this initiative on the call-center approach, is usually driven by the management level that is looking for the most profitable customers, which channels are most effective, and what marketing campaigns have been most successful (Carmeli, 2004).

The longer-term fundamentals for Asia are strong and most informed commentators agree that the Asia will be a major global market in the 21st century, with 25 per cent of the world's GDP and one third of its purchasing power. In fact, Asia's purchasing power is already comparable with that of Western Europe and North America. Already the middle classes in Asia comprise more than 400 million families. And with this, their demand for consumer products, enhanced infrastructure, expanding services and high technology, with such dynamic economies and strong growth prospects, it should be no surprise that the Asia region is a burgeoning market for the call center industry. The number of call centers in the region today is around 5,000, according to Deloitte's. The industry is worth some US$8.3 billion. The call center market in Asia is as diverse as the people, cultures and economies that make up the region. The capabilities of the call centers vary widely, depending on each nation's technology infrastructure, level of teledensity, economic robustness, and education and skill level (Moustafine, 1999).

In Thailand

Currently, Thai's traditional call centers are beginning to be transformed from the old model to one focusing on the strategic value of the call center in order to generate additional profit. The new call center model takes an integrated view of the

customer; and is driven proactively to deliver customer tailored service; and has customer-defined performance measurement.

Successful Thai companies know that maintaining customer relationships is a key differentiator for business nowadays. The concept of a virtual call center model will then truly be a reality. The benefits of this concept will not just be a matter of new technology capabilities but it enables remote staff to be implemented more economically, manageably and securely than ever before. Call center staff may be established or rescaled quickly on a demand basis. Furthermore, this call center concept is being adopted as part of a more focused customer relationship management, which can bring the company meet the satisfaction of customers (Serirakul, 2003).

1.2 Background of the Study

MSMS Company formally entered into the Thai market in 1994 by forming a joint venture between a France company and a Thai company. MSMS has maintained an existing dealer's network, which covered every province all around Thailand. The company had opened the regional office basement in 5 depots with only one sales administrative officer at each depot in order to serve the demand of customers both retailers and wholesalers particularly in regions in Thailand. Mostly at that time, the company did not have a large network. Therefore, the company could fulfill the customers demand smoothly.

In 1995, MSMS expected to meet the increasing demand on tyre market and serve the tremendous networks as a result of customer expansion strategy. The management in MSMS decided to expand the depot from 5 to 16 depots with at least

3 sales administrative officers working in each depot. Totally, there were 60 sales administrative officers in order to provide the prompt service to 300 dealers nationwide.
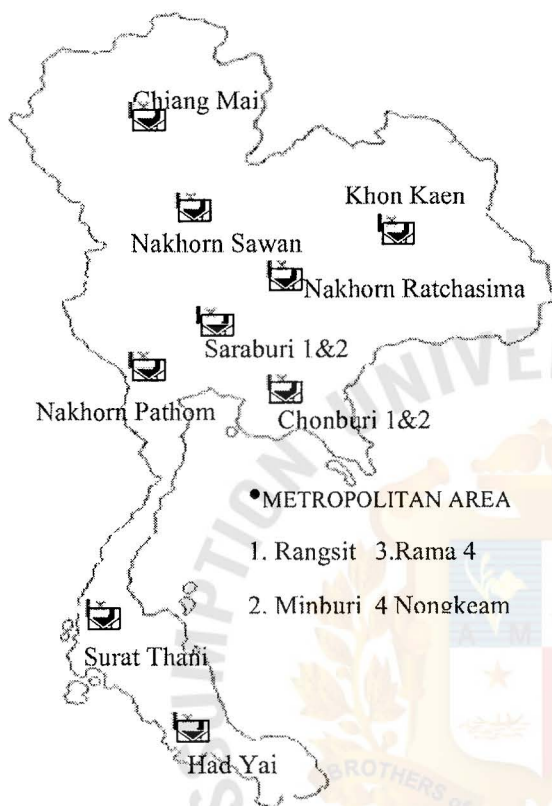
When the competitive arena arrived, the customers expect more than the product. The service from the company has been addressed and became relevant to the business. MSMS's management has realized and studied in this issue to renovate the current customer service system to a new approach. The new approach has to be in line with the global business and MSMS's policy worldwide.

Chiang Mai

Khon Kaen

Nakhorn Sawan

Nakhorn Ratchasima

Saraburi 1&2

Nakhorn Pathom   Chonburi 1&2

•METROPOLITAN AREA

1. Rangsit   3.Rama 4

2. Minburi 4 Nongkeam

Surat Thani

Had Yai

In the year of 2000, MSMS's management has decided to first establish the call center concept in the entire market in Thailand as a new selling approach. The sales administrative officers were centralized to head office in Bangkok by gradually decreasing the number of depots in the provinces down to zero. Currently, there is only one call center in Bangkok metropolitan. The products delivery is done by sub contractors under the company's logistic department.

From the rapid renovation on the call center approach, the company has to develop very fast on the call-center staff's skill, which needs to be developed through training courses in order to allow all staff maximizing their performances toward the

organization. Traditional style of service had changed from paper work and typewriter to the highest software technology and network system. After fully trained on call-center operation, staff can manage themselves and improve their performances to provide and satisfy the needs of customers with prompt service.

Additionally, it can be added that if the company does not move forward by letting the competitive behind them, the company cannot survive and as being a market leader in the entire business. To be differentiated, the development of service beside the product can bring the company better performance other than the satisfaction of the customer. Table 1.1, shows the performance of the company in terms of the percentage increased on the Market Share and Gross Margin from 1995 to 2002 which is the up-dated result.

Table 1.1 : MSMS's Performance

Year	1995 (Base as Index)	1996	1997	1998	1999	2000	2001	2002
Market Share (% increase)	100	0.0	0.0	+0.25	+1.0	+2.75	+3.25	+3.5
Gross Margin (% increase)	100	0.0	-1.0	0.0	+10	+30	+40	+50

Source: Sales & Budgeting Department, MSMS Co., Ltd., 2003

From table 1.1 after MSMS has initiated the call center approach in the year of 2000, the company's market share has been increased by 2.75% at the end of 2000 compared to the year before with the obvious advancement in the year of 2001 and 2002 by having a market share increased by 3.25% and 3.5% respectively. Moreover, even though the company had expanded its service network by having more depots

since 1995 the result was not good compared to the investment from the company in terms of money, people, time, land and so on. There was only 0.25% more on the market share with no improvement on its gross margin from the year of 1995 to 1998.

At the beginning of 2002 the management decided to reduce 30% of sales people in the sales function and used the call center department as a front line to communicate with customers.

Preventing communication error and maximize service quality. The call center function was provided many training programs to its call-center staff in order to work more effectively and efficiency. As a result of the management decision, the company's up-dated result in the year of 2002 showed that in only three years of launching this approach the company could increase the market share by 3.5% with the gross margin gaining by 50%. It might show that when the customers are satisfied with a new service of the company with effectiveness and efficiency in term of staff's performance, the customers would prefer to support the company to distribute the company's products to the end-users and deal the business with the company as a partnership. In the end the overall performance of the company in terms of both market share and gross margin would outperform.

1.3 Research Objectives

The research intended to achieve the following objectives:

1.   To determine the service quality dimensions in terms of reliability, responsiveness, assurance, tangibility, and empathy of MSMS's call center.

2. To identify the MSMS Call Center ability to meet customers' expectations.

3. To determine whether service quality dimensions of MSMS's call center in terms of reliability, responsiveness, assurance, tangibility, and empathy have the relationship on the MSMS's call center performance.

4. To discuss the implications of the relationship of service quality dimensions and MSMS's call center performance basis form an ODI proposal.

1.4 Statement of the Problem

The main purpose of the study is focused on the relationship between the service quality dimensions and the MSMS's call center performance. Specifically, the study intend to answer to the following questions:

1. What is the respondents profile in terms of :

    - Age

    - Gender

    - Working Experience

    - Education level

    - Working Position

    - Frequency Order

2. Do the service quality dimensions in terms of reliability, responsiveness, assurance, tangibility, and empathy have the relationship to call center performance in terms of Speed of Response, Length of Response and No Referral?

3. Which of the service quality dimensions have the greatest relationship on call center performance?

4. What OD interventions are needed to improve the call center performance and main service quality dimensions?

1.5 Hypotheses

The following hypotheses were tested in this study.

Ha1 : There is a significant relationship between service quality dimensions in terms of

- Reliability

- Responsiveness

- Assurance

- Tangibility

- Empathy

and call-center performance in terms of

- Speed of Response

- Length of Response

- No Referral

Ha 2 : The service quality dimensions in terms of reliability has a relationship to the call center performance.

Ha3 : The service quality dimensions in terms of responsiveness has a relationship to the call center performance.

Ha 4 : The service quality dimensions in terms of assurance has a relationship to the call center performance.

Ha 5 : The service quality dimensions in terms of tangible has a relationship to the call center performance.

Ha6 : The service quality dimensions in terms of empathy has a relationship to the call center performance.

1.6 Significance of the Study

This study was intended to identify and determine whether the vital factors of service quality dimensions have the relationship on call center performance working at MSMS Company. The benefit and usefulness of this research are listed as follows:-

1.6.1 For the call-center staff, this study helps call-center staff to understand perfectly what the customer expectations are from their services is. Therefore, this feedback would provide the call-center staff the awareness of the need to improve their performances and consequently improve company's service performance.

1.6.2 For the Management, this study helps the managerial level to understand and appreciate the call-center performance and utilize the information to motivate and encourage call-center staff to perform at his/her best.. In addition, this study provides the information to the managerial level on what to emphasize in each aspect of call-center performance that can increase the customer satisfaction. Then the management can develop the particular performance of call-center staff to develop their capabilities to improve performance.

1.6.3 In terms of Organization, this study helps the organization in improving its performance though the feedback on the increase on the call-center performance toward customer satisfaction. As a result of this reflection, they help the company adapt and improve its service strategy naturally in an effective and efficient way.

1.7 Scope and Delimitation of the Study

The research focused only on the relationship of service quality and call center performance. The number of target respondents was 169 out of 300 MSMS's customers in local market all around Thailand.

Table 1.2 : MSMS's Customer location

Zone	Number of Accounts	Number of Respondents
Zone 1 North	58	33
Zone 2 Northeast	61	33
Zone 3 Central	98	48
Zone 4 West	47	33
Zone 5 South	36	22
Total	300	169

Source: Sales Department, MSMS Co., Ltd., 2004

The delimitations of the research are:-

a) The respondents who are customers may not attempt to respond or even answer the questions because they may not have enough time to do it.

b) During the process of responding the questionnaire, the respondents may not pay attention to answer the questions.

c) For confidentiality, the researcher has to change the name of the company as MSMS Company Limited to secure all relevant and drawn from the study.

1.8 Definition of Terms

For uniformity and clarity and to understand this research, a basic definition of

terms in this research is defined as follows:

Assurance

It is the knowledge and courtesy of employees and their abilities to convey

trust and confident. The assurance dimension includes the following features

competency to perform to service, politeness and respect for the customers.

(Fitzsimmons, 1994).

Call-Center performance

The ability of call center staff to exceed customer expectations in terms of

speed of response, length of response and no referral.

Call- Center staff

Call-Center staff is usually defined as a group of people (often called agents)

to whom a business's most client-intensive telephone (Fauerbach, 1999).

Empathy

It is the provision of caring, individualized attention to customers. Empathy

includes the following features: approachability, sense of security and the ability to

understand the customer's need (Firzsimmons& Mona, 1994).

Length of response

It is the length of time the call center takes to provide service to the customers.

The more knowledge of the staff is the shorter the response.

No referral

The person who receives the call does not any more tell the caller to call

another person for more or further information. In other words, he/she is able to

handle it himself at the point of call and no other person has to be asked for more

information. This is a practical indicator of the person being able to "take charge" of what he is doing. This also means that the person at the call center is well informed and can "think on his/her own" or "think on his/her feet".

Performance

Performance is the quantity and quality of tasks accomplished by an individual or group at work. (Shermerhorn & Chappel, 2000)

Reliability

It is the ability to perform the promised service dependably and accurately in terms of the performance of employee. (Zeithaml, Parasuraman & Berry, 1990).

Responsiveness

It is the willingness to help customers and provide a prompt service. This dimension is particularly prevalent where customers have questions, complaints and problems (Mudie & Cottam, 1999).

Service Quality Dimensions

It is the conceptual criteria applied to measure the service as perceived by internal customers that they are happy with the human resources activities provided. (Zeithaml, Parasuraman, & Berry 1990).

Speed of response

It is the quickness and prompt service of call center agent which responds to the customer's calls.

Tangibility

It is the appearance of physical facilities, equipment, personnel and communication materials. (Zeithaml, Parasuraman & Berry, 1990).

CHAPTER 2

REVIEW OF RELATED LITERATURE

This chapter presents the review of related literatures and theories on the subject related to the organization development and intervention, change management based on service quality dimension and call center performance.

The main theme of this study is on the relationship between service quality dimensions and call center performance.

