

**MOTIVATION OF CUSTOMER CARE EXECUTIVES AND CUSTOMER
SATISFACTION AT SELECTED AIRTEL COMPANY CENTERS IN NAIROBI,
KENYA**

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DECLARATION

DECLARATION BY STUDENT

I declare that this research project is my original work and has not been presented for award of any Degree or Diploma in any other institution or University.

Signature..... Date.....

Kallu Mathias Tingah

DECLARATION BY SUPERVISOR

This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

I dedicate this research work to my family for their moral and financial support

ACKNOWLEDGEMENT

I would like to first and foremost thank the Almighty God for guiding and enabling me to work on this research project and gain academic insight into this topic. This far I have come, I can boldly declare that He is indeed Ebenezer.

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ABBREVIATION AND ACROYNMS

CA	Communication Authority
GOK	Government of Kenya
GSM	Global System for Mobile communication
ICT	Information and Communication Technology
NSE	Nairobi Stock Exchange
SIM	Subscriber Identity Module
SIMFX	Subscriber Identity Module Exchange
SMS	Short Message Service
SPSS	Statistical Package for Social Sciences
TKL	Telkom Kenya Limited

OPERATIONAL DEFINITION OF TERMS

Career development system	Refers to the personal investment that employers engage in the growth of the work force to increase their skills and confidence in Airtel Company.
Communication systems	Refers to how messages are conveyed relayed among the staff and to the customers at Airtel Company.
Customer satisfaction	Refers to the ultimate conclusion of a customer about a vendor on all relations including marketing, service and complaint management after the service.
Employee training	Refers to the skills imparted to employees through established programmes and seminars in the Airtel Company
Motivation	Refers to a psychological feature that arouses an employee to act towards a desired goal and elicits, controls, and sustains certain goal-directed behaviors in Airtel Company.
Motivation of Customer Care	Refers to the efforts engaged such as rewards and promotions to the employee serving in the customer care desk at the Airtel branches.
Staff Supervisory system	Refers to the leadership management skills used by senior officials to the customer care agents at the Airtel Company.

ABSTRACT

It is generally recognized that employee motivation is fundamental for both profitability and performance of organizations. This is more the situation in the competitive and sensitive telecommunication industry. In the telecommunication industry in Kenya, Airtel Company has continually been dominated by Safaricom in number of customer users even after lowering their calling rates hence the study seeks to investigate how Airtel customers are handled by the customer care executives. The problem of the study was to fill the research gap in relation to motivation of customer care executives and satisfaction of customers that existed amongst customer care executives in Airtel Kenya, since most of the studies dwelt on orientation of customers rather than motivation of workers to enhance customer satisfaction. To conquer this problem, the study captured, both on motivation of employees and satisfaction of customers to fill the research gap. The general objective of the study was to determine motivation of customer care executives and its influence on customer satisfaction at Airtel Company Kenya in Nairobi, Kenya. The specific objectives of the study were; to assess the effects of employee training programs, to determine the effects of staff supervisory system, to evaluate the effects of career development system and to investigate the effects of communication system on customer satisfaction at Airtel Company Kenya. The study was guided by theories of cognitive dissonance, market orientation theory, self-determination theory and equity theory. The study used descriptive research design and inferential research design. Target population included the supervisors, customer care agents and postpaid subscribers in 8 selected Airtel centers in Nairobi. Stratified random sampling was employed to ensure that customer care representatives in all categories are not only represented but all of them have an equal chance of being represented in the sample. The sample size was 64 customer care representatives which was 30% of the population size. Data was collected using questionnaires which included open ended, closed and likert type questions which were administered using drop and pick method. Data was analyzed descriptively using the SPSS software. These results from the analysis were presented in forms of tables, charts, frequencies and percentages. Thematic analysis was used to analyze qualitative data. Multiple linear regressions were applied to test the relationship the independent variables on the dependent variable. The study found out positive relationship between motivation of customer care executives and customers satisfaction of Airtel Company. The findings of the analysis also showed that each predicting variables under the composite construct of motivation of customer care-training programmes, supervisory systems, career development systems and communications systems had positive and direct relationship with customer satisfaction of Airtel Company in Kenya. The study recommended that the management of Airtel Company should invest in training interventions aiming at improving the knowledge, skills and abilities of its employees, and other developmental programmes such as career development, as these would communicate to employees that the organization is interested in them beyond short-term basis and might enhance positive attitudinal and behavioral outcomes. The communication systems between the customer care executives and the backroom technical staff should be improved.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Customer satisfaction over the globe is never again a prevailing fashion however an idea that is at the core of each human asset the executives circumstance and talk. So significant is customer satisfaction that it is utilized in numerous zones of execution of organizations that it is utilized to decide simplicity of working together by nations and furthermore measure financial specialist certainty (Uddin and Akhter, 2015). Customer satisfaction has additionally been distinguished as the foundation of administration greatness in practically all organizations (Malhotra, 2004).

