

Customers' Satisfaction towards the Services of Customer Care Centers of Grameenphone: A Study on Dhaka and Khulna Cities

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Abstract

The purpose of this paper is to measure the level of satisfaction of the customers towards the services of customer care centers of Grameenphone in Bangladesh. The study surveyed 200 customers of Grameenphone in Bangladesh from Dhaka and Khulna city to determine the key influential factors that significantly influence on their level of satisfaction. These customers (125 customers from Dhaka and 75 customers from Khulna city) were surveyed through judgmental sampling method with structured questionnaire from October to December 2011. The questionnaire consisted of 16 questions. After collection of primary data, hypotheses were formulated and one sample T-test was used to test the hypotheses with 0.05 level of statistical significance. The statistical computer package SPSS version 16.0 was used to analyze the data. The recommendations were provided based on the research findings and analysis.

Key words: Customers' satisfaction, Service provider, Grameenphone (GP), Customer care center, Telecommunication, Hypotheses.

Introduction

Due to privatization and liberalization of policy telecommunication sector is experiencing phenomenal global change all over the world (Beard & Hartmann, 1999). In Bangladesh due to increase in the mobility and the emerging complex business environment people are moving from one place to another. Therefore, they want to talk with the connected people for taking the right decision at the right time during their movement. So in a country like Bangladesh where the land line is very hard to come by most of the consumers now a day's depend on cell phone to communicate with each other (Rahman, 2012).

The people of Bangladesh are now dreaming of a digital Bangladesh. Faster development of telecommunications network coupled with improved quality of service in line with the national development is a must for the fulfillment of the vision and aspiration of digital Bangladesh and also to take her to a position of honor in the community of nations in the 21st century. Mobile phone operators have been playing an important role in this regard (Rahman, 2010). The last decade has brought the first wave of the truly mobile generation which is built around mobile

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phones, short messaging service (SMS), and portable electronic assistants. But now there is strong evidence to suggest that there is an even bigger wave to come driven by the increasing worldwide technological trend towards mobility and technology integration. This is evident through the plans and strategic directions of many of the major players in this field (Mahmud and Chowdhury, 2010).

The telecommunication services in Bangladesh were provided until 1989 by the state-owned monopoly provider Bangladesh Telegraph and Telephone Board (BTTB), telecommunications services. In 1989, the Government of Bangladesh opened the telecom sector by awarding licenses to two operators; one to operate fixed telephones in rural areas (Bangladesh Rural Telecom Authority); and the other to operate cellular mobile phone and pager (Bangladesh Telecom Ltd-BTL) services. In 1992, Pacific Bangladesh Telecom Limited (PBTL) bought the mobile part of the BTL (Khan 2003). The telecommunications market in Bangladesh, particularly the mobile phone sector is consisted of six mobile phone operators. These are Grameenphone Limited (GP), Orascom Telecom Bangladesh Limited (Banglalink), Robi Axiata Limited, Airtel Bangladesh Limited, Pacific Bangladesh Telecom Limited (Citycell), and Teletalk Bangladesh Limited (<http://www.btrc.gov.bd>).

Among the mobile phone operators, Grameenphone started its journey with the Village Phone program: a pioneering initiative to empower rural women of Bangladesh. The name Grameenphone translates to “Rural phone”. Starting its operations on March 26, 1997, the Independence Day of Bangladesh, Grameenphone has come a long way. Grameenphone pioneered the then breakthrough initiative of mobile to mobile telephony and became the first and only operator to cover 98% of the country's people with network.

Since its inception Grameenphone has built the largest cellular network in the country with over 13,000 base stations in more than 7000 locations. Presently, nearly 98 percent of the country's population is within the coverage area of the Grameenphone network. Grameenphone has always been a pioneer in introducing new products and services in the local market. GP was the first company to introduce GSM technology in Bangladesh when it launched its services in March 1997. Grameenphone was also the first operator to introduce the pre-paid service in September 1999. It established the first 24-hour Call Center, introduced value-added services such as VMS, SMS, fax and data transmission services, international roaming service, WAP, SMS-based push-pull services, EDGE, personal ring back tone and many other products and services. The entire Grameenphone network is also EDGE/GPRS enabled, allowing access to high-speed Internet and data services from anywhere within the coverage area. There are currently nearly 2.6 million EDGE/GPRS users in the Grameenphone network. Today, Grameenphone is the leading telecommunications service provider in Bangladesh with more than 33 million subscribers as of May 2011 (<http://www.grameenphone.com>).