Relationship development has become more important and is likened to marketing a two act play. The first act is that of attracting the customers. The second act is that of customer feedback on performance. Unfortunately or fortunately as the case may be, this relationship requires a great deal from all of employees in the company. The call-center model has become a relevant approach that can bring the company closer to their customers. Establishing this model to the customers, call center Staff are expected to be pleasant, attentive and knowledgeable in situation after situation with customers after customers over the days, weeks and months this can be most demanding. Call-center staff must be willing to go above and beyond the call of duty so that positive relationships can be developed. The literature calls this willingness to help out "organizational citizenship behavior". (Penner, Midili & Kegelmeyer, 1997)

In this chapter, the theory on how service quality dimensions influences the call center performance is summarized, beginning with the definitions and meaning of the variables. Next, the researcher discusses how each variable captures the theories and affects the factors of two variables. Finally, the researcher describes and discusses

the framework in each main variable and how each is relates the other variables in the study.

2.1 Organization as Systems in Development

Today's organizations operate in a rapidly changing environment. Consequently, one of the most important assets for an organization is the ability to manage changes and for people to remain healthy and authentic. Consider the following definition of organization as systems in development

Organizations are human social systems in development. They are "corporate persons". They are born. They grow, develop, evolve, and transform. When they undergo through this process, it is called Organization Development (OD) (Roldan and Tayko, 1991.).

Organization Development (OD) is the process of improving organizations. The process is carefully planned and implemented to benefit the whole organization, its employees and its stakeholders. The client organization may be an entire company, public agency, non-profit organization, volunteer group - or a smaller part of a larger organization. (Beckhard and Pritchard, 1992).

The change process supports improvement of the organization or group as a whole. The client and consultant work together to gather data, define issues and determine a suitable course of action. The organization is assessed to create an understanding of the current situation and to identify opportunities for change that will meet business objectives. (Cumming & Worley, 1997)

Organization development differs from traditional consulting because client involvement is encouraged throughout the entire process. The ways in which people communicate and work together are addressed concurrently with technical or procedural issues that need resolution. (Cumming & Worley, 1997)

Organization Development is the attempt to influence the members of an organization to expand their candidness to each other about their views of the organization and their experience in it, and to take greater responsibility for their own actions as organization members. The assumption behind organization development is that when people pursue both of these objectives simultaneously, they are likely to discover new ways of working together that they experience as more effective for achieving their own and their shared organizational goals. And that when this does not happen, such activity helps them to understand why and to make meaningful choices about what to do in light of this understanding. (Neilsen, 1984)

Many experts agree that the following definition of OD represents the major focus and thrust of today's OD practitioners. Organization development is a system-wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness.(Cumming & Worley, 1997)

The system of organizations is very similar, if not the same as, to the system of human beings. After all, organizations are made up of humans. Therefore, when trying to understand the field of organization development, it might be useful to compare aspects of the field of organization development to aspects of the field of medicine.

2.2 Organization Development and Intervention

Organization Development is an effort of planning, organization-wide and managed from the top to increase organization effectiveness and health through planned interventions in the organization's "processes," using behavioral-science knowledge. (Beckhard,1969)

Organization Development is a response to change, a complex educational strategy intended to change the beliefs, attitudes, values, and structures of organizations so that they can better adapt to new technologies, markets, and challenges, and the dizzying rate of change itself. (Bennis,1969)

Organization Development is a top-management-supported, long-range effort to improve an organization's problem-solving and renewal process, particularly through a more effective and collaborative diagnosis and management of organization culture-with special emphasis on formal work team, temporary team, and inter-group culture- with the assistance of a consultant-facilitator and the use of theory and technology of applied behavioral science, including Action Research (French & Bell, 1990).

Organization development is a system-wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness. (Cummings & Worley, 1997)

Organization Development has been defined as a series of planned processes by which human resources are identified, utilized, and developed in ways that strengthen organizational effectiveness by increasing problem solving capabilities and planning.

On the variety of OD theories, organization development is essentially the process of improving organizations. The process is carefully planned and implemented to benefit the organization, its employees and its stakeholders. The change process supports improvement of the organization or group as a whole. The organization is assessed to create an understanding of the current situation and to

identify opportunities for change that will meet business objectives. An OD intervention is a structured activity initiated by consultants or managers that directly assists in a comprehensive organization development program.

2.3 Organization Change Management

It is natural that people want to stay as they are in a particular situation. It is because they need to have the sense of security. Therefore, this distinctive circumstance has to be in the mind of any consultant because she or he can be seen as an intruder into either the normal operation of the organization, or the natural interaction in the community. It is possible to determine that organizations exist in a state of equilibrium which is not conducive to change.

The appropriate management of these two opposite forces guarantees a successful result. Not only internal but also external causes can provoke a change that can be planned or not. It is feasible to see in the organization only restraining forces in both individuals and groups. It seems to be simple, but in reality to achieve this equilibrium is a big challenge, especially for an external consultant who knows little about the internal interaction among the people.

The move to employee involvement in change, and the use of internal or external consultants to manage reactions to change, represents a shift in approach from early management theory. An example is Charles Taylor's scientific management approach, which became known as "Taylorism." This "command-and-control" approach drew a sharp line between managers and employees. The underlying philosophy was that "workers work, managers think." Taylor's method was a reflection of the times, i.e., the industrial age with its factories unions, and assembly lines - environments that needed tight management control (Silverstein, 1999).

2.3.1 The Nature of Organizational Change

Any change, but especially major change, disrupts the work environment" (Beckhard, 1969). Deep organizational changes have a profound impact on people within organizations. In fact, today most businesses have accepted the notion that the only thing is constant change. Nonstop change is often referred to as "white water turbulence [that is] forcing most leaders to examine the very essence of their organizations..." (Beckhard and Pritchard, 1992). OD is a key factor in successful implementation of large-scale organizational changes such as mergers, acquisitions, downsizings, and restructurings.

Deciding on a direction, or making an organizational change is one thing; managing employees' personal reactions is yet another. Having the appropriate resources, i.e., an OD practitioner working with the senior team to develop a strategic change management plan, can be the difference between a successful and satisfying result and one that leaves employees feeling disenfranchised, forgotten, and wounded.

A critical part of any OD change intervention is ensuring that everyone who needs to be part of the process is included. While certainly part of the process, the OD practitioner is best served by realizing that he or she is not the change "owner" but rather a vehicle for the change that organizational leaders create and own. Warrick and Thompson (1980) pointed out that as practitioners we need to view OD as a process and to change our practices to reflect this view by developing internal change agents that can carry on the process, and by making planned disengagement and follow-up one of the most important phases of the effort".

Usually, the OD practitioner's best course of action is to develop a team of internal change agents who will take the work forward after the initial change event has completed. In fact, contrary to previous views that planning and implementing

change processes was their sole purview. Some OD practitioners are beginning to realize that the real change agents are the managers and supervisors in the organization and that the OD practitioner is more of a 'change catalyst,' whose primary role is to assist the real change agents (Warrick & Thompson, 1980).

When an organization decides to make a strategic change, there is a planning process that results in implementation - literally, flipping the switch. The "switch" might be changing the way work is done as in reengineering, or changing reporting relationships through re-structuring or downsizing. However, experts like Bridges are of the opinion that organizations don't give the same level of planning to personal transitions, that is, the time it takes for individuals to accept and deal with change as they do to the technical, or work aspects of change.

2.3.2 Managing Change

Once the diagnosis has been made and the main problems have been detected, the implementation of changes is necessary. This step is fundamental to overcome the organization's troubles. (Cummings & Worley, 1993) in chapter 8 defined five activities to be implemented in the managing change process.

1. Motivating change. This includes creating readiness for change and overcoming resistance to change. It is to create an appropriate organizational environment to start the process of change.

2. Creating a vision. This step aims to create directions for evaluating the process.

3. Developing political support. The support from powerful individuals and groups assures a successful implementation of the measures for change.

4. Managing the transition. In this phase plans to accommodate the change are made, especially in the transitional period.

5. Sustaining momentum. This includes gathering resources and reinforcing the organization for the changes needed.

2.4 Definition and Features of Service Quality Dimensions

Service quality is a function of technical quality and functionality quality. Technical quality relates to what the customers received as a result of the buyer/seller interaction. Functionality quality is performance of the services/products and is more learned toward perception of the customers, as long as the tangibility quality is satisfactory (Gronroos, 1984).

The five key facets of the service management perspective can be reorganized as an overall management perspective, customer focus, holistic approach, quality focus, and internal development and reinforcement (Gronroos, 1984).

Quality has also been defined in many ways, such as conformance to specifications, the degree to which customer specification are satisfied, a fair exchange of price and value, fitness for use, and doing it right the first time (Garvin, 1988).

Parasuraman, et al. (1985) point out that service quality in more difficult for the consumer to evaluate then goods quality: perceptions of service quality result form a comparison of consumer expectations with actual service performance: quality evaluations are not made solely on the outcome of service but also involve evaluations of the "process" of service delivery and the customer has fewer tangibility cues when purchasing a service than when purchasing goods

Few years later, Parasuramen, Zeithaml, and Berry (1990) defined service quality as perceived by customers as the extent of discrepancy between customer's expectations or desires and their perceptions.

The researcher found out that the quality of service has been studied in the area of business management for years because the market is more competitive and marketing management has transferred its focus from internal performance such as production to external interests such as satisfaction and customers' perception of service quality (Gronroos, 1994). However, the concept of service quality has only recently gained attention in the sport and recreational literature over the last two decades (Yong, 2000). SERVQUAL, which applies the traditional disconfirmatory model, was the first effort to operation service quality. Although it made great contribution to the field of service quality and was very popular among service quality researchers in many areas, it is insufficient because of its conceptual weaknesses caused by the disconfirmatory paradigm, and its empirical inappropriateness. Later service quality models with more dimensions were applied. Most recent models such as Brady's (1997) hierarchical multidimensional model synthesized prior approaches and represented the complexity of the construct of service quality perception. Although numerous efforts have been made in both business management and sport/fitness fields, the study of service quality is still at a state of confusion because of the complexity of the construct. No consensus has been made upon the conceptualization or operationalization of service quality perceptions of consumers.

2.5 Theories related to Service Quality Dimensions

2.5.1 Theory of service quality model (Gronroos, 1984)

The concept of service comes from business literature. Many scholars offered various definitions of service. Examples are mentioned below:-

Zeithaml & Bitner (1996) defined service as "deeds, processes, and performances. Ramaswamy (1996) described service as "the business transactions that take place between a donor (service provider) and receiver (customer) in order to produce an outcome that satisfies the customer".

Gronroos (1984) defined service quality as "perceived service quality" by a customer with subjective criterion rather than objective criterion, and distinguished service quality from objective quality.

Some researchers view service from the perspective of a system-thinking paradigm: A production system where various inputs are processed, transformed and value added to produce some outputs which have utility to the service seekers, not merely in an economic sense but from supporting the life of the human system in general, even may be for the sake of pleasure (Lakhe and Mohanty, 1995).

This model created by Grönroos (1984), attempts to illustrate how the quality of a given service is perceived by customers. It divides customer's perception of any particular service into two dimensions:

- **Technical quality** - *What* the consumer receives, the technical outcome of a process, (how the service is performed and delivered). This dimension is called *outcome quality* by Parasuraman *et a.,* (1985) and *physical quality* by Lehtinen and Lehtinen, (1982).

- **Functional quality** - *How* the consumer receives the technical outcome, (the overall perception of quality as a function of the customers' evaluation of the service), what Gronroos calls the "expressive performance of a service". This dimension is called *process quality* by Parasuraman *et al.,* (1985) and *interactive quality* by Lehtinen and Lehtinen, (1982).
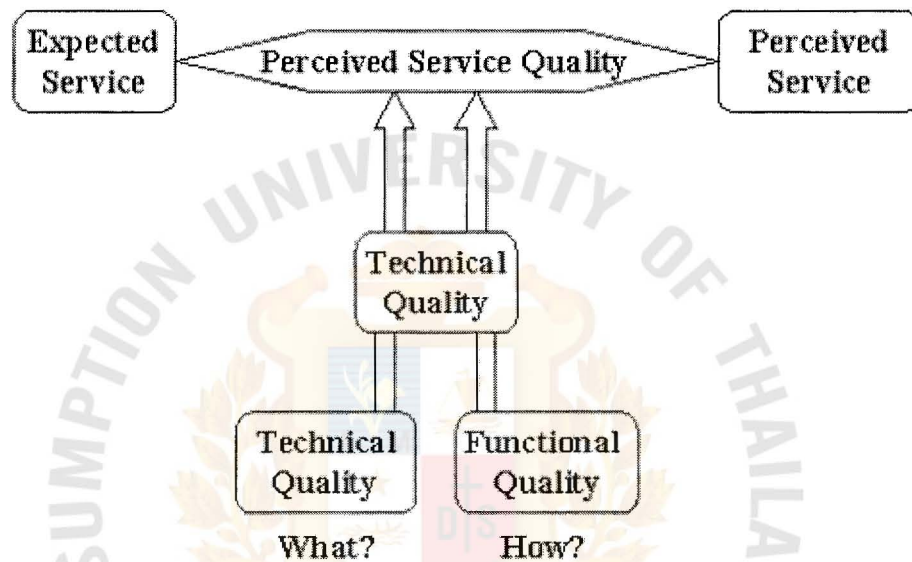
Figure 2.1 Service Quality Model

Source: Gronroos, C. (1984). "A Service quality model and its marketing implications." p.36.