The basic for good customer satisfaction in organizations is commenced on the developing educated client who are requesting the products they need, where they need it, in the amount and value they need, the quality they want and looking for enjoyment and better client experience (Parker and Mathews, 2001). The fulfilled customer brings business through client reliability. At the core of the fulfilled client is the representative who ought to be profitable, issue solver and enabled for this job as was seen by Michael and Cronin (2000). It is expanding on these statements that this examination sought to research how the Motivation of client care delegates influences the client administration in the media transmission area in Kenya.

The media transmission industry in Kenya is focused even despite uneven market predominance by one player. It is the customer satisfaction that is the focused edge in the business with low exchanging expenses for customer pushing the players in the segment to make the best work place condition where representatives are engaged to work so as to accomplish predominant execution. Without a doubt it has been seen that Motivation of

representatives helps in numerous parts of execution like physical and enthusiastic attitude of representatives, passionate want to work, taking of individual activities by representatives (Boles, 2004, Chandrasekar, 2011 and Armstrong, 2009).

It is a result of these significant advantages of motivations that organizations try to make the best profession chances to workers and keep skilled representatives in the organization and make their Motivation a venture as was noted by Farh (2012). The Motivation of representatives takes numerous structures and activities beginning with viable direction, access to preparing for the activity, reasonable supervision and compensation (Steel et al., 2002). This examination explored the Motivation of client care officials at Airtel Company and how that influence customer satisfaction.

1.1.1 Customer Satisfaction

Customer satisfaction has numerous and expansive definitions however all clarifies how a merchant meets the desire for clients proficiently and expeditiously. It additionally includes arrangement of criticism on business data and other execution related data to clients (Sugandhi, 2008). The consumer loyalty would thus be able to be expressed as a definitive decision of a client about a merchant on all relations including showcasing, administration and objection the board after the administration. This client relationship helps in making brands that fabricate long and gainful association with clients however it is normally an expensive undertaking (Eshghi, Haughton &Topi, 2007; Anderson, Forneil &Mazvancheryl, 2004).

There numerous activities taken by firms to help consumer loyalty. They incorporate improvement of administration quality, charging fitting and reasonable costs and taking measures to keep up and hold clients (Gustafsson, Johnson and Roos, 2005). In the media

transmission industry, the characterizing attributes of client administration incorporate client administration, evaluating and organize inclusion as was seen by Popli and Madan (2013). Different components that influence the client administration among media transmission firms in Africa incorporate administration quality, saw usability, corporate brand picture, legitimacy period and built up business systems (Eniola, 2006).

In the Kenyan media transmission part, ponders have been done on consumer loyalty among driving firms, for example, Safaricom and Airtel. For instance, Chelang'at (2014) led an examination on the critical and non-noteworthy components influencing client administration at Safaricom Company in Kenya. Physical offices, work force and correspondence materials were the most critical. Other noteworthy variables influencing client administration were observed to be specialized quality, unwavering quality, responsiveness and objection the board. The non-noteworthy components were observed to be picture, compassion and cordial client administration workers. The circumstance at Airtel Company has not been explored in spite of the fact that the organization has been picking up piece of the overall industry against Safaricom Company and it is imperative to build up if Motivation of representatives is one of the main sources of the improved exhibition through boosting customer satisfaction.

1.1.2 Motivation of Employees

Motivation is multi-faceted idea with numerous definitions. Capelli (2010) gave a far reaching meaning of the Motivation of workers and its impact on people, for example, representatives to incorporate the mental component that stirs and individual towards an ideal objective, the main impetus that urges a person towards an objective and the inward drive that drives wishes. Freyermouth (2012) clarified the two parts of Motivation that

involves inherent and outward Motivation in an individual he clarified that, characteristic Motivation radiates from within an individual on the off chance that they feel the undertaking brings them delight or is advantageous while extraneous Motivation is constrained by outside powers following up on an individual and the craving to pick up something, for example, pay or advancement. The two definitions fit well for representatives, for example, administrators in a media transmission organization.