The shareholders of Grameenphone contribute their unique, in-depth experience in both telecommunications and development. It is a joint venture enterprise between Telenor (55.8%), the largest telecommunications service provider in Norway with mobile phone operations in 12 other countries, and Grameen Telecom Corporation (34.2%), a non-profit sister concern of the internationally acclaimed micro-credit pioneer Grameen Bank. The other 10% shares belong to general retail and institutional investors. The technological know-how and managerial expertise of Telenor has been instrumental in setting up such an international standard mobile phone

operation in Bangladesh. Being one of the pioneers in developing the GSM service in Europe, Telenor has also helped to transfer this knowledge to the local employees over the years. The international shareholder brings technological and business management expertise while the local shareholder provides a presence throughout Bangladesh and a deep understanding of its economy. Both are dedicated to Bangladesh and its struggle for economic progress and have a deep commitment to Grameenphone and its mission to provide affordable telephony to the entire population of Bangladesh (<http://www.grameenphone.com>).

The customer care centers of Grameenphone play a great role to solve the problems and queries of the customers. When the customers of Grameenphone face any problems relating to the services and offerings, they go to the customer care centers to get the solution of their problems. Present study emphasizes and tries to measure the level of satisfaction of the customers towards the services of customer care centers of Grameenphone Ltd.

Objectives of the Study

The main purpose of the study is to measure customers' satisfaction towards the services of customer care centers of Grameenphone. However, the specific objectives are as follows:

1. To identify the services provided by the customer care centers of Grameenphone.
2. To examine the procedures followed by the customer care centers of Grameenphone to serve the customers.
3. To identify the satisfaction level of the customers of Grameenphone towards the services of customer care centers.
4. To find out the gap between actual performance and expectation of the customers towards Grameenphone centers.
5. To suggest recommendations to increase the service quality of customer care centers of Grameenphone.

Research Hypotheses

Research hypothesis is an unproven statement, which helps the researcher to draw the suggestion on his/her hypothesis assumption whether it is true or false based on some specific statistical test (Alam & Neger, cited in Akterujjaman et al., 2011), For this study, the following hypotheses are developed which are also to be tested.

Hypothesis 1:

H_0 : Grameenphone has sufficient customer care centers in Bangladesh.

H_a : Grameenphone does not have sufficient customer care centers in Bangladesh.

Hypothesis 2:

H_0 : You get the service that you need when you go to Grameenphone center.

H_a : You do not get the service that you need when you go to Grameenphone center.

Hypothesis 3:

H_0 : Service providers were available in a timely manner.

H_a : Service providers were not available in a timely manner.

Hypothesis 4:

- H_0 : The customers were satisfied on the behavior of service providers.
 H_a : The customers were not satisfied on the behavior of service providers.

Hypothesis 5:

- H_0 : Customer managers carefully give attention to customers' problems.
 H_a : Customer managers do not give attention to customers' problems.

Hypothesis 6:

- H_0 : Service providers have sufficient knowledge of the products/services.
 H_a : Service providers do not have sufficient knowledge of the products/services.

Hypothesis 7:

- H_0 : Service providers offer pertinent advice.
 H_a : Service providers do not offer pertinent advice.

Hypothesis 8:

- H_0 : The customers are satisfied on getting the services quickly.
 H_a : The customers are dissatisfied for not getting the services quickly.

Hypothesis 9:

- H_0 : Overall ratings of the services of customer care centers of Grameenphone are satisfactory.
 H_a : Overall ratings of the services of customer care centers of Grameenphone are not satisfactory.

Methodology of the Study

The Methodology adopted for the current study is presented below in a sequential manner:

Sources of Data

This study is based on both primary and secondary data. Primary data were collected through personal interview with a structured questionnaire and direct observations. Secondary data were collected from the published official statistics, report documents, books, articles, periodicals of different domestic and international agencies, annual reports of concerned cell phone operator, ministry of posts & telecommunications, websites etc.