It is the reflection of the customer's perception of the interactions between customers and service providers. According to figure 2.1, the researcher would like to express that these two dimensions of service performance are compared to the customer's expectation and eventually the customer has his/her own service quality perception. Gronroos also pointed out that the functional quality dimension can be perceived in a very subjective manner or perception of how the service is delivered. He wrote:

Parasuraman *et al.* (1985), in the earlier work, has proposed ten dimensions to determine service quality. And they also proposed that service quality is a function of the differences between perceived performance and expected performance of these ten dimensions to determine overall perceived service quality.

2.5.2 Theory of SERVQUAL model (Parasuraman *et al.*, 1988)

The researcher considers that one of the critical determinants of loyalty would be the overall quality of services as perceived by customer. Perceived service quality has been conceptualized and measured as a form of attitude.

As Parasuraman *et al.*, (1988) also defined service quality as "a global judgment or attitude relating to the overall excellence or superiority of the service" and they conceptualized a customer's evaluation of overall service quality applying Oliver's, (1980) disconfirmation model, the gap between service quality performance could be determined by the measurement scale SERVQUAL that uses five generic dimensions.

1. **Reliability** : the ability to perform the promised service dependably and accurately.

2. **Responsiveness** : the willingness to help customers and provide prompt service.

3. **Assurance** : the competence of the system and its credibility in providing a courteous and secure service.

4. **Tangibility** : the appearance of physical facilities, equipment, personnel, and communications materials.

5. **Empathy** : the approachability, ease of access and effort taken to understand customer's needs.

SERVQUAL however has not been without criticisms. Particular research efforts by Cronin and Taylor, (1992) cast doubts about the validity of the disconfirmation paradigm advocated by Parasuraman *et al.*(1988). These authors questioned whether or not customers routinely assess service quality in terms of expectations and perceptions. They advanced the notion that service quality is directly influenced only by perceptions of service performance. Accordingly, they developed an instrument of service performance that seems to produce better results than SERVQUAL (Asubonteng, McCleary, and Swan, 1996).

2.5.3 Theory of the SERVPERF model (Cronin and Taylor, 1992)

Cronin and Taylor (1992) argued that SERVQUAL confounds satisfaction and attitude. They stated that service quality can be conceptualized as "similar to an attitude", and can be operationalized by the "adequacy-importance model". In particular, they maintained that "performance" instead of "performance-expectation" determines service quality and that developed an alternative measurement tool, SERVPERF, which concerns only performance.

The researcher strongly believed that service quality should be measured as an attitude. Therefore, with much supporting literature (Bolton & Drew, 1991; Churchill & Surprenant, 1982), this instrument focuses on the importance of performance.

Cronin & Taylor said, "The performance-based scale developed (SERVPERF) is efficient in comparison with the SERVQUAL scale; it reduces the number of items to be measured by 50%".

They examined the dimensionality and the validity of service quality measures. The study was conducted on four different types of service forms, such as banks, pest control, dry cleaning, and fast food. The result of the dimensionality

SERVPERF test was the 5-component structure proposed by Parasuraman et al (1991). for their SERVQUAL scales that are listed in the table below (Table 2.1).

Table 2.1 SERVPERF's Five Dimension

Dimensions	Descriptions
Reliability	The ability to perform the promised service dependably and accurately.
Responsiveness	The willingness to help customers and to provide prompt service.
Assurance	The knowledge and courtesy of employees and their ability to convey trust and confidence.
Tangibility	The appearance of physical facilities, equipment, personnel, and communication materials.
Empathy	The provision of caring, individualized attention to customers.

Source: Parasuraman, Zeithaml, and Berry,(1991) perceived service quality as a customer-based performance measure: an empirical examination of organizational barriers using an extended service quality model, Human Resource Management, (p.335-364)

2.5.4 Theory of service quality (Mudie and Cottam, 1999)

Mudie and Cottam mentioned that customers assess and evaluate a number of factors or dimensions to measure service quality. They will test the quest by varying from one service to another that has been developed. Consequently from tested in a variety of service industries five dimensions emerged as follows:-

1. Reliability – the ability to perform the promised service dependably and accurately. It is regarded as the most important determinant of perceptions of service quality. This dimension is particularly crucial for services such as railways, buses, banks, insurance companies, delivery services and trade services, for example, plumbers, car repair, etc.

2. Responsiveness – the willingness to help customers and to provide prompt service. This dimension is particularly prevalent where customers have requests, questions, complaints and problems.

3. Assurance – the employees' knowledge and courtesy, and the ability of the service to inspire trust and confidence. This dimension may be of particular concern for customers of health, financial and legal services.
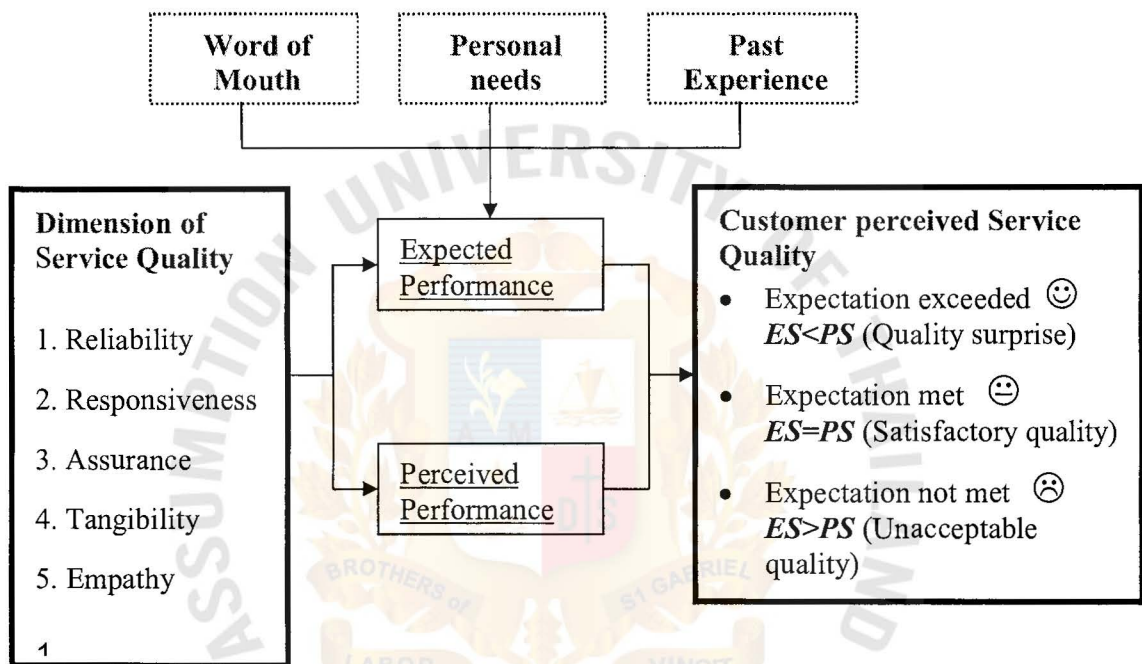
Figure 2.2 Perceived Service Quality

Source: [Reprinted with permission of the American Marketing Association: adapted from A. Parasuraman, V. A. Zeithaml, and L. L. Berry, "A Conceptual Model of Service Quality and its Implications for Future Research", Journal of Marketing, vol.49 Fall 1985, p.48]

4. Tangibility – the appearance of physical facilities, equipment, personnel and communication materials. All of these are used in varying degrees to project an image that will find favor with consumers. Tangibility will be of particular significance where the customer's physical presence at a service facility is necessary for consumption to occur e.g. hair salon, hotel, and nightclub.

As, A. Fitzsimmons and J. Fitzsimmons (1994) also identified five principal dimensions, customers use five principal dimensions judge service quality and judge customer satisfaction. The dimensions of service quality are shown in Figure 2.2, which have been summarized.

The consequence of customers' judgments used the five dimensions. It is based on a comparison of expected service and perceived service. The gaps between expected and perceived services are a measure of service quality.

5. Empathy – the caring, individualized attention the service provides its customers. Small service companies are better placed for treating customers as individuals than their larger invariably standardized counterparts. However, relationship making is designed to offer a more individualistic approach for customers of large organization.

The researcher found this model inspiring, especially on the side of new business model which provides not only the product but also the service to the customers, which can help the company in improving their staff's knowledge and skill.

2.5.5 Theory of multidimensional model of service quality (Yong, 2000)

Quality of service has been studied in the area of business management for many years because the market is more competitive and marketing management has transferred its focus from internal performance such as production to external interests such as satisfaction and customers' perception of service quality (Gronroos, 1994).

Yong reviewed the definitions of service and pointed out that the following features of service are noteworthy in order to better understand the concept.

First, service is a performance. It happens throughout the interaction between customers and service providers (Gronroos, 1990 and Zeithaml et.al., 1996).

Second, other factors such as physical resources or environments play an important medium role in the process of service production and consumption (Gronnroos, 1990).

Third, service is needed by customers to provide certain functions such as problem solving (Gronroos, 1992 and Ramaswamy, 1996).

The researcher considers that these three points put together can lead to the conclusion that a service combined with good products, is experienced and evaluated by customers who have particular goals and motivations for consuming the service.

Yong (2000) had developed the model of service quality by proposing that the perception of service quality consists of four dimensions.

- **Program Quality :** operating time and secondary service

- **Interaction Quality :** attitude, behavior and expertise

- **Outcome Quality :** waiting time, tangibility

- **Environment Quality:** ambient conditions, social factors and design

2.6 Critical Analysis/Discussion of Service Quality Dimensions Theories

- Reliability

- Responsiveness

- Assurance

- Tangibility

- Empathy

2.7 Discussion of each of the Selected Sub-Variables

No business or organization can succeed without focusing on the customer satisfaction. Likewise, no person can make a good living without meeting the needs of customer. Those statements seem to be rather broad generalizations, but let as consider the variables that relate and reflect to service quality dimension as below:-

Table 2.2: Critical analysis and selection of sub-variables of quality of service

Sub variables	5 Theories			
	Christopher H. Lovelock (2001)	Kurtz and Clow (1998)	Gronroos (2000)	Zeithaml, Parasuraman and Berry (1990)
Reliability	X	X	X	X
Responsiveness	X	X	X	X
Competence	X			X
Access	X	X	X	X
Courtesy	X			X
Communication	X		X	X
Credibility	X			X
Security	X			X

Sub variables	5 Theories			
	Christopher H. Lovelock (2001)	Kurtz and Clow (1998)	Gronroos (2000)	Zeithaml, Parasuraman and Berry (1990)
Understanding the customer	X			X
Tangibility	X	X	X	X
Assurance			X	X
Empathy		X	X	

 Sub-variables that the researcher chose to use in this study
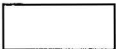
 Sub-variables that the researcher didn't choose to use in this study

In table 2.2, the gray areas refer to the sub-variables that the researcher is interested in and used in this study. The researcher selected five theories related to this research as it refers to the theory of Service Quality Model, SERVQUAL model, SERVPERF model and Multi-dimensional Model of Service Quality. All of them will determine the significant criterion to evaluate the service quality of call-center staff.

1) Reliability : The ability to perform the promised service both dependably and accurately. Reliable service performance is a customer expectation and means that the service is accomplished on time, in the same manner, and without errors at all time. For example staff handles problems and performs jobs as promised to customer. Reliability also extends into back office, where accuracy in billing and record keeping is expected.

2) Responsibility : The willingness to help customers and to provide prompt service. Keeping customers waiting, particularly for no apparent reason, creates unnecessary negative perception quickly and with professionalism it can create very positive perceptions of quality. For example, staff give the customer prompt and efficient service.

3) Assurance : The knowledge and courtesy of salespersons as well as their ability to convey trust and confidence. The assurance dimension includes the following features; competence to perform the service, politeness and respect for customer, effective communication with the customer, and the general attitude that the service provider has. Staff can answer the customer's questions and serve the customer in a friendly and happy way.

4) Tangibility : The knowledge and courtesy of employees and their abilities to convey trust and confident to the customers. The assurance dimension includes the following features competence, service performance, politeness and respect for the customers. Also it is the appearance of physical facilities, equipment, personnel and communication materials.

5) Empathy : The provision of caring, individualized attention to customers. Empathy includes the customer's needs. an example of empathy is staff understands what the customer wants and offers services without waiting to be asked.

The reason why the researcher chose those variables is that there is a similarity in many other theories supporting those variables. The sub-variables also have been chosen based on the real situation of MSMS call center that acts as a service provider. However, some of the variables that have competence, access, courtesy, communication, creditability, security and understanding have not been considered because the MSMS's business model does not match those variables.

2.8 Relationship of Service Quality Dimensions on performance

Service quality dimensions in this research consist of Reliability, Responsiveness, Assurance, Tangibility, and Empathy having a relationship on the dependent variable of the level of call center agent's performance. It is an observed pattern that customers purchase goods or services from people they like. For them, their feelings about the person from whom they bought their goods or services were more important than the brand of the goods they bought. Even though they felt they were being objective, they made their decision emotionally. When the business model has been changed, some companies try to add a call-center service selling products to customers besides salespeople. As a result of this change, call-center staff also discovered that by making customers happy and more confident to purchase the company's goods.