Motivation is significant in a working environment. Otido (2011) noticed that representatives who are not roused produce low quality work and are unfit to adapt to difficulties in the line of obligation. Barney (2011) agreed contending that it is the obligation of the supervisor to distinguish if the representatives are de-spurred and make changes in the workplace or train the workers.

For workers, there are numerous empowering influences of Motivation including understanding the requirements of clients and serving them better (Zerbe, Dobni and Harel, 2008). In any case, the errand of rousing workers ought to be a mutual duty with the association putting resources into representative Motivation to empower improvement in administration quality and worker proficiency as Simon and DeVaro (2006) discovered. By and by a large portion of associations in the administration business are known to bring down the expense of worker commitment prompting diminished administration level and profitability (Gittell, Nordenflycht, and Kochan, 2004).

Hoot,(2012) included that propelled workers in administration industry give numerous points of interest, for example, scanning for new chances, produce great administration and bring new thoughts that advance development, a large portion of the examinations and master are pre-busy with remunerations as the main spurring factor yet others, for

example, Owolabi and Makinde (2012) gave that agreeing representatives more self-rule and control of their exhibition by enabling them to settle on choices are additionally persuading elements in the administration business. This investigation investigated the propelling components for client administration representatives at Airtel Company in Kenya

1.1.3 Airtel Company

The Airtel Company is the second largest telecommunication firm in Kenya that offers such telecommunication services such as prepaid and postpaid mobile telephony, international roaming, messaging services, internet access, directory enquiry and other standard services associated with mobile phony telephony. It has been operational in Kenya since 2000 though it has undergone many rebranding and change of ownership. In the period it has built a wide network and a huge and growing customer base (<http://africa.airtel.com/kenya/>).

The improvement of customer care of Airtel Kenya was represented and upheld by the motivation and development to improve the infrastructure of the company. Improved customer service has enhanced over the years to improve development and stability within the company.

The company has made many advances in the industry and in its service to customers including establishing call centers where customer care representatives serve the customers. It is noteworthy that there is a dearth of research and information on the motivation of these customer care representatives or the level of customer satisfaction in these centers. However, Kebaso and Kanyua (2016) conducted a study on job employees of Airtel Company and found some glaring gaps in the reward systems, employee

perception of the leadership style of their supervisors. The study dealt with all the staff and there is hardly a study on the customer care representatives.

1.2 Statement of the Problem

The firms in the telecommunication sector in Kenya have been facing challenges in customer experience and satisfaction as their customer numbers have increased in the last one decade. The challenge has been around lack of adequate numbers of customer care representative, poor quality of service especially by outsourced firms as have been the case with Airtel Company in the past. From an international front, a study conducted by Muhammed (2012) on the impact of employee motivation on customer satisfaction on Airlines in Pakistan, clearly outlined factors that dwelt more on the motivation of employees rather than the satisfaction of customers. The current study filled the research gap on both motivation of employees in the customer care and customer satisfaction.

A study conducted by (Mutua, 2010) on customer trust on companies showed that, existing studies on the customer satisfaction in the telecommunication sector in Kenya have left a glaring gap in that the motivation of service providers has hardly been studied. Another study conducted by Karanja, (2014) on the impact of motivation on customer satisfaction, he used variables like reward, training and induction. This study did not capture on matters in regards to corporates that this current study captured, rather it dwelt more on motivation rather than satisfaction of the customer. The studies were pre-occupied with customer-oriented factors such as customer. To fill the knowledge gap, existing studies on motivation of employees and customer experience in Kenya were conducted at Safaricom Company and not Airtel Company such as Imbuga, (2011). Therefore, it was for that reason that the study helped in filling that gap in knowledge by

investigating motivation of customer care executives and customer satisfaction at Airtel Company Kenya.

1.3 Objectives of the Study

The general objective of the study was to investigate the influence of motivation of customer care executives on the customer satisfaction at Airtel Company.