Questionnaire Design

The primary data were collected from the customers who went to take services from the customer care centers of Grameenphone from Dhaka and Khulna city. Total 200 customers (125 customers from Dhaka and 75 customers from Khulna city) were surveyed through the convenience sampling method with structured questionnaire from October to December 2011. The questionnaire consisted of 16 questions. The questionnaire was pre-tested (piloted) on a convenience sample of 30 respondents of both Dhaka and Khulna city. The aim was to check that the issues were pertinent and the questions were clear, understandable, and comprehensible. The layout of some questions was modified and further improvements were done as a result of the pilot study (Akterujjaman, et al., 2011).

Data Analysis Methods

A five-point Likert type scale statements were used to measure the variables where 1 stands for highly dissatisfied and 5 stands for highly satisfied effect on the statements (Luthans, 2002). With the help of the questionnaire, hypotheses were formulated and one sample t-test was used to test the hypotheses with 0.05 level of statistical significance. The statistical computer package SPSS version 16.0 was used to analyze the data.

Empirical Findings and Analysis

An analysis is generated from the questionnaire to achieve the objectives of the study. In order to analyze the collected data a 5-point Likert type scale has been used, where 5 stands for highly satisfied customers, 4 stands for satisfied customers, 3 stands for neutral customers, 2 stands for dissatisfied customers, and 1 stands for highly dissatisfied customers. Several judgments were made from the responses of customers to validate the objectives of the study. The results of different tests are presented below:

1. Demographic Characteristics of the Respondents

The analyses of the demographic characteristics of the respondents are shown in table 1.

Table 1: Demographic Characteristics of the Respondents (N^{*}=200)

Options/Characteristics	Frequency	Percent	Valid Percent
Sex			
Male	128	64.0	64.0
Female	72	36.0	36.0
Total	200	100.0	100.0
Age			
20-30 years	90	45.0	45.0
30-40 years	83	41.5	41.5
40-50 years	27	13.5	13.5
Total	200	100.0	100.0
Marital Status			
Single	115	57.5	57.5
Married	69	34.5	34.5
Divorced/separated	16	8.0	8.0
Total	200	100.0	100.0
Level of Education			
SSC	20	10.0	10.0
HSC	71	35.5	35.5
Undergraduate	97	48.5	48.5
Graduate/postgraduate	12	6.0	6.0
Total	200	100.0	100.0

Contd. table

Profession			
Student	126	63.0	63.0
Service holder	37	18.5	18.5
Businessman	9	4.5	4.5
Housewife	15	7.5	7.5
Others	13	6.5	6.5
Total	200	100.0	100.0
Monthly Income			
Below BDT 10000	92	46.0	46.0
10000-20000	61	30.5	30.5
20000-30000	40	20.0	20.0
30000-40000	7	3.5	3.5
Total	200	100.0	100.0

Source: Field Survey, October-December 2011

Note: *N = Total frequency = 200

Table 1 shows the demographic characteristics of the respondents. Out of 200 respondents, majority of the respondents (64 percent) are male, whereas 36 percent are female. About 45 percent of the respondents are in 20-30 years and 41.5 percent respondents are in 30-40 years of age. Marital status shows that majority of the respondents (57.5 percent) are single, on the other hand, 34.5 percent customers are married who come to get the services from the customer care centers. Table 1 also reveals that 48.5 percent respondents are in undergraduate level of education and 35.5 percent respondents are in HSC level. The highest numbers of respondents (63 percent) are students and about 46 percent respondents' monthly income is below BDT 10000, whereas it is seen that 30.5 percent respondents' monthly income is in between BDT 10000-20000.

2. Customer Care Centers in Bangladesh

To provide frequent services to the customers, Grameenphone needs to have sufficient number of customer care centers. Whether the numbers of customer care centers are sufficient or insufficient to know this, the respondents were asked to express their level of satisfaction on the sufficiency of Grameenphone customer care centers in Bangladesh.