Many theories have been proposed over the years to explain human psychosocial functioning. They have differentiated the conceptions of human nature they adopt and in what they regard as the basic determinants and mechanism of human motivation and action. The researcher has illustrated the several theories related to sales force performance which may improve the performances according to the motivation theory based on performance's concept.

Definition of call-center performance can be linked to the service quality which is the difference between the outcome of the service and what the customer expected prior to the service. (Kurtz & Clow, 1998)

First the researcher will identify the critical dimensions that customers use to judge the call-center's performance. Referring to the literature of service quality measurement that measured customer's prize reliability or knowing they can depend upon a company gives them the right service the first time and to honor its promises.

The customers also highly value responsiveness, or know that call-center employees are willing and ready to provide service in a timely manner. Other important considerations include assurance (when employees are courteous and inspire confidence), tangibility (when facilities, equipment, and appearance of personnel are pleasing), and empathy (when employees provide caring, individualized attention). Customers met service problems when there was a "gap" or discrepancy between the service they expected and what they actually experienced. This gap between expectation and service is caused itself by gaps within the organization.

Tjosyold's literature mentioned about the management of service quality that managers are often out of touch with these customers and their expectations because they do not listen to their customers or to frontline employees. Management is not committed enough to set specifications to meet consumer expectations. These are all gaps that lead to disappointing service. Customers compare their expectations of an organization with their experience by using such dimensions as reliability and responsiveness. To meet these expectations it requires a great deal of coordination between service providers and marketing. Many companies have too many gaps and divisions to deliver high-quality service. (Tjosvold, 1993)

The quality of performance from call-center staff is very relevant to every company especially such emerging business as MSMS. As mentioned before, quality of performance can be linked to the service quality management, which is necessary for the organization improving its business result more effective and efficient as Brown and Kurtz literature mentioned below:

Quality reflects customer satisfaction. It is the customer's perception of service provider and what service provider makes as being first-rate. (Brown, 1992)

The most difficult aspect of growth to manage is service quality. In the zeal for growth and expansion, the quality of service being provided to customers is often overlooked. A reputation of providing bad service is very difficult to overcome. (Kurtz & Clow, 1998)

The fundamental definition of quality enshrined is quality which is fit for use. This idea that quality is dependent upon use brings the customer into the picture, because it is the customer who decides the use. This had led some people to reword the definition; to make the link with the customer even more obvious, quality is what the customers says it is.

According to Aaker's study, most of the quality dimensions, such as performance, durability, reliability, and serviceability, are difficult if not impossible for buyers to evaluate. As a result, customers tend to look for signals of quality. The fit-and-finish dimension can be such a quality signal. Customer assumes that if a firm's products do not have good fit and finish, they probably will not have other, more important quality attributes. A product (or service) and its components should be critically and objectively compared both with the competition and with customer expectations and needs. (Aaker, 1998)

From the researcher's point of view, the quality of service has close relationship with customer expectation and needs, which was also described in the literature of Tjosvold. The first thing that service provider realizes is that quality does not cost, but failure does. If a service provider operates where quality appears to be a minor or non-existent issue, you may feel that it is possible to disregard quality. However, there are two factors that service provider may not have accounted for:

1. Service provider has no way of knowing what dissatisfaction exists within the market. A nominal level of quality is only acceptable where there is no alternative, and marketing on that basis is dangerous.

2. The cost of not getting it right every time, first time and on time is built into almost all AQL-based processes and systems. If quality was 100 per cent guaranteed, would service provider need complicated and handling departments? Would service provider need to spend time on assessing complaints and compensating customers? How much money could be saved? (Tjosvold, 1993)

The researcher would like to highlight the fact from Tjosvold study that customers not only have a power in terms of where they wish to buy, what they wish to buy and how they wish to buy it, they also enjoy increasing levels of consumer protection which places the burden of responsibility on the retailer or manufacturer. However, much of the legislation deals happen when things go wrong and most organizations have strategies for dealing with failures, which ensure that the customer does not need to seek legal redress. (Tjosvold, 1993)

Some major determinants of service quality include preparing to serve customers, coordination between back and front offices, reliability and consistency of service, effective use of technology, appropriate degree of standardization in serving customers, appeal and functionality of facilities, logic and consistency of business hours, handling of no routine demands and emergencies, provision of customer privacy, rationality and fairness of customer queuing, availability of materials, orientation of new customers, collection and use of customer feedback, and selection and training of employees. (Tjosvold, 1993)

The researcher also found out that there are several literatures, which have studied the importance of the service quality which are as follows:

The importance of service and service quality has been growing in the world economy since the late 1970s. Establishing new levels of sophistication and rigor, as well as a broad set of approaches. (Rust & Oliver, 2001)

The other definition of service quality is the foundation of service marketing. The four Ps of marketing – product, place, promotion, and price- but in a service business none of this works very well without a Q-for quality. (Berry & Parasuraman, 1991)

Machintosh and Lockshin (1997) studied that relationships could be multi-faceted, in a retail context for example, acting at both the person-to-store (supplier) and person-to-person level. They established that for customers without a salesperson relationship, trust in the store (supplier) could lead indirectly to loyalty through company's attitude.

Fredericks, Hurd and Salter (2001) stated that many businesses subsequently found that only satisfying customer needs on basic quality issues did not lead to long-term customer loyalty because there was a significant difference between satisfaction and loyalty. Unlike satisfaction, loyalty was probably a more realistic alternative as it referred to an *active* or a *proactive* relationship with supplier (call-center staff).

The researcher agreed with Yoho (1998) concept of relationship selling, while relationship marketing refers to broader organizational efforts to maintain customer loyalty and stimulate repeat purchase over time, as relationship selling focuses on the relationship building behaviors of the company's service staff.

For *call-center model,* this information helps the call-center staff to better understand customers' needs. Behavioral call-center skills should be concentrated

and developed, which can help the call-center staff communicate well on the customer's level, and express value to appeal the customer's sensibilities. Therefore, the framework can help in understanding the customer feeling and attitude on call-center performance as well as the judgment on satisfaction of customer.

2.9 Definition and Features of Performance

The researcher found many examples and researches that relate to the study and they can be applied as evidence to support the researcher's ideas.

Job performance is one measurement of work results for determining individual attributes such as ability and experience, organizational support such as resources and technology and work effort, the point at which individual level of motivation comes directly to be involved.

Job performance is the quantity and quality of tasks accomplished by an individual or group at work. Performance, as is commonly said, is the "bottom line" for people at work. It is a cornerstone of productivity and it should contribute to the accomplishment of organizational objectives. Indeed, a value-added criterion is being used in more and more organizations to evaluate the worthwhileness of jobs and/or jobholders. The performance of every job should add value to the organization's production of useful goods and/or services. (Shermerhorn & Chappel, 2000)

Performance is behavior evaluated in terms of its contributions to the goals and objectives of the organization (Churchill et al., 1992). The appropriate way to measure performance has been debated extensively in the literature. Some people such as the management in MSMS argued that self-reported measure of performance lead to bias. Other employees in MSMS believed that self-reported measure are fine because even if they are biased, there is no reason to believe that this bias varies systematically across employees. In the meta-analysis, Churchill et al., (1985) found

that self-reported measure of performance did not inflate the correlation with the predictor variables and essentially provided the same results as objective data and manager/peer rating of employees' performance.

Campbell, McCloy, Oppler, & Sager (1993) defined work performance as employee-controlled behavior that is relevant to organizational goals. Two things are of importance in their definition of job performance. First, performance is multidimensional. Job performance is no one single variable. A job is a very complex activity, and, for any job, there are a number of major performance components distinguishable in terms of their determinants and co-variation patterns with other variables (Campbell, 1990). Because job performance is complex, dynamic, and multidimensional, personnel selection systems consequently might predict individual differences for several types of job performance (Hough & Oswald, 2000). Second, performance is behavior, and not necessarily results of the behavior. The job performance construct represents a set of behaviors that are relevant to the goals of the organizations or the organizational units in which a person works.(Sekiguchi, 2002)

And on the other perspective, Schermerhorn (1996), defined the job performance, as the quality and quantity of task accomplished as an individual or group. The performance is so commonly the bottom line for the people at work and it is a cornerstone of productivity, and it should contribute to the accomplishment of organizational objectives. Generally, people will improve the performance in areas that are measured, and then the key is that organizations should formulate effective criteria and a consistent measure of performance. It also described about the individual performance for the employee performance appraisal: openness to influence; constructive initiative; priority setting; work accomplishment;

thoroughness and accuracy; formal communications; organizational perspective; credibility; cooperation; decisiveness, and flexibility.

Job performance also indicates the performance profile of the employee: quality, ability to produce reliable work that is accurate; attitude, ability to work with others; productivity, amount of satisfactory work; initiative, knowledge and comprehension of fundamental responsibility; dependability and integrity; effective communication, the ability to deal with supervisor and subordinates in work. The performance profile which is similar to what is indicated above but included flexibility in ways that accommodate, does not resist, and change. (Baldridge, 1997)

Another point of view from earlier researchers indicated that the individual performance can be improved be experiences or length of service, is indicated by (Duncan,1997), which stated that according to his research, employee's experience relates to employee's performance, managerial performance and overall performance of the organization.

The study of Schermerhorn, Hunt, & Osborn (1997), showed that individual performance will begin at a certain level according to the basic skills and ability of their carrier, and then it will continue to develop and utilize these skills through external carrier path with advantage of opportunities. Whether individual performance may experience continued growth, maintain or drop, depends on the impact forces from both within the organization and environment.

The researcher believed that from what Schermerhorn mentioned above, the level of performance could be improved by the following factors; individual responsibility toward work; effort increased to for maximize productivity; individual attributes such as ability and reliability; expertise or length of working and motivation. The process is then necessary to interfere somewhere in between the

growth stages, in order to maintain or improve performance of the employee in the organization. While most organizations probably require different performance on some jobs very few organizations require the same performance on all jobs. Employee's performance should be rewarded separately from job assignment. In order to sustain employee's satisfaction in the work place, the organization must set the performance for certain jobs in which two major factors come to involve: first, both organization and employees should know what kind of performance is required to do the job and second, it must be able to distinguish performance contribution form job related and personal contributions.

In summary, improving call-center performance can bring about large increases in satisfaction of customer. (Serirakul, 2003). The researcher believes that the positive satisfaction of customer has resulted from the employee performance in the organization especially the ones who are close to the customers. In the meanwhile the call-center evaluation must be initiated and measured based on the motivation factors in order to improve their performance and then satisfy the customers' requirement. Therefore, there must be the relevant performance concepts based on motivation theories to improve staff performance and finally the organizational objective.

2.10 Theories and Studies related to Performance

Many theories have been proposed over the years to explain human psychosocial functioning. They are different form the conceptions of human nature they adopt and in what they regard as the basic determinants and mechanism of human motivation and action. The researcher has illustrated the several theories related to call center service performance which may improve the performances according to the motivation theory based on performance's concept.

2.10.1 Goal Setting Theory

Goal setting has received a great deal of attention in the scientific literature within the past twenty-five years because it underlines motivation theories (Locke & Latham, 1990). Nevertheless, many people in the industry have downplayed its importance because they believe that almost everyone sets goals. The researcher thought that this assumption is incorrect in which the concepts underlying goal setting are not systematically applied throughout most organizations. Whenever one group of employees is required to have specific goals, group member increase their productivity substantially over the groups who do not set goals. This is true regardless of whether the employees are engineers and scientists (Latham, Mitchell & Dossett, 1978), typists (Dossett, latham & Mitchell, 1979) or loggers (Latham & Yukl, 1978).

In a series of laboratory experiments (Locke, 1968) individuals were assigned different types of goal on a variety of simple tasks. For instance, sales functions normally set goals as a quantitative aspect that can measure performance easier than other functions that set goals in a qualitative aspect. It was found repeatedly that individuals who were assigned difficulty goals performed better than individuals who were assigned moderate or easy goals. In MSMS researcher found that incentives, such as praise, feedback, participation, and money, had influence in performance improvement only if they caused individuals to set commit to attain specific difficult goals.

The researcher's idea was that there are three reasons why goal setting affects performance. Primarily, the setting of goals has a direct effect on what people think and do. Goals focus activity. Simultaneously, goals regulate energy expenditure, since people typically put forth effort in proportion to the difficulty of the goal, given that goal is accepted. Finally, difficult goals lead to more persistence (which can be

viewed as direct effort over time) than easy goals do. These three reasons – direction (choice), effort, and persistence are the three major aspects of the goal setting process.

In the light of their theory, the researcher believed that the participation in goal setting between managers and salespeople is important as a means of getting agreement to the setting of higher goals. Difficult goals must be agreed by the doers and their achievement must be reinforced by the guidance and advice of subordinates. In fact, feedback is vital in maintaining motivation, particularly towards the achievement of even higher goals.