1.3.1 Specific Objectives

The study had the following specific objectives;

- i. To investigate how employee training programs offered to customer care executives affect customer satisfaction at Airtel Company, Nairobi, Kenya.
- ii. To find out how supervision system offered to customer care executives affect customer satisfaction at Airtel Company, Nairobi, Kenya.
- iii. To determine how career development system offered to customer care executives affect customer satisfaction at Airtel Company, Nairobi, Kenya.
- iv. To access how communication system offered to customer care executives affect customer satisfaction at Airtel Company, Nairobi, Kenya.

1.4 Research Hypotheses

The following research hypotheses were as follows;

H₀₁: There is no significant relationship between employee training programs and customer satisfaction at selected Airtel Company Centers in Nairobi Kenya.

H₀₂: There is no significant relationship between staff supervisory systems offered and customer satisfaction at selected Airtel Company Centers in Nairobi Kenya.

H0₃: there is no significant relationship between career development and customer satisfaction at selected Airtel Company Centers in Nairobi Kenya.

H0₄: There is no significant relationship between communication system and customer satisfaction at selected Airtel Company Centers in Nairobi Kenya.

1.5 Significance of the Study

The findings and recommendations of this study were invaluable to a number of stakeholders in the telecommunication industry. This study was important to managers in telecommunication companies like Airtel because they realized the gaps in the motivation of customer care representatives that affects the customer experience. They used the recommendations of the study to identify key priority areas of improvements in performance and set goals on service improvement against a customer satisfaction measurement of choice in order to gain in customer satisfaction. The supervisors and human resource officers also delineated the factors that are missing to complement the motivation of their subordinates.

The findings of the study were used in benchmarking other industries performance with telecommunication service standards on both customer satisfaction and staff motivation. The regulator in the industry as well as the general public gleaned key lessons on the performance level of the company and the needed changes. This study formed a basis upon which further research on the same was established. The findings enabled the researchers understand the necessary resources which were required in future related studies.

1.6 Scope of the Study

The respondents of the study were the staff of Airtel Kenya Limited who are designated as customer care executives and interact with customers in their daily work schedules to the exclusion of other staff. This is because they are the ones who understand the twin concepts of staff motivation and customer satisfaction. The study on the motivation of customer care executives and customer satisfaction was limited by the objectives of the study and thus the study focused on the employee training programs, staff supervisory system, career development system and communication system. Other motivation of customer care executives and customer satisfaction were not addressed by the study. The study was conducted in the month of July 2018 and captured the reality as at this time.

1.7 Limitation of the Study

The following challenges anticipated in the course of the study were resolved as follows. The management of Airtel Company might be apprehensive in granting access to the employees for the purpose data collection. The management was persuaded that the information collected will be used for academic purpose only. To facilitate this persuasion, letters of introduction from the university and verbal persuasion were applied. The respondents were also briefed and informed on the purpose of the study and their rights in the research process including the maintenance of anonymity and confidentiality to assuage any apprehension on their part. Drop and pick method was used because the customer care executives were too busy to fill in the questionnaire in a single sitting.

1.8 Organization of the Study

The project has five chapters. Chapter one has introduced the concepts in the background, statement of the problem, objectives, research questions, significance, scope and limitations of the study. Chapter two contains review of theoretical and empirical

literature relevant to the study and a conceptual framework. Chapter three details the research methodology to be used by the study including the research design, target population, sampling techniques, data collection tools and procedures, data analysis techniques and ethical considerations to be adhered to in the study. Chapter Four entails the presentation of data collected and also presented the outcomes. Chapter five entails the summary of the research findings and the recommendation for further studies. The appendices to the study include the research questionnaire.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section contains a review of the literature relevant to the study highlighting the knowledge that already exists in relation to the topic under study. Also, it provides theoretical foundation of the study. Additionally, it has a conceptual framework which is a graphic presentation showing various variables and how they interact as well as the direction of the outcomes from such interactions. Finally, it has a summary of literature review that helped to bring out the existing knowledge gaps.

2.2 Theoretical Review

The current study used the following theories that entailed; cognitive dissonance theory, marketing orientation theory, self-determination theory and equity theory.