Table 2: Satisfaction Level on Customer Care Centers

Satisfaction Level	Frequency	Percent	Mean	SD	CV
Highly Dissatisfied	12	6.0	3.1700	1.10326	34.803
Dissatisfied	53	26.5			
Neutral	42	21.0			
Satisfied	75	37.5			
Highly Satisfied	18	9.0			
Total	200	100.0			

Source: Field Survey, October-December 2011

Table 2 reveals that, out of 200 respondents 37.5 percent are satisfied and 26.5 percent and 21 percent are dissatisfied and neutral respectively regarding sufficient customer Care centers of Grameenphone in Bangladesh. Here the mean value is 3.17, which lies in neutral category of customers' responses. The standard deviation (SD) and co-efficient of variation (CV) are respectively 1.10326 and 34.803, which indicate the number of customer care centers of Grameenphone in Bangladesh is not sufficient to provide the services to customers.

3. Services of Grameenphone Centers

When the customers go to the customer care centers, then they expect that they will get their necessary services. So, the service providers of Grameenphone customer care centers want to provide the required services to the customers.

Table 3: Services Received from Grameenphone Centers

Satisfaction Level	Frequency	Percent	Mean	SD	CV
Dissatisfied	39	19.5	3.1750	1.03912	32.728
Neutral	68	34.0			
Satisfied	20	10.0			
Highly Satisfied	73	36.5			
Total	200	100.0			

Source: Field Survey, October-December 2011

Table 3 shows that 36.5 percent respondents are highly satisfied and 34 percent respondents' showed their neutrality towards the services received by the customers, when they went to Grameenphone center. Of whom, 19.5 percent customers were dissatisfied. The mean score is 3.175 that falls in neutral category of responses. It is observed that SD and CV are 1.0392 and 32.728 respectively, that indicate the customers are not always receiving the services, what they expect at the time when they go to Grameenphone centers.

4. Availability of Service Providers in a Timely Manner

Grameenphone expects that its service providers will always be available in the Grameenphone customer care centers to serve the customers. Respondents were asked to give their opinion on the availability of the service providers in the customer care centers in a timely manner.

Table 4: Availability of Service Providers

Satisfaction Level	Frequency	Percent	Mean	SD	CV
Dissatisfied	24	12.0	4.3550	1.03651	23.8
Neutral	41	20.5			
Satisfied	125	62.5			
Highly Satisfied	10	5.0			
Total	200	100.0			

Source: Field Survey, October-December 2011

From table 4 it is found that majority of the respondents (62.5 percent) were satisfied and 20.5 percent respondents were neutral in their opinion regarding service providers were available in a timely manner. On the other hand, only 12 percent respondents were dissatisfied. The mean value of customers' response is 4.355 which lies in satisfaction category and the SD and CV are 1.03651 and 23.8 respectively, which indicate the opinion of the customers are less deviated, i.e., the customers are satisfied towards the availability of the service providers in the customer care centers in a timely manner.

5. Level of Satisfaction on the Behavior of Service Providers

Behavior is an important factor to increase the level of satisfaction of the customers. In order to evaluate the behavior of the service providers, respondents were asked to express their perceptual views to the customer managers' behavior.

Table 5: Behavior of Customer Manager

Satisfaction Level	Frequency	Percent	Mean	SD	CV
Dissatisfied	49	24.5	3.2600	.94172	28.887
Neutral	82	41.0			
Satisfied	13	6.5			
Highly Satisfied	56	28.0			
Total	200	100.0			

Source: Field Survey, October-December 2011

Table 5 reveals that, out of 200 respondents' majority of the respondents (41 percent) showed their neutrality and 28 percent respondents were highly satisfied towards the level of satisfaction on the behavior of service providers and only 24.5 percent customers were dissatisfied. Here the mean value 3.26 lies in neutral category of responses. The SD value 0.94172 and CV value 28.887 indicate that the customers are neither satisfied nor dissatisfied towards the behavior pattern of service providers.

6. Customer Managers' Attention to Customers Problems

Customer managers need to carefully listen to the problems of the customers. The researchers have shown the opinion of the respondents towards customer managers' carefulness to customers' problems in table 6.