There was an example for this study in MSMS Company. The company has several channels in terms of customer service division. Call center manager has to set the goals or the objective for their team individually. One of the call center manager applied the goal setting theory by having his team participated in goal setting. The example indicated that a positive impact is most likely to occur because the participation allows better understanding of specific and difficult goals and provides greater acceptance and commitment to them. So, after the participation in goal setting, all members in his team got the job done without arguing no matter how hard it was because the goal came from their participation as well.

2.10.2 Expectancy theory

A criticism of expectancy theory has been its inability to account for meaningful amounts of variation in behavior (Campbell & Pritchard, 1996). Expectancy theory is not, however, designed to predict actual behavior but the force to act (Parker & Dyer, 1996). It is better suited, therefore, to account in intentions (i.e. goals) than either effort or performance. Expectancy theory also has been criticized as being overly rational for most situations, and the current model suggests such processes are brought into play only in certain circumstances. In discussing the role of

expectancy theory, a fairly simple version has been employed (i.e. outcome expectancy x attractiveness). More complex SEU models (e.g. Lawler, 1973; Naylor *et al.*, 1980) could easily be employed instead.

2.10.3 Effort-Performance Expectancy

Each behavior also has associated with it, in an individual's mind, a certain expectancy or probability of success. This expectancy represents the individual's perception of how hard it will be to achieve such behavior and the probability of his or her successful achievement of that behavior.

Putting the concepts together as concluded by Robbins (1998), it is possible to make a basic statement about motivation, In general, an individual's motivation to attempt to behave in a certain way is greatest when:

1. The individual believes that the behavior will lead to certain outcomes (performance-outcome expectancy).

2. The individual feels that these outcomes are attractive.

3. The individual believes that performance at a desired level is possible (effort-performance expectancy).

Given a number of alternative levels of behavior, the researcher believed that an individual will choose the level of performance which has the greatest motivational force associated with it, as indicated by a combination of the relevant expectancies, outcomes, and values. In other words, when faced with choices about behavior, an individual goes through a process of considering questions such as: "Can I perform at that level if I try?" "If I perform at that level, what will happen?" and "How do I feel about those things that will happen?" The individual then decides to behave in a way that seems to have the best chance to produce positive, desired outcomes.

2.10.4 Attribution theory

Two major propositions from attribution theory are incorporated in the proposed model, one regarding the reevaluation of outcome expectancies, the other choice of behavioral responses. There is strong empirical support for the first of these roles from the social psychology literature, but attributions have not proven successful in predicting specific behaviors. One explanation is that attributions have not been measured specifically enough to predict specific actions. (Weiner, 1985). The conditional use of attributions in the current model also is consistent with the research about when attribution searches are most likely to occur.

Attribution theory developed by Sujan (1986) proposes that people are motivated to both maximize rewards and understand their environment. That is, the researcher felt that, people are motivated to know why events occur and why they succeed or fail at certain tasks. Further, once the perceived causes (causal attributes) of success of failure have been identified, these perceptions will motivate subsequent behavior. Causal attributes mainly include ability, effort, strategy, luck and difficulty of the task.

In summary, if call center people are motivated to improve their performance, they can choose either to work harder or to work smarter. However, Sujan suggested that managers should concentrate on motivating people to work smarter, since working smarter will produce greater performances.

2.11 Critical Analysis/Discussion of Performance Theories

- Speed of response
- Length of response
- No referral

2.11 Conceptual Framework

The researcher applied the concepts of several theories form the literatures and developed the Conceptual Framework. This conceptual framework is designed to exhibit the study of service quality dimensions and of call center performance.

There were two key variables specified in this conceptual framework, including independent variables; service quality dimension factors and dependent variables: of performance factors. The sub-variables from two variables were indicated in the framework for understanding the relationship between the independent variables; and the dependent variables.

The diagram represents the conceptual framework of the research study, which integrates the different variables and shows how it reflects.

Independent Variables　　　　**Dependent variables**

Service Quality Dimension	Ability to meet customer's expectation
- Reliability - Responsiveness - Assurance - Tangibility - Empathy	- Speed of response - Length of response - No referral
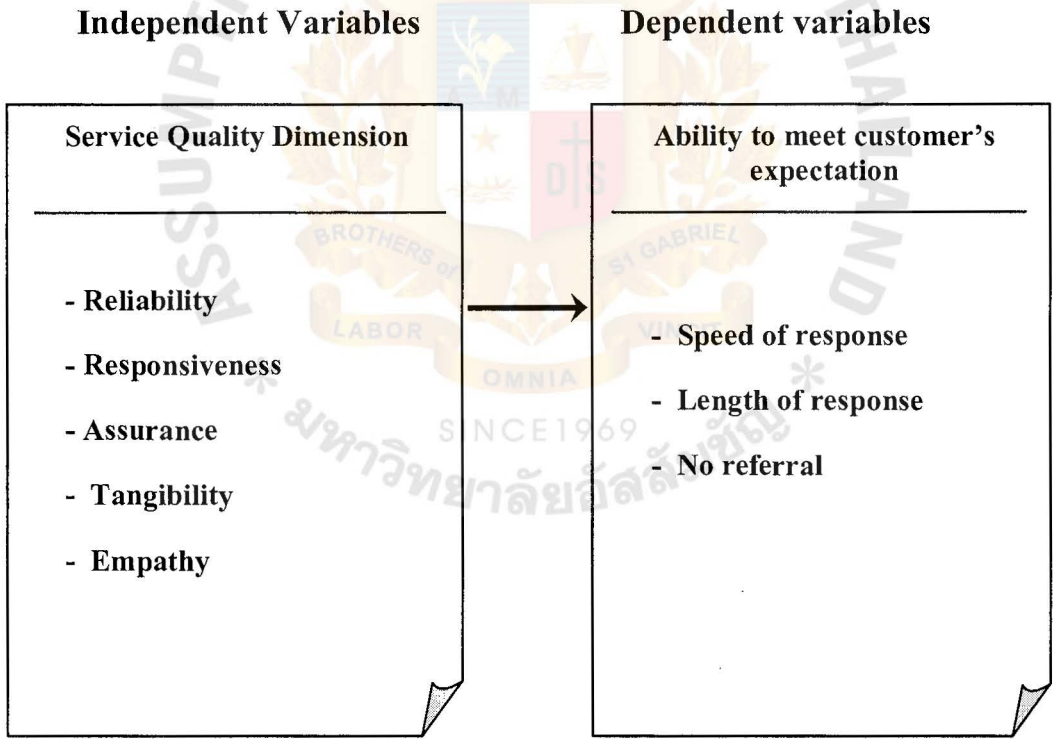
Figure 2.3 Conceptual Framework "The Study of Service Quality Dimension and Call Center Performance"

According to figure 2.3, the researcher would like to study that there is a relationship of each sub variable of service quality dimensions to call center performance in terms of speed of response, length of response, and no referral. The framework expressed that the reliability, responsiveness, assurance, tangibility, and empathy have a relationship to performance of call center agent. Even the service quality dimensions factors may have other sub variable involving in general but the researcher selected the sub variable form the five theories related to this research as it refers to the theory of Service Quality Model and, SERVQUAL model (reliability, responsiveness, assurance, tangibility, and empathy). All of them will determine the significant criterion to evaluate the service quality of call-center staff.

Therefore, the research intended to show that the service quality dimensions have a relationship to performance. The manager can apply the result for this study to be the evidence to improve the performance of call center agent in MSMS organization and develop comprehensive program of excellence service quality for customers.

2.12 Discussion of each of the Selected Sub-Variables of Service Quality Dimensions and Call Center Performance

2.12.1 Sub-Variable of service Quality Dimensions

1) **Reliability** : The ability to perform the promised service both dependably and accurately. Reliable service performance is a customer expectation and means that the service is accomplished on time, in the same manner, and without errors at all time. For example staff handles problems and performs jobs as promised to customer. Reliability also extends into back office, where accuracy in billing and record keeping is expected.

2) Responsibility : The willingness to help customers and to provide prompt service. Keeping customers waiting, particularly for no apparent reason, creates unnecessary negative perception quickly and with professionalism it can create very positive perceptions of quality. For example, staff give the customer prompt and efficient service.

3) Assurance : The knowledge and courtesy of salespersons as well as their ability to convey trust and confidence. The assurance dimension includes the following features; competence to perform the service, politeness and respect for customer, effective communication with the customer, and the general attitude that the service provider has. Staff can answer the customer's questions and serve the customer in a friendly and happy way.

4) Tangibility : The knowledge and courtesy of employees and their abilities to convey trust and confident to the customers. The assurance dimension includes the following features competence, service performance, politeness and respect for the customers. Also it is the appearance of physical facilities, equipment, personnel and communication materials.

5) Empathy : The provision of caring, individualized attention to customers. Empathy includes the customer's needs. an example of empathy is staff understands what the customer wants and offers services without waiting to be asked.

The reason why the researcher chose those variables is that there is a similarity in many other theories supporting those variables. The sub-variables also have been chosen based on the real situation of MSMS call center that acts as a service provider. However, some of the variables that have competence, access, courtesy, communication, creditability, security and understanding have not been considered because the MSMS's business model does not match those variables.

2.12.2 Sub-Variable of Call Center Performance

1) Speed of response

It is the quickness and prompts service of call center agent which responds to the customer's calls. Call center agent should provide quick and prompt service when he/she receives customer's call. Promptness is the best for telecommunication service. As and quick service and enthusiasm are vital as well in responding customer call.

Having to wait for service and overcrowding can influence customer expectations in the negative way. If customers are satisfied with their last experience with a service, this is expected to positively influence their expectations for future service encounters. (Clow, et al., 1995)

Time can have an effect on customers' performance attitude. After receiving the service, a customer might reflect the encounter over time, which can lead to either an increase or a decrease in satisfaction performance. This suggests an opportunity to manipulate the attitude formed during the time-lag through communication (Bendall & Power, 1995)

When we respond to our customers' requirements in a speedy manner, it makes them feel comfortable and relaxed, as they feel we know what we are talking about. The speed of response is not only important in making us look professional, but also hopefully important enough to encourage the customers to call us more.

2) Length of Response

It is the length of time the call center takes to provide service to the customers. The service duration that call center agent provides for the customers. Statements like " 24Hours Services", "Satisfaction guaranteed", "Quality is our number one priority", "Built to last" are the evidences of service companies' belief in quality as a bridge to future revenue. But not all companies manage to deliver services of high quality

services to meet the satisfaction of its customers. Whereas satisfaction with a service or service provider may be a strong incentive for customers to maintain or increase current loyalty and retention rate, while dissatisfaction with a service or service provider may also be a strong incentive to exit from the interaction as well.

3) No referral

This means the person who receives the call does not need to tell the caller to call another person for more or further information. In other words, he/she is able to handle in himself/herself at the point of call and no other person has to be asked for more information. This is a practical indicator of being able to "take change" of what you are doing. This also means the person at the call center is well informed and can think on his/her own as the expression goes.

Customers will assess the staff's ability to provide emotional support for making decision during the selection process. One way to accomplish this is through call center management. Call center agent should possess solid qualifications, including professional training and telemarketing management.

No referral required good skill that describes a competent or even virtuosi performance in virtually any kind of activity. Skills are generally acquired competencies; they require learning, practice and application. Yet there can be no doubts that people differ widely in their ability to develop different skills. Organizational life requires a great diversity of skills, yet there is no general agreement on the precise skills involved in organizing. Some skills required by organizations are social and interpersonal, such as communication, team-building or problem-solving skills. Other skills are of a more technical nature, for example computer programming or engineering. (Gabriel, Fineman, & Sims, 2000)

CHAPTER 4

Presentation and Critical Analysis of the Results

This chapter presents the findings and the analysis of data following the sequence of the research questions and hypotheses in Chapter 1.

4.1 Demographic Profile

In this part, the descriptive statistics was used to display the frequency and percentage of demographic factors.

4.1.1 Age

There were 51 respondents or 30.20% of all respondents whose ages were 41 and above. This age range is the largest portion of the population. There were 50 persons, or 29.60%, whose age range was between 36-40 years, followed by 43 persons whose age range was between 31-35 years, which was equal to 25.40%. The minority group was the group of 5 respondents whose ages were less than 25 years accounted for only 3.00%.

Table 4.1 : Age of Respondents

Age	Frequency	Percent
under 25	5	3.0
25 to 30	20	11.8
31 to 35	43	25.4
36 to 40	50	29.6
41 and above	51	30.2
Total	**169**	**100.0**

4.1.2 Gender

The distribution of 196 respondents was almost equal where males were represented by 82 or 48.50% and 87 females, or 51.50% of the group.

Table 4.2 : Gender of the respondents

Gender	Frequency	Percent
male	82	48.5
female	87	51.5
Total	**169**	**100.0**

4.1.3 Working Experience

As can be seen form the table, almost a third of the population was 49 respondents, or 29.00%, whose working experience in the tyre shop is 5.1-10 years, followed by 48 respondents or 28.4% who had experience in the tyre business for 15.1 years and above, followed by 35 respondents, or 20.7% whose experience in this field is 1-5 years. 33 respondents, or 19.5% have worked for 10-15 years. The smallest group has only 4 respondents or 2.4%, who have the working experience under 1 year.