2.2.1 Cognitive Dissonance Theory

The theory as propounded by Festinger (1957) posits that individuals have a motivational drive to reduce dissonance by modifying their attitudes, beliefs or behaviors or rationalizing them. The theory defines dissonance as uncomfortable feelings caused by holding two contradictory ideas. In this regard, the study conceptualized the decision to offer good or bad customer experience as the dissonance facing employees of Airtel Company and the motivation as the factors that might affect this dissonance and makes the hypothesis that these motivational factors can affect beliefs and behaviors of customer care executives as expounded by the theory.

The theory has received scholarly support from various quarters with some arguing that there is effect of cognitive dissonance among buyers and sellers as they make and aid purchases (Hamburg, Wieseke and Torsten, 2009). The theory informed the study in

establishing the extent the services offered to the customer care executives modify their behavior in the course of serving the customers.

2.2.2 Market Orientation Theory

The market orientation theory as proposed by Kohli and Jaworski (1990) and Narver and Slater (1990) laid the ground for emphasis on customers by firms and integration of all the functions in a company to create superior customer experience. As such, the theory guided the study in establishing if the communication system, supervision systems, career development systems and training systems aid in customer services.

In support of the market orientation theory, Hunt and Lambe (2000) offered that market orientation leads to important strategic orientation. Stoelhorst and van Raaij (2004) noted that market orientation account for performance differentials among firms and lead to other benefits such as market sensing, market responsiveness and adjustment in a turbulent market environment. On (2002) offered that market orientation has changed dynamics in the retail sector especially consumer perception of prices, customer loyalty and switching practices. The theory guided the study in establishing how the various motivation practices Airtel company offers customer care executives aid in customer services especially buying in their loyalty and avoiding switching to other service providers as proposed by the theory.

2.2.3 Self-Determination Theory

This theory by Ryan and Deci (2000) explain the two main forms of motivation individuals such employees face and their effect on their performance. The two are autonomous and controlled motivations. The theory guided the study in establishing the type of motivation that customer care executives at Airtel Company possess and how

these dispositions affect their offering of customer service and how efforts by the company to modify their behavior are affected by the type of motivation in the company.

According to Ryan and Deci (2000) individuals with autonomous motivation feel a sense of choice while those with controlled motivation feel obliged by other forces that transcend self like managers and usually under-perform. Those enjoying autonomous motivation are likely to become absorbed in their work, value and like their work a view supported by Burgess, Enzle, & Schmaltz (2004). According to Gagne and Deci (2005) in their advancement of self-determination theory, controlled motivation represents a forced acceptance of an activity to avoid an undesired activity like sanctions. These posits of this theory aided in determining if the motivational practices at Airtel Company are autonomous or controlled and how this categorization affects customer service.

2.2.4 Equity Theory

The equity theory by Adams (1965) advances a proposition that an employee assessment of whether they are being treated fairly or not is a major factor affecting motivation. The study borrowed this hypothesis to test if the motivational systems at Airtel Company such as supervisory system, communication system, training systems and career advancement systems are viewed as fair and thus motivating factor or the reverse is true.

The equity theory has various salient scholarly support from different authorities. Dessler (2008) offered that people are better motivated if they feel they are being treated equitable and are de-motivated if they perceive inequitable treatment. The same outcome occurs if the employees perceive a mismatch between reward and effort expended at work which results in diminished motivation. All the systems in a workplace should also

seem to be fair as employees compare their reward and input with those of others and are de-motivated if there are manifest favoritism (Beardwell & Claydon, 2007).

2.3 Empirical Literature Review

The following section provides an empirical literature on motivation of customer care executives and their relationship with customer satisfaction.

2.3.1 Employee Training Programs and Customer Satisfaction

There is a rich body of knowledge on the forms of training and how they affect performance of diverse institutions and workers but there is a paucity of studies on effect of training of staff on customer satisfaction. However, a study by Wognum (2001) found that training is most beneficial to customer satisfaction when it is targeted at the staff at the lower cadres of an organization that deal with operations and tactical decisions that directly affect customers. The study decried the trend where it is the senior staff at the strategic level that benefits with training yet they do not interact with customers directly.

It is instructive to note that the value of training of staff to customer satisfaction has been acclaimed by empirical literature. Wright and Geroy (2001) found that training enhances staff competencies, knowledge, skills and instill the needed attitude to serve customers. Appiah (2010) found that training not only enhances the ability to serve customers but also instill behavior needed to satisfy customers. Kabir (2011) reported that training also leads to effective development of employees. Abdullahi and Djebavni (2011) found that trained workers are also more motivated than untrained ones.