Table 6: Attention to Customers' Problems

Satisfaction Level	Frequency	Percent	Mean	SD	CV
Highly Dissatisfied	27	13.5	2.7950	.98887	35.379
Dissatisfied	41	20.5			
Neutral	78	39.0			
Satisfied	54	27.0			
Total	200	100.0			

Source: Field Survey, October-December 2011

The above table 6 states that 39 percent respondents were neutral and 27 percent respondents were satisfied regarding customer managers carefully listening or giving attention to customers' problems. Here, 20.5 percent respondents were dissatisfied and 13.5 percent respondents were highly dissatisfied. The mean value is 2.795, which lies near to neutral category of customers' satisfaction level. The value of SD and CV are respectively 0.98887 and 35.379 that indicate the opinions of the customers are deviated. So, the researchers can conclude that customer managers are not careful and attentive in solving customers' problems.

7. Service Providers have Sufficient Knowledge of the Products/Services

It is essential to have sufficient knowledge of the service providers about the products or services. The table 7 below shows the perceptual responses of the respondents' regarding service providers' sufficient knowledge.

Table 7: Sufficient Knowledge of the Products/Services

Satisfaction Level	Frequency	Percent	Mean	SD	CV
Highly Dissatisfied	8	4.0			
Dissatisfied	25	12.5			
Neutral	32	16.0			
Satisfied	85	42.5			
Highly Satisfied	50	25.0			
Total	200	100.0	3.7200	1.09434	29.417

Source: Field Survey, October-December 2011

Table 7 reveals that, out of 200 respondents most of the respondents (42.5 percent and 25 percent) were satisfied and highly satisfied towards service providers have knowledge of the products/services and 16 percent respondents' showed their neutrality and 12.5 percent respondents were dissatisfied. Here the mean value 3.72 denotes that the customers are satisfied. In this regard standard deviation is 1.09434 and coefficient of variation is 29.417 and these indicate that the opinion of the customers is less deviated. So, it can be concluded that service providers have enough knowledge about the products/services.

8. Service Providers Offered Pertinent Advice

At the time of providing services to the customers, service providers need to provide relevant advices.

Table 8: Service Providers Offered Pertinent Advice

Satisfaction Level	Frequency	Percent	Mean	SD	CV
Dissatisfied	75	37.5			
Neutral	22	11.0			
Satisfied	69	34.5			
Highly Satisfied	34	17.0			
Total	200	100.0	3.3100	1.14475	35.584

Source: Field Survey, October-December 2011

From table 8, it is observed that the highest 37.5 percent respondents were dissatisfied and 34.5 percent respondents were satisfied and 17 percent respondents were highly satisfied regarding service providers offered pertinent advice towards customers. The mean value is 3.31, which lies in neutral category of customers' responses. The SD and CV are respectively 1.14475 and 34.584, denotes that the opinion of the customers is scattered. So, the researchers can conclude that most of the time the service providers are not providing pertinent advice to the customers who are coming to the customer care centers.

9. Level of Satisfaction on Getting the Service Quickly

Most of the time the customers want to get the necessary services from the customer care centers quickly. To explore the level of satisfaction of the customers towards promptness of services, the following question was asked to the respondents.

Table 9: Level of Satisfaction on Getting the Service Quickly

Satisfaction Level	Frequency	Percent	Mean	SD	CV
Highly Dissatisfied	39	19.5	2.6400	1.21150	45.89
Dissatisfied	66	33.0			
Neutral	35	17.5			
Satisfied	48	24.0			
Highly Satisfied	12	6.0			
Total	200	100.0			

Source: Field Survey, October-December 2011

Table 9 reveals that 33 percent customers were dissatisfied and 24 percent customers were satisfied towards the level of satisfaction on getting the services quickly. On the other hand, 19.5 percent respondents were highly dissatisfied and 17.5 percent respondents showed their neutrality on getting the services quickly. Here the mean value is 2.64, which is near to neutral category of customers' responses. The value of SD and CV are 1.2115 and 45.89 respectively, which indicate that the opinions of the customers are highly deviated. So, it can be concluded that the customers are not getting the services quickly and they have to wait long time for receiving the services.