Table 4.3 : Working experience of the respondents

Working experience	Frequency	Percent
under 1year	4	2.4
1 to 5	35	20.7
5.1 to 10	49	29.0
10.1 to 15	33	19.5
15.1 and above	48	28.4
Total	**169**	**100.0**

4.1.4 Educational Level

According to the table, it can be sent that the majority group of population was 67 respondents, or 39.6%, who have Bachelor's Degree, followed by 42 respondents or 24.9% who graduated in high school, followed by 41 respondents or 24.3% who have diplomas, while 19 respondents, or 11.20% of the respondents, who hold Master's Degree which is the smallest group.

Table 4.4 : Educational level of the respondents

Educational Level	Frequency	Percent
high school	42	24.9
Diploma	41	24.3
Bachelor	67	39.6
Master	19	11.2
Total	**169**	**100.0**

4.1.5 Working Position

As can be seen form the table, there were 115 respondents, or 68.0%, who work at manager level, followed by 30 respondents or 17.8% who work at supervisor level and 24 respondents, or 14.2 % work at staff level.

Table 4.5 : Working position of the respondents

Working Position	Frequency	Percent
staff	24	14.2
Supervisor	30	17.8
Manager	115	68.0
Total	**169**	**100.0**

4.1.6 Frequency of Order

According to the table, it can be seen that slightly over one third of population (59 respondents, or 34.9%) who used the ordering service from MSMS's call center more than 9 times per month, followed by 32 respondents, or 18.9% 7-8 times per month, followed by 26 respondents, or 15.4% who made a call 1-2 times per month, followed by 24 respondents, or 14.2% whose used call center ordering service 3-4 times per month, followed by 22 respondents, or 13% who used call center ordering 5-6 times per month. Only, 6 respondents, or 3.6% who used call center service 0-1 time per month.

Table 4.6: Order frequency of the respondents

Frequency of Order	Frequency	Percent
0-1 time/month	6	3.6
1-2 times/month	26	15.4
3-4 times/month	24	14.2
5-6 times/month	22	13.0
7-8 times/month	32	18.9
more than 9 times/month	59	34.9
Total	**169**	**100.0**

By and large, the call centers were utilized by the respondents on the average 7-8 times a month. This is an indicator that the at least once or twice week the respondents have been in touch with the call centers. This shows the value customers have on the establishment of the Call Center.

4.2 Service Quality Dimensions

In this part, the descriptive statistics was used to find out the average weighted mean of each variable on Service quality dimensions and call center performance, shown as follows:

Rating Scale	Interpretation
4.20 – 5.00	Strongly Agree (SA)
3.40 – 4.19	Agree (A)
2.60 – 3.39	Neutral / Undecided (UND)
1.80 – 2.59	Disagree (D)
1.00 – 1.79	Strongly Disagree (DA)

Table 4.7: Service Quality Dimensions

Variable	Mean	Interpretation
Reliability	3.48	Satisfy
Responsiveness	3.58	Satisfy
Assurance	3.55	Satisfy
Tangibility	3.51	Satisfy
Empathy	3.72	Satisfy

In overall, the service quality dimensions of respondents were rated at "Satisfy level" Empathy was the highest on average mean of 3.72, while reliability variable had the lowest average mean equaled to 3.48. This meant that the respondents were satisfied with service quality they received for the MSMS' call center.

4.3 Call Center Performance

Table 4.8: Call Center Performance

Variable	Mean	Interpretation
Speed of response	3.59	Satisfy
Length of response	3.67	Satisfy
No referral	3.17	Neutral

The overall of call center performance, speed of response and length of response were rated "Satisfy level". Length of response was the highest on average mean of 3.67 and No referral was rated "Neutral"

This meant ability to meet customer's expectation of call center performance was satisfied the respondents. Except no referral which average mean was 3.17 equal Neutral.

4.4 Relationship between Service Quality dimensions

Does the service quality dimensions in terms of reliability, responsiveness, assurance, tangibility, and empathy have the relationship to the call center performance?

Ha1 : There is a significant relationship between service quality dimensions in terms of

- Reliability

- Responsiveness

- Assurance

- Tangibility

- Empathy

On call-center performance in term of

- Speed of Response

- Length of Response

- No Referral

To answer the 2nd research question and test the 1st hypothesis, the regression analysis was brought into use to find out the relationship between service quality dimensions and call center performance. The hypotheses were formulated in three sub-hypotheses to be able to determine which variables have a significant relationship between independent and dependent variables.

4.4.1 Sub-hypothesis 1 : Relationship to Speed of Response

Ho : There is no significant relationship between service quality dimensions in term of reliability, responsiveness, assurance, tangibility and empathy and Speed of Response.

Ha : There is a significant relationship between service quality dimensions in term of reliability, responsiveness, assurance, tangibility and empathy and Speed of Response.

Table 4.9: The relationship between service quality dimensions and Speed of Response

Coefficients(a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.026	.664		-.040	.969
Reliability	.289	.047	.437	6.111	.000
Responsiveness	.092	.054	.139	1.699	.091
Assurance	.001	.040	.001	.017	.986
Tangibility	.096	.034	.169	2.819	.005
Empathy	.132	.053	.203	2.482	.014

a Dependent Variable: Speed of response

As shown on Table 4.7, the p-values of Reliability equaled to 0.000 as well as Tangibility and Empathy, which were less than the significance level of 0.05. Thus the null hypothesis was rejected. This means that the Service Quality Dimension on Reliability Tangibility, and Empathy dimensions had significant relationship to speed

of response. In other words, when staff were rated well on Reliability Tangibility, and Empathy, they were likely to be well rated on their speed of response at call point.

For other dimensions, p-values of Responsiveness and Assurance were equal to 0.091 and 0.986 respectively, which were greater than the significance level of 0.05. Therefore, the null hypothesizes on these dimensions were accepted this means that the Service Quality dimensions on Responsiveness and Assurance had no significant relationship to speed of response.

The reliability and tangibility of call center agent as shown in his speedy response to any inquiries could be explained that the speedy response of the call center which could make customers trust the ability of agent responding to solve customer's problem. This is also indicative of the way agents responded to the calls with empathy where the customers could have experienced good understanding on the part of the agent.

The other dimensions of service quality such as responsiveness and assurance did not show any indication that these factors had any significant relationship on the customers' assessment on the agents' performance on speed of response.

4.4.2 Sub-hypothesis 2 : Relationship to Length of Response

Ho : There is no significant relationship between service quality dimensions in terms of reliability, responsiveness, assurance, tangibility and empathy and length of response.

Ha : There is a significant relationship between service quality dimensions in terms of reliability, responsiveness, assurance, tangibility and empathy and length of response.

Table 4.10: The relationship between service quality dimensions and Length of Response

Coefficients(a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.277	1.074		5.846	.000
Reliability	**-.001**	**.078**	**-.002**	**-.016**	**.988**
Responsiveness	**-.108**	**.089**	**-.154**	**-1.215**	**.226**
Assurance	**.125**	**.065**	**.194**	**1.910**	**.058**
Tangibility	**.037**	**.024**	**.118**	**1.532**	**.128**
Empathy	**.156**	**.080**	**.227**	**1.951**	**.053**

a Dependent Variable: Length of response

From the above table, as the p-value of all service quality dimensions; Reliability, Responsiveness, Assurance, Tangibility and Empathy equal to 0.988, 0.226, 0.058, 0.128 and 0.053 respectively, which were greater than the significance level of 0.05, thus the null hypothesis was accepted. This mean that all service quality dimensions had no significant relationship on Length of response.

Customers of MSMS call center agree that length of response has no relationship with 5 service quality dimensions of reliability, responsiveness, assurance, tangibility, and empathy. It could come from the actual operation hour already served their need in service. So customers might not perceive that the length of response has no connection with service quality.

4.4.3 Sub-hypothesis 3 : Relationship to No Referral

Ho : There is no significant relationship between service quality dimensions in terms of reliability, responsiveness, assurance, tangibility, and empathy and no referral

Ha : There is a significant relationship between service quality dimensions in terms of reliability, responsiveness, assurance, tangibility, and empathy and no referral

Table 4.11: The relationship between service quality dimensions and No referral

Coefficients(a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.340	.764		1.753	.081
Reliability	.048	.055	.091	.874	.383
Responsiveness	.007	.063	.013	.108	.914
Assurance	.130	.047	.265	2.789	.006
Tangibility	.024	.017	.104	1.437	.153
Empathy	.069	.057	.132	1.212	.227

a Dependent Variable: No Referral

From the above table, only the p-value of Assurance dimension was equaled to 0.06, which was less than the significance level of 0.05, thus the null hypothesis was rejected. This means that the assurance dimension had a significant relationship on No referral. In other words, when customers were given the assurance that their concerns were attended, there was no need for any further referrals.

For Reliability, Responsiveness, Tangibility and Empathy dimensions, p-values of these dimensions were equal to 0.383, 0.914, 0.153 and 0.227 respectively, which were greater than 0.05 significant level, therefore, the null hypothesis was accepted. This meant that Reliability, Responsiveness, Tangibility and Empathy dimensions had no relationship to No referral.

For assurance of call center agent service quality, it could be explained the agent had the ability to provide variety of information clearly and precisely. The service quality in terms of assurance was acceptable. This means that the person at the call center is well informed and ability to think on his/her own as the expression goes.

4.5 Which of the service quality dimension has the greatest relationship to call center performance

The Regression Analysis was used to find out which service quality dimension has the greatest relationship to call center performance.

Table 4.12: The most significant relationship between service quality dimensions and call center performance

	Coefficients(a)				
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.896	1.531		5.156	.000
Reliability	.332	.111	.248	2.988	.003
Responsiveness	-.010	.127	-.008	-.080	.936
Assurance	.261	.093	.213	2.797	.006
Tangibility	.083	.034	.141	2.434	.016
Empathy	.409	.114	.311	3.582	.000

a Dependent Variable: call center Performance

The figures in the table showed that Empathy had the greatest relationship on call center performance. This is because B-value of Empathy dimension as equal to 0.409 which was the greatest value. It means that Empathy dimension had the greatest relationship to call center performance.

Empathy had the greatest relationship with customer call center performance. It could be explained that the most reflective overall performance of call center provide

caring, individualized attention to customers, call center service needs to understand

approachability, sense of security and the ability to understand the customer's need.

4.5.1 Testing Hypothesis 2

The Regression Analysis was used to find out whether the service quality

dimension in term of reliability had a relationship to call center performance or not.

Ho2 : The service quality dimension in terms of reliability has no a relationship to the

call center performance.

Ha2 : The service quality dimension in terms of reliability has the relationship to the

call center performance.

Table 4.13: The relationship between reliability and call center performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.814	1.490		9.271	.000
	Reliability	.771	.084	.577	9.122	.000

a. Dependent Variable: Performance

As the p-value seen in the table was equal to 0.000, that was less than the

significance level of 0.05, the null hypothesis was rejected. This meant that the

service quality dimension in terms of reliability has a relationship to call center

performance.

4.5.2 Testing Hypothesis 3

The Regression Analysis was used to find out whether the service quality dimension in terms of responsiveness had a relationship to call center performance or not.

Ho3 : The service quality dimension in terms of responsiveness has no a relationship
to the call center performance.

Ha3 : The service quality dimension in terms of responsiveness has the relationship
to the call center performance.

Table 4.14: The relationship of responsiveness to call center performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.848	1.553		8.918	.000
	Responsiveness	.746	.086	.560	8.725	.000

a. Dependent Variable: Performance

As can be seen in the table the p-value was 0.000, which was lower than the significant level of 0.05, the null hypothesis was rejected. This implied that the service quality dimension in terms of Responsiveness had a significant relationship to call center performance.

4.5.3 Testing Hypothesis 4

The Regression Analysis was used to find out whether the service quality dimension in terms of assurance had a relationship to call center performance or not.

Ho4 : The service quality dimension in terms of assurance has no a relationship
to the call center performance.

Ha4 : The service quality dimension in terms of assurance has the relationship

to the call center performance.

Table 4.15: The relationship between assurance and call center performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	14.616	1.395		10.478	.000
	Assurance	.710	.077	.579	9.178	.000

a. Dependent Variable: Performance

As can be seen in the above table, the p-value was 0.000, which was less than the significant level of 0.05, therefore, the null hypothesis was rejected. This meant that the service quality dimension in terms of assurance had a significant relationship to call center performance.

4.5.4 Testing Hypothesis 5

The Regression Analysis was used to find out whether the service quality dimension in term of tangibility had a relationship to call center performance or not.

Ho5 : The service quality dimensions in terms of tangibility has no a relationship

to the call center performance.

Ha5 : The service quality dimensions in terms of tangibility has the relationship

to the call center performance.

Table 4.16: The relationship of tangibility to call center performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.728	1.431		8.560	.000
	Tangibility	.793	.083	.527	8.471	.000

a. Dependent Variable Performance

It can be seen that the p-value was 0.000, which was less than the significant level of 0.05, therefore, the null hypothesis was rejected. This meant that the service quality dimension in terms of Tangibility had a significant relationship to call center performance.

4.5.5 Testing Hypothesis 6

The Regression Analysis was used to find out whether the service quality dimension in terms of empathy had a relationship to call center performance or not.