Hunjra (2010) added other benefits of training to workers to include boosting career advancement, self-assurance and development of positive thoughts towards the company. The aim of these training and management programs is to amend employees' skills and

organization potentialities (Hunjra, Chani, Aslam, Azam and Rehman, 2010). Meyer and Smith (2003) reported that training of employees should be geared at improving their employability, skill development, improving productivity and buying their loyalty. Hay Group (2007) reported that failure to invest in staff training is responsible for high turnover in organizations.

Other studies have explored on the needed prerequisites for training to be effective. Chang (2004) found that proper training needs assessment should be done and there should be evaluation of the training efforts to ensure the objectives are met. Storey (2009) reported that effective training should be directed at the individual levels and geared towards improving competitiveness. Musili (2010) vouched for employee involvement in decisions on training while Gakuru (2006) reported that the training should be systemic to yield better results. Noe (2001) noted that training should be directed at staff retention that aids in buying the support of other stakeholders and builds confidence in the organization.

Mylers (2002) found that effective training programs are those followed by enhanced reward for trained employees who in turn provide better services to the customers as they are better motivated. This was corroborated by Seligman (2008) who found that training should be accompanied by promotion and praise for employees. This study assessed if the training programmes for customer care representatives at Airtel Company are operated along these guidelines.

2.3.2 Staff Supervisory System and Customer Satisfaction

Many studies have found that staff supervision and leadership in general have a significant influence on the levels of customer satisfaction in organizations. Ward (2006)

found that a supervisory system that empowers employees and places control under them achieves superior results. The supervisory system should facilitate access to experts and support staff as well as adequate funding.

Roth (2004) found that quality of supervision increases staff motivation if the leadership style of the leaders is fair and educational. A study by Panagiotakopoulos (2013) showed that staff perform better in customer satisfaction if the supervisors use friendly ways to monitor employees which also increases motivation. A study by Ebaso and Kanyua (2016) on Influence of Motivation on Employee Job Satisfaction within the Telecommunication Industry in Kenya identified leadership style as one of the factors that enhance staff performance

Some studies identified the set of ideals that supervisors should strive to achieve in order to boost morale, motivation, productivity and eventual customer experience in their supervisory duties. These include having contingent reward systems, having constructive exchanges with employees and having an active management style (Judge & Piccolo, 2004; Newstrom & Pierce, 2011).

Jackson and Parry (2008) found that supervisors should be selected among the best of the employees to enable them lead a group of employees in the desired direction. Atkinson (2015) found that the supervisors should provide clear direction and aid in management of change in organizations. The supervisors should provide the needed organizational support to employees to aid in their work. In so doing, the supervisors aids in creation of commitment among the employees (Armstrong, 2008; Hutchison, 2007). The supervisor

should also gain the trust of the employees and inspire confidence (Lee *et al.*, 2010; Stacey, Paul & Alice, 2011).

2.3.3 Career Development System and Customer Satisfaction

There is a manifest lack of studies on career development among organizations in Kenya. Even the existing studies from other regions mainly deal with the modalities and benefits of having career development plans and programs in organizations and rarely on the effect of such programs on staff performance or on the attendant customer experience. Following in this line, it was found that career development systems aid in supplying an organization with socially and technically competent staff who can suit in specialist departments and management positions (Afshan, Sobia, Kamran&Nasir 2012).

Oakum (2011) found that presence of career development plans among customer service executives in call centers in Kisumu aided in the development of confidence in decision making on their own. Wagner (2000) had noted that companies utilizing employee development plans have the competitive advantages of having high employee satisfaction, low turn-over rates and high loyalty by employees who know that the company is investing in their future.

Several studies have found that a successful career development plan should be mutually beneficial for the staff and the organization, not based on monetary factors alone and drive competent individuals for advanced career opportunities (Johnson, 2004; Wright, 2005). Amin (2010) found that successful career advancement plans leads to greater confidence, competencies, motivation, empowerment, employee dedication, motivation and trustworthiness towards the organization.