10. Overall Rating on the Services of Customer Care Centers

Overall rating of the customers is needed to know about the level of satisfaction regarding the services provided from the customer care centers. The table 10 states the overall satisfaction level of the respondents' views towards the services of customer care centers.

Table 10: Overall Rating on the Services of Customer Care Centers

Satisfaction Level	Frequency	Percent	Mean	SD	CV
Highly Dissatisfied	9	4.5	3.2950	1.35171	41.023
Dissatisfied	75	37.5			
Neutral	23	11.5			
Satisfied	34	17.0			
Highly Satisfied	59	29.5			
Total	200	100.0			

Source: Field Survey, October-December 2011

Table 10 shows that, out of 200 respondents 37.5 percent respondents were dissatisfied and 29.5 percent respondents were highly satisfied and 17 percent respondents were satisfied regarding overall rating of the services of customer care centers of Grameenphone. Here the mean value 3.295 lies in neutral category of responses. The SD and CV are respectively 1.35171 and 41.023, which denote that the opinions of the customers are scattered. That is the customers' overall opinion towards the services of customer care centers of Grameenphone is not satisfactory. So, it can be concluded that Grameenphone should increase the service quality of customer care centers towards the customers for satisfying them.

Hypotheses Testing

Data were analyzed with a Likert type 5-point scale ranging from highly dissatisfied (1) to highly satisfied (5). In this study weighted average value of 3.50 (test value) has been considered as the optimum level for every case. One-sample t-test is done to test hypotheses 1to9.

Table 11: One-Sample t Test

Factors	Test Value = 3.5					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
1. Grameenphone has sufficient customer care centers in Bangladesh	-4.230	199	.000	-.33000	-.4838	-.1762
2. You get the service, what you need when you go to Grameenphone center	-4.423	199	.000	-.32500	-.4699	-.1801
3. Service providers were available in a timely manner	11.666	199	.000	.85500	.7105	.9995
4. Your level of satisfaction on the behavior of service providers	-3.604	199	.000	-.24000	-.3713	-.1087
5. Customer managers carefully listen/give attention to your problems	-10.082	199	.000	-.70500	-.8429	-.5671
6. Service providers have sufficient knowledge of the products/services	2.843	199	.005	.22000	.0674	.3726
7. Service providers offered pertinent advice	-2.347	199	.020	-.19000	-.3496	-.0304
8. Your level of satisfaction on getting the services quickly	-10.039	199	.000	-.86000	-1.0289	-.6911
9. Overall rate the services of customer care centers of Grameenphone	-2.145	199	.033	-.20500	-.3935	-.0165

Source: SPSS output, compiled by the authors

The test statistic table 11 shows the results of the one-sample t test. The t column displays the observed t statistic for each sample, calculated as the ratio of the mean difference divided by the standard error of the sample mean. The 95% confidence interval of the difference provides an estimate of the boundaries between which the true mean difference lies in 95% of all possible random samples of the factors (9 factors) in the test.

Since, for the factor “Grameenphone has sufficient customer care centers in Bangladesh” confidence interval lies entirely below 0.0. Hence H_0 is rejected that is H_a is accepted. So, it can be concluded that Grameenphone does not have sufficient customer care centers in Bangladesh.

Hence, for the factor “customer managers carefully listen or give attention to your problems” confidence interval lies entirely below 0.0. Thus, H_0 is rejected and H_a is accepted. So, it can be concluded that the customers do not get the services that they need when they go to Grameenphone centers.

Therefore, in support of the factor “service providers were available in a timely manner” confidence interval lies entirely above 0.0. As a result, H_0 holds true. That means, H_0 is accepted and H_a is rejected. So, it can be concluded that service providers were available in a timely manner.

Since, for the factor “your level of satisfaction on the behavior of service providers” confidence interval lies entirely below 0.0. Thus, H_0 is not supported and H_a is supported. So, it can be concluded that the customers were not satisfied on the behavior of service providers.

Hence, for the factor “customer managers carefully listen or give attention to your problems” confidence interval lies entirely below 0.0. Thus, H_0 is rejected and H_a is accepted. So, it can be concluded that customer managers do not give attention to customers’ problems.