Ho6 : The service quality dimension in terms of empathy has no a relationship

to the call center performance.

Ha6 : The service quality dimension in terms of empathy has the relationship

to the call center performance.

Table 4.17: The relationship between empathy and call center performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.707	1.481		7.906	.000
	Empathy	.835	.079	.634	10.607	.000

a. Dependent Variable: Performance

As can be seen in the table the p-value was 0.000, which was less than the significant level of 0.05, therefore, the null hypothesis was rejected. This meant that the service quality dimension in terms of Empathy had a significant relationship to call center performance.

The results showed stated that all service quality dimension factors had significant relationship to overall call center performance. However, the greatest relationship on overall call center performance is the responsiveness factor. On the other hand, the rest of the service qualities: reliability, assurance, tangibility, and empathy need to be addressed as well so as to make customers feel confident in the service performance to use MSMS call center service without any hesitation.

Table 4.18 : Summary of result from Hypothesis testing

Hypotheses	Statistics test	Level of Significance	Beta Value	Results
Ho1 : Sub-hypothesis 1 Service quality dimensions in terms of	Regression Analysis			
• Responsiveness		0.091	1.669	-Do not reject Ho1
• Assurance Have no significant relationship to the performance in terms of Speed of response except		0.986	0.017	-Do not reject Ho1
• Reliability		0.000	6.111	- Reject Ho1
• Tangibility		0.005	2.819	- Reject Ho1
• Empathy		0.014	2.482	- Reject Ho1
Ho1 : Sub-hypothesis 2 Service quality dimensions in terms of	Regression Analysis			
• Reliability		0.988	-0.002	-Do not reject Ho1
• Responsiveness		0.226	-0.154	-Do not reject Ho1
• Assurance		0.058	0.194	-Do not reject Ho1
• Tangibility		0.128	0.118	-Do not reject Ho1
• Empathy have no significant relationship to the performance in terms of Length of response		0.053	0.227	-Do not reject Ho1
Ho1 : Sub-hypothesis 3 Service quality dimensions in terms of	Regression Analysis			
• Reliability		0.383	0.091	-Do not reject Ho1
• Responsiveness		0.914	0.013	-Do not reject Ho1
• Tangibility		0.153	0.104	-Do not reject Ho1
• Empathy have no significant relationship to the performance in terms of No referral except		0.227	0.132	-Do not reject Ho1
• Assurance		0.006	0.265	- Reject Ho

Hypotheses	Statistics test	Level of Significance	Beta Value	Results
Ho2 : The service quality dimensions in terms of reliability has no relationship to the call center performance.	Regression Analysis	• 0.000	• 0.577	- Reject Ho2
Ho3 : The service quality dimensions in terms of responsiveness has no relationship to the call center performance.	Regression Analysis	• 0.000	• 0.560	- Reject Ho3
Ho4 : The service quality dimensions in terms of assurance has no relationship to the call center performance.	Regression Analysis	• 0.000	• 0.579	- Reject Ho4
Ho5 : The service quality dimensions in terms of tangibility has no relationship to the call center performance.	Regression Analysis	• 0.000	• 0.527	- Reject Ho5
Ho6 : The service quality dimensions in terms of empathy has no relationship to the call center performance.	Regression Analysis	• 0.000	• 0.634	- Reject Ho6

CHAPTER 5

SUMMARY OF RESEARCH FINDINGS, CONCLUSIONS, AND

RECOMMENDATIONS

There are four sections in this chapter which include the summary of the research findings, conclusions, recommendations as an ODI proposal and suggestions for future research.

5.1 Summary of the research feature and findings

5.1.1 Main feature

The main purpose of this research is to study service quality dimensions and MSMS call center performance. The researcher selected the total number of 169 customers out of total 300 accounts.

5.1.2 Demographic Profile

- **Age :** Majority group of MSMS's call center's customers was in the age range of 41 years and above, accounted for 30.20% of all the respondents.

- **Gender :** Out of 196 respondents, male respondents accounted for 82 persons or 48.50% while female respondents accounted for 87 persons or 51.50%.

- **Working Experience :** Most MSMS's customers had the working experience for several years. 49 respondents out of 169 or 29.0% who had working experience in tyre shops for 5.1 to 10 years and 48 respondents had the working experience in this business for more than 15 years.

- **Educational Level :** It was interesting to fine out that most MSMS's customers obtained Bachelor's Degree which was the largest group of the respondents, accounted for 39.60% or 67 respondents.

- **Working position :** As can be seen in the working position profile, the majority of respondents was at the manager level or business owner accounted for 115 respondents or 68%.

- **Frequency of Order :** The more frequent the customers call, the more beneficial it would be to the company. The largest group of population who used the call center service more than 9 times per month, accounted for 59 respondents, or 34.9%.

5.1.3 Relationship between service quality dimensions and call center performance

It could imply that the overall service quality dimensions in terms of reliability, responsiveness, assurance, tangibility, and empathy had relationship to the overall call center performance since the p-value equal to 0.000. Additionally, each of sub-variables test results are showed below:

- Service quality dimensions in terms of reliability, tangibility, and empathy had significant relationship to call center performance in terms of speed of response at p-values were equaled to 0.000, 0.005, and 0.014.

- Service quality dimensions in terms of reliability, responsiveness, assurance, tangibility and empathy have no significant relationship to the length of response.

- Service quality dimensions in terms of assurance have significant relationship to call center performance. The p-value was equal to 0.006

- Service quality dimension in terms of reliability has a relationship to call center performance which the p-value was equal to 0.000

- Service quality dimension in terms of responsiveness had a significant relationship to call center performance which the p-value was equal to 0.000.

- Service quality dimension in terms of assurance had a significant relationship to call center performance which the p-value was equal to 0.000.

- Service quality dimension in terms of tangibility had a significant relationship to call center performance which the p-value was equal to 0.000.

- Service quality dimension in terms of Empathy had a significant relationship to call center performance which the p-value was equal to 0.000.

- Empathy had the greatest relationship to call center over all call center performance.

5.2 Conclusion

Based on the analysis of finding on each of the topics the following are the conclusion.

1. The MSMS's customers experience in the family business education who are the respondents on the study mostly belong to the middle age range and an even gender with mostly manager level with long experience in tyre business, a frequent user of the call center service.

2. The service quality dimensions in terms of reliability, responsiveness, assurance, tangibility, and empathy definitely influenced the call center performance in terms of speed of response, length of response, and no referral. The overall relationship of p-value was equal to 0.000. However, the greatest relationship on overall call center performance is Empathy factor. On the other hand, the rest of the service qualities: reliability, responsiveness, assurance, and tangibility should be focused as well so as to make customers feel

confident in the service performance to use MSMS call center service without any hesitation.

3. From the study in the area of 3 performances by testing them individually.

*   Reliability, Tangibility, and Empathy. had a significant relationship to Speed of response

*   All five service quality dimensions had no significant relationship to Length of response.

*   Assurance had significant relationship to No referral.

4. Since all of the five-service quality dimensions factors had relationship to overall call center performance, such service qualities are non-negotiable criteria for assessment of MSMS Call Center performance. Five of the service quality dimension factors in terms of reliability, assurance, tangibility, and empathy can not be overlooked because they are all reflect directly to the overall perceive level of MSMS call center performance. And the most important factor that the call center manager should give attention to is the empathy, which has the greatest influence to the call center performance.

5.3 Recommendation

Since, all of the five service quality dimension factors in terms of reliability, assurance, tangibility, and empathy had relationship to the overall call center performance. The researcher made the recommendation to improve service quality of the MSMS call center. It will be explained separately in ODI Proposal format.

Table 5.1 : ODI Proposal

Pre ODI diagnose	ODI Proposal
Reliability The ability to perform the promised service dependably and accurately which involve with the consistency of service performance. It means that the call center has to perform the service correctly, accurately, and immediately even customers sometimes need assistance in ordering process problem. On the other hand, keeping promise is important.	What the service that the call center has promised. It must be fulfilled within the time frame. Whenever problems occur, customers should be informed of it in advance if possible. It will reflect direct performance for customer confidence which will be one major indication of reliability.
Responsiveness The area of service concerns with willingness and readiness of call center agent that provides response to customer. It involves prompt service that call center provides to the customer.	Because every call from the customers is very important. Call center agent must take care of every call. In order to be able to do so, the call center agent must be well trained on telephone technique and their attitude should be being helpful, friendly, and honest to the customers, and willingness and readiness of the call center agent always ready for the customer call should also be conveyed.

Pre ODI diagnose	ODI Proposal
Assurance It involves the ability of call center agent that is able to establish customer's trust and confidence in the service and as well as the ability to provide clear and precise information in several areas concerning with their job and customers requirement.	Those who work on data correction and data transferring need high skill and knowledge in their task by training and practice on the operation. In order to performs excellent service and establish confidence in customers.
Tangibility It mostly concerns with invisible appearance of substantial facilities, equipment, personnel and communication materials. The call center has to be easy to connect and immediate response must be made within three second or at third ring. The rate of transfer should slow down to zero. Although some transfer call need to be done, all customer data should be transferred to another agent. On the other hand, customer doesn't need to repeat the same conversation which he/she has already made with previous agent.	Key Performance Indicators (KPI's) need to be implement to measure that tangibility of call center. Such as the percentage of abandoned call, percentage of transferred call, average time before answer and percentage of agent on available talk time. All of those should be near or equal zero.

Pre ODI diagnose	ODI Proposal
Empathy	It does not only understand customers need. Some of the specific requirements, such as recognition behavior of the regular customers, and providing individualized attention should be given top priorities if MSMS call center wants to be the leader in the business. Furthermore, customers should be kept informed in the language they understand. Some technical terms need to be avoided and listen to the customer carefully to find out their real need.
To provide caring, individualized attention to customers, call center service needs to understand approachability, sense of security and the ability to understand the customer's need.	

Recommendations for overall service quality dimensions

1. **Human Resources** need to involve with the call center department by generate the performance review of call center agent more than one time per year. The researcher recommend call center staff needs to have appraisal and performance review in each year measure and feedback of call center agent performance and attitude toward their responsibility.

2. **Develop training and reinforce program** Managers have given the priority to the job knowledge including the specific and general skills. In order to put this in to

practice, the managers should provide training courses both specific and general courses such as

- Technical product knowledge and professional knowledge to improve the level of call center agent's skill and capability to answer and suggest customer's question.

- Problem solving Training

- CRM (Customer relation Management)

As the managers have addressed the word of "value added". Management should try to develop all the call center people to be a value-added person to the customers, not only begging for the orders. The training and development programs will satisfy their needs and can improve call center agent to be value added employees.

The management levels in MSMS are concerned with tasks and achievement and reward in career as stated in the qualitative target of call center agent. Besides the training for the call center people, the managers should continuously refresh the training courses in order to enhance and reinforce their knowledge all the time. Moreover, managers can check and recheck whether call center agents have utilized and applied the program to the tasks for reaching the company's goal.

5.3.1 Suggestion for Future Research

This research is and only research conducted in tyre industry. It was done in one area of issue, but there can be many other issues in the organization. Therefore, suggestions for future research which the researcher would like to propose are as follows:-

1. A similar study can be made focusing on service quality dimensions of other areas where call centers are located.

2. For job satisfaction, the call center agents in the organization need to emphasize on working capacity of call center people and maximize ability and effort to achieve effective organization goal.

3. Structural modeling of the level of the satisfaction and identification of other relevant variables, such as reward system that has impact on the call center performance.

4. The impact of customer satisfaction on service quality of call center and related service department such as sales function for the comprehensive view of organization to balance effort and budget for OD.Intervention to manage and maximizing capacity of service that will satisfy the customer.

Being aware of call center performance and making them feel that they play an important role in the organization, are the methods the company should be vigilant about. This organization has been through the process of restructuring on service quality program; hence, for the optimal levels of performance, motivating call center employees is a must. This motivation in terms of rewards system has never ended. To improve the level of call center performance, the managers should provide the level of rewards more attractive and touchable based on the factors of achievement, recognition, responsibility, and personal improvement in the career path opportunities such as, training to benefit both the employee and the company alike, make a tour visit to other inspection of related call center service, or establish nominate the name of employees into the potential employees' data base. This may make the employees of the call center agent feel motivated and more satisfied with their jobs and the organization.

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QUESTIONNAIRE

The questionnaire was designed as an instrument for collecting data of respondents' on Call-Center agent service quality dimension on level of performance. And also identified which variable is the most significant reflects to the level of performance.

แบบสอบถามนี้เป็นส่วนหนึ่งของการศึกษาหาความสำพันธ์ของคุณภาพของการให้บริการต่อประสิทธิภาพการทำงานของ เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์

The questions in the questionnaire are divided into 3 parts as the following;-

แบบสอบถามถูกแบ่งออกเป็น 3 ส่วนดังนี้

Part I : Demographic Profile of Respondents (สถานภาพของผู้ตอบแบบสอบถาม)

Part II : Service Quality Dimension (คุณภาพของการให้บริการ)

Part III: Call center performance (ประสิทธิการของการบริการที่ได้รับ)

....