Therefore, for the factor “service providers have sufficient knowledge of the products/services” confidence interval lies entirely above 0.0. Thus, H_0 holds true. That means, H_0 is accepted and H_a is rejected. So, it can be concluded that service providers have sufficient knowledge of the products/services.

Consequently, in favor of the factor “service providers offered pertinent advice” confidence interval lies entirely below 0.0. Thus, H_0 is rejected and H_a is accepted. So, it can be concluded that service providers do not offer pertinent advice.

Hence, in support of the factor “your level of satisfaction on getting the service quickly” confidence interval lies entirely below 0.0. As a result, H_0 is rejected and H_a is accepted. So, it can be concluded that the customers are dissatisfied for not getting the service quickly.

Therefore, for the factor “overall rate the services of customer care centers of Grameenphone” confidence interval lies entirely below 0.0. Hence, H_0 is rejected and H_a is accepted. So, it can be concluded that overall rating of the services of customer care centers of Grameenphone are not satisfactory.

Summary of Key Findings

1. The number of customer care centers of Grameenphone in Bangladesh is not sufficient to provide the services to customers.
2. The customers are not always receiving the services that they expect at the time when they go to Grameenphone centers.
3. The customers are satisfied towards the availability of the service providers in the customer care centers in a timely manner.
4. It is found that the customers are neither satisfied nor dissatisfied towards the behavior pattern of service providers.
5. Customer managers are not careful and attentive in solving customers' problems.
6. It is seen that service providers have enough knowledge about the products or services.
7. Most of the time the service providers are not providing pertinent advice to the customers, who are coming to the customer care centers.
8. The customers are not getting the services quickly and they have to wait long time for receiving the services.
9. The customers' overall opinion towards the services of customer care centers of Grameenphone is not satisfactory.

Conclusions

Quality of telecommunications service depends on both the telephone network and the supporting services. The first is known as 'equipment and system oriented quality' and the second as 'people and process oriented quality'. Equipment and system oriented quality consists of activities directly related to the network while people and process oriented quality consists of activities provided over the telephone network or face to face (Yusuf and Alam, 2010). The quality of service of mobile telecommunications is usually measured in terms of some common parameters such as call completion rate, call drop rate, voice quality, percentage of complaints resolved within a stipulated time and customer service etc. (TRAI, 2008, Sutherland, 2007, Australian Communications and Media Authority 2008). Accessibility and connectivity needs to be further improved. This can be achieved through the upgrading of technological infrastructure as well as the lowering of the internet usage costs through mobile phones to a more affordable level (Mahmud and Chowdhury, 2010).

Customer care centers of Grameenphone are established to solve the problems of the customers' to satisfy them. Though Grameenphone's target was to solve the problems of the customers through the customer care centers, but most of the time it was not successful. So, Grameenphone should properly monitor the activities and services of the customer managers at the time when they provide services towards the customers.

Recommendations

The authors have suggested some recommendations for improving the performance of Grameenphone customer care centers to increase the level of satisfaction of the customers. These are as follows:

- Establish more Grameenphone customer care centers to reach all the customers of Bangladesh.
- Capacity of the Grameenphone Centers (GPC) should be increased to reduce the stress of the subscribers (customers).
- Different programs should be taken in the customer care centers to educate the customers by providing pertinent advice regarding different essential features of mobile phone and its operations and services.
- Customer managers of Grameenphone centers should ensure the services expected by the customers' for increasing their satisfaction towards customer care centers.
- To increase the level of satisfaction of customers regarding the behavior of service providers, Grameenphone should arrange training programs for the service providers.
- Most of the time the customer managers are reluctant to solve the problems of the customers. So, Grameenphone should motivate the employees of customer care centers to be attentive to customers' problems.
- Sometimes it is observed that the customers are coming to the customer care centers for a very simple reason. So, customer managers should provide necessary advice to the customers, when they come to the customer care centers.
- It is observed that the customers are not getting the services quickly. So, Grameenphone should increase the number of employees of customer care centers as well as should give proper training to increase the skill of the employees of customer care centers.
- Lastly it can be suggested that Grameenphone should increase monitoring the services of customer care centers to increase the overall satisfaction of the customers towards the customer care centers.

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