Part I : Demographic Profile of Respondents (สถานภาพของผู้ตอบแบบสอบถาม)

Please mark (X) in the blank__for your answer. ขอให้ท่านทำเครื่องหมาย (x) ลงในข้อมูลที่เกี่ยวข้องกับตัวท่านตรงตามความเป็นจริง

1. Age / อายุ

☐ Under / ต่ำกว่า 25   ☐ 25-30   ☐ 31-35
☐ 36-40   ☐ 41 and above / ขึ้นไป

2. Gender / เพศ

☐ Male / ชาย   ☐ Female / หญิง

3. How long have you been working in the present company / คุณทำงานที่บริษัทนี้มานานกี่ปีแล้ว

☐ Below 1 year / ต่ำกว่า 1 ปี   ☐ 1 – 5 years / 1-5 ปี   ☐ 5.1– 10 years / 5.1 – 10 ปี
☐ 10.1 – 15 years / 10.1 – 15 ปี   ☐ 15.1 years and above / 15.1 ปีขึ้นไป

4. Education level / ระดับการศึกษา

☐ High School / ม. 6, ปวช.3, หรือเทียบเท่า
☐ Diploma (Vocational Program) / ปวส., ปวท., อนุปริญญา
☐ Bachelor's degree (College Degree) / ปริญญาตรี
☐ Master's Degree / ปริญญาโท
☐ Doctorate / ปริญญาเอก

5. Your current position in the company / ตำแหน่งปัจจุบันของท่านในบริษัทนี้

☐ Rank & File / พนักงานระดับปฏิบัติการ, พนักงานทั่วไป, เสมียน, ธุรการ
☐ Supervisor / พนักงานระดับหัวหน้างาน, เจ้าหน้าที่สำนักงาน
☐ Manager / ผู้จัดการ

6. Frequency of purchasing order from MSMS call center per month. / ความถี่ในการโทรศัพท์
สั่งซื้อสินค้าต่อเดือน

☐ 0 – 1 time/month ครั้ง/เดือน   ☐ 1 – 2 times/month ครั้ง/เดือน

☐ 3 – 4 times/month ครั้ง/เดือน   ☐ 5 – 6 times/month ครั้ง/เดือน

☐ 7 – 8 times/month ครั้ง/เดือน   ☐ มากกว่า 9 times/month ครั้ง/เดือน

Part II : Service Quality of Call Center

Please indicate your feeling and perception on the service quality dimension of MSMS Co., Ltd. served by MSMS in terms of Call-Center service provider as a customer of MSMS.

กรุณาแสดงระดับความคิดเห็นของท่านเพื่อสำรวจความคิดเห็นของท่านต่อเรื่องระดับความพึง พอใจของการให้บริการของ เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์

กรุณาอ่านอย่างละเอียดและกากบาทในช่องที่ตรงกับระดับความคิดเห็นของท่านมากที่สุด   ซึ่ง แต่ละระดับมีความหมายดังนี้

1. หมายถึง   ไม่เห็นด้วยอย่างยิ่ง *(Strongly Disagree)*

2. หมายถึง   ไม่เห็นด้วย *(Disagree)*

3. หมายถึง   เป็นกลาง *(Neutral)*

4. หมายถึง   เห็นด้วย*(Agree)*

5. หมายถึง   เห็นด้วยอย่างยิ่ง *(Strongly Agree)*

• **Reliability**	Degree of performance				
1. Call center agent handles my problem as promised. เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์ สามารถช่วยข้าพเจ้าจัดการกับปัญหาได้ตามสัญญา	1	2	3	4	5
2. When I have a problem, Call center agent I talk to shows a sincere interest in solving it. เมื่อข้าพเจ้ามีปัญหา เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์ แสดงความ จริงใจที่จะช่วยเหลือทุกครั้ง	1	2	3	4	5
3. Call center agent performs the service accurately and immediately. เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์ สามารถให้บริการอย่างถูกต้องแม่นยำตั้งแต่ครั้งแรก	1	2	3	4	5
4. Call center agent gives it services at the time as promised. เจ้าหน้าที่ ศูนย์ลูกค้าสัมพันธ์สามารถให้บริการได้ตามกำหนดเวลาที่สัญญาไว้	1	2	3	4	5
5. Call center agent promises to do thing in time, it's accomplished as promised. เมื่อเจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์สัญญาที่จะทำอะไรให้แล้ว สามารถเสร็จได้ ตามกำหนด	1	2	3	4	5

	Degree of performance				
• **Responsiveness**					
6. Call center agent always informs me of the exact time the service performs. เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์จะแจ้งข้าพเจ้าทุกครั้งว่าจะได้รับการบริการเมื่อไร	1	2	3	4	5
7. Call center agent always gives me a prompt service.เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์พร้อมในการให้บริการที่รวดเร็วแก่ข้าพเจ้า	1	2	3	4	5
8. Call center agent is always willing to help me as its customer. เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์เต็มใจในการช่วยเหลือแก่ข้าพเจ้าในฐานะลูกค้า	1	2	3	4	5
9. Call center agent is always available to respond my request. เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์ว่างเสมอในการตอบรับความต้องการของข้าพเจ้า	1	2	3	4	5
10. When I have a problem, Call center agent always shows a sincere interest to help solve it. เมื่อข้าพเจ้ามีปัญหา เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์จะแสดงความใส่ใจที่จะช่วยแก้ปัญหา	1	2	3	4	5

	Degree of Satisfaction				
• **Assurance**					
11. I can trust the call center agent's ability. ข้าพเจ้าสามารถน่าเชื่อถือความสามารถของเจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์ได้	1	2	3	4	5
12. Call center agent is able to convey clear and precise information of available product เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์แสดงให้เห็นถึงความสามารถในการให้ข้อมูลเกี่ยวกับสินค้าพร้อมขายได้อย่างถูกต้องชัดเจน	1	2	3	4	5
13. Call center agent is able to convey clear and precise information in terms of price. เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์แสดงให้เห็นถึงความสามารถในการให้ข้อมูลเกี่ยวกับราคาสินค้าได้อย่างถูกต้องชัดเจน	1	2	3	4	5
14. Call center agent is able to convey clear and precise information in terms of sales program. เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์แสดงให้เห็นถึงความสามารถในการให้ข้อมูลเกี่ยวกับโปรแกรมส่งเสริมการขายได้อย่างถูกต้องชัดเจน	1	2	3	4	5
15. Call center agent is able to convey clear and precise information in terms of product substitution. เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์ แสดงให้เห็นถึงความสามารถในการให้ข้อมูลเกี่ยวกับสินค้าทดแทนได้อย่างถูกต้องชัดเจน	1	2	3	4	5

• Tangibility	Degree of Satisfaction				
16. MSMS Call-center is easy to connect. ศูนย์ลูกค้าสัมพันธ์ ง่ายต่อการติดต่อ	1	2	3	4	5
17. My calls always get response within third ring. จะมีพนักงานรับสายโทรศัพท์ภายใน 3 กริ้งของเสียงเรียกของโทรศัพท์เสมอ	1	2	3	4	5
18. My call has never been transferred. ข้าพเจ้าไม่เคยถูกโอนสายโทรศัพท์ไปมาระหว่างเจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์เลย	1	2	3	4	5
19. If my call is transferred to another agent, I don't have to refer to previous information again. ถ้าสายโทรศัพท์ของข้าพเจ้าถูกโอนไปยังเจ้าหน้าที่คนอื่น ข้าพเจ้าไม่ต้องมาเสียเวลาอธิบายข้อมูลที่ให้ไว้กับเจ้าหน้าที่คนก่อนอีกครั้ง	1	2	3	4	5
20. Call center agent keeps my personal data and real time report accuracy. ข้อมูลต่างๆของข้าพเจ้าที่ศูนย์ลูกค้าสัมพันธ์ เป็นข้อมูลที่ทันสมัยเสมอ	1	2	3	4	5

• Empathy	Degree of performance				
21. Call center agent gives me a good individual attention. เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์แสดงให้ข้าพเจ้าเห็นถึงความใส่ใจที่ดีในตัวลูกค้า	1	2	3	4	5
22. Call center agent treats their customers equally เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์ให้บริการลูกค้าทุกคนเท่าเทียมกัน	1	2	3	4	5
23. Call center agent has the customer's best interest at heart. เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์มีความเข้าใจในความต้องการของข้าพเจ้าเป็นอย่างดี	1	2	3	4	5
24. Call center agent shows consistent courtesy and respect to customer. เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์แสดงความสุภาพอ่อนโยนต่อลูกค้า	1	2	3	4	5
25 Call center agent answers the customer's questions in a friendly way when serving the customer. เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์ให้ความเป็นกันเองและยินดีที่จะตอบคำถามลูกค้า	1	2	3	4	5

Part III : Call Center Performance

Please indicate the degree of each of the following factors which describe your attitude and behavior of call center performance. The meanings of each level are as follows:-

ความรู้สึกของท่านต่อประสิทธิภาพการทำงานของศูนย์ลูกค้าสัมพันธ์:-

กรุณาอ่านอย่างละเอียดและกากบาทในช่องที่ตรงกับระดับความคิดเห็นของท่านมากที่สุด ซึ่งแต่ละระดับมีความหมายดังนี้

1.	หมายถึง	ไม่เห็นด้วยอย่างยิ่ง *(Strongly Disagree)*
2.	หมายถึง	ไม่เห็นด้วย *(Disagree)*
3.	หมายถึง	เป็นกลาง *(Neutral)*
4.	หมายถึง	เห็นด้วย*(Agree)*
5.	หมายถึง	เห็นด้วยอย่างยิ่ง *(Strongly Agree)*

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• **Speed of Response**	Degree of Satisfaction				
1. I'm delighted with the prompt service from MSMS agent. ข้าพเจ้ามีความพอใจกับการให้บริการที่รวดเร็วของเจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์	1	2	3	4	5
2. I am satisfied with the enthusiasm of MSMS agent to provide the service for me. ข้าพเจ้าพอใจกับความกระตือรือร้นของเจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์ต่อการบริการที่ข้าพเจ้าได้รับ	1	2	3	4	5
3. MSMS agent provides speedy response every time I need.เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์สามารถตอบสนองความต้องการของข้าพเจ้าได้อย่างรวด ทุกครั้งที่ข้าพเจ้าต้องการ	1	2	3	4	5

• **Length of Response**	Degree of Satisfaction				
4. I am satisfied with the current length of call center service response time from 8:00 to 17:00 ข้าพเจ้ามีพอใจกับระยะเวลาการให้บริการตอบรับของเจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์ตั้งแต่ 8:00 ถึง 17:00 อยู่แล้ว	1	2	3	4	5
5. I prefer to have call center service working 24hours/7 days a week. ข้าพเจ้ามีความต้องการให้เจ้าหน้าที่ศูนย์ลูกค้าสัมพันธ์ให้บริการตลอด 24 ชั่วโมง 7 วันต่อสัปดาห์	1	2	3	4	5
6. I like to have a service from call center on holidays. พเจ้ามีความต้องการได้บริการจากศูนย์ลูกค้าสัมพันธ์ในวันหยุดนักขัตฤกษ์	1	2	3	4	5

• **No Referral**	Degree of Satisfaction				
7. All my questions were answered and did not have to be referred to anyone else. โดยปรกติแล้วคำถามของข้าพเจ้า ศูนย์ลูกค้าสัมพันธ์ เจ้าหน้าที่สามารถตอบได้ทันที	1	2	3	4	5
8. All my questions were answered and did not have to ask anyone else. คำถามทุกคำถามของข้าพเจ้า ถูกตอบโดย ไม่จำเป็นต้องอ้างถึงหรือพักสายเพื่อถามบุคคนอื่น	1	2	3	4	5

***************************** **Thank You** *****************************

CURRICULUM VITAE

Mr.Athipong Mongkhonsuksawat

EDUCATION

May 2001 – Dec 2004	ASSUMPTION UNIVERSITY, Bangkok, Thailand
	- Masters of Management: Organization Management
Jan 1991 – Dec 1994	Concord College, Athens, West Virginia, USA
	- Bachelor of Business Management
May 1985 - Mar 1991	Assumption College Sriracha, Chonburi, Thailand
	- High school

EXPERIENCE

Mar 1995 – Present   MSMS Co.,ltd

July 2000 – Present   Assistant training manager
Responsible:
- Standard Operation Procedure leader project for implement, training and coaching for MSMS's dealer network.
- Project leader for tyre and suspension technical on-site training for dealer network
- Selling technique skills and product knowledge training for new sales representative team
- Motor sport event coordinator: expert in circuit driving and design training course of driving experience.

Mar 1997 – Jun 2000   Account specialist for Bangkok key account customer
Responsible:
- Managing and controlling the customer's sales and product mix of MSMS's brands in order to reach the company plan.
- Developing and initiating the partnership package with the customer by implement the company's strategy.
- Developing and planning the customer's business by providing them with the analysis of the value-added information such as competitors' movement
- Product screen, market price study, margin analysis, market sales and trend, and consumer behavior survey.

Mar 1995 – Feb 1997   Technical sales representative
Responsible:
- Special team assigned to introduce new advance technology truck tyre to the market
- Correct end-user database.