Meyer (2003) found that career development plans should also provide other trainings such as ability to cope with stress of senior jobs, and knowledge of the operations and the existing culture at the senior levels of an organization. Ongori and Agolla (2009) reported that lack of career development plans leads to a situation known as career plateau characterized by increased intentions of employees to quit because of limited upward mobility. Kyndt *et al.* (2009) reported that an effective career development plan should provide learning opportunities on all dimensions of a job

2.3.4 Communication System and Customer Satisfaction

The bulk of existing empirical literature on communication systems in organizations are pre-occupied with the mode of communication and the needed inputs for communication in an organization to be effective. These include provisions such as a noiseless channel, provision of feedback and checks to ensure that the information is received in the right and accurate terms in content and meaning (Rouse, 2002).

Communication systems have been linked to staff empowerment and superior customer satisfaction in organizations including those in the mobile telephony business. Okafor (2013) found that encouraging a system of questions and answer between top management and staff was one of the ways of creating empowered employees among mobile phone service providers in Kenya.

Kennedy and Schleifer, 2006) found that an effective communication system should not only empower employees but should also create trust. The study found that the communication should include honesty, should repeat the provisions of the organization strategic plans, emphasize key performance indicators, inform on financial performance and lead to employee performance in daily decision making in the organizations. Lawler

(2004) recommended that effective communication should ensure that there is additional interaction between the staff and those in management positions

A communication system leads to superior quality service it reduces the communication gap between employees and the management. This can be enhanced through the use of information technology in innovative ways in organizations and empowering of front line employees by timely and accurate information so that they can effectively serve customers (Powel, 2007).

2.4 Summary of Literature Review and Gaps.

Some empirical studies have affirmed that motivation of service providers is the foundation for accomplishment of customer satisfaction in numerous ventures including the media transmission industry (Krishman *et al.*, 2009; Nukpezah and Nyumuyo, 2001). Anyway none of these studies were done in Kenya in this manner making a gap in information. The few studies and concentrates on determinants of customer satisfaction in the Kenyan media transmission industry were directed in the Safaricom Company and barely any on Airtel Company.

These studies on customer satisfaction neglected to settle on the motivation of the customer care executives who are the cutting edge staff in the execution of obligations that lead to customer satisfaction (Ofwona, 2007; Odhiambo, 2003; Imbuga, 2009). In any case, these studies set up that a ton of the required contributions to accomplish the ideal objectives of consumer satisfaction were subject to having a persuaded and gainful bleeding edge staff and in this way the need to set up how Motivation of client care officials help in conveyance of customer satisfaction at Airtel Company. Table 2.1 shows the notable gaps the study filled from the gaps left by similar studies in the past.

Table 2.1 Summary of reviewed literature and research gaps

Name and author	Focus of the study	findings	gaps	Focus of the current study
Nyangweso, Omari and Agata (2014)	Impact of billing systems of airtel and Mpesa Services	Indicate that most customers were satisfied with the attributes of tangibility and assurance and the use of M-pesa and Airtel technologies for bill payment.	The study assessed only billing systems of Airtel and Mpesa services. This only captured on the satisfaction of customers rather than the, motivation of customer care executives.	The current study summarized on issued on motivation that related on satisfaction of the customers.
Karanja (2013)	The study focused on service delivery	The study recommends that insurance firms should focus on enhancing employees reward systems through training to increasing motivating employees as effective reward systems demonstrated such desirable behaviors in service encounters increasing employee's satisfaction, their motivation, competencies, and commitment in delivery quality insurance services.	The study was done among insurance companies and dealt with service delivery.	The study variables of this study clearly articulated on motivation of customer care executives and satisfaction of customers. That captured on quality and service delivery, in order to fill the research gap.
Hanif, Hafeez and Raiz (2010)	Study focused on pricing and customer satisfaction at airtel Kenya.	The study found that both price and service quality had significant effect on customer	The study focused on pricing and services on customer satisfaction.	This study determined the influence of communication systems on customer

		satisfaction.		satisfaction at Airtel Ltd.
Owuor and Waiganjo (2014)	The study focused among supermarkets on customer service and customer satisfaction	Concludes that to maximize customer satisfaction, focus should be on supply product, value for money, quality improvement, service quality and customer-oriented services. The study recommended that customers need to be perceived that they receive value for money as a way to satisfy them.	The study was done among supermarkets. Also it focused on customer – oriented services to improve customer satisfaction.	The current study assessed training programs of staff on customer satisfaction at Airtel Ltd.
byKombo (2015)	The study focused on customer availability and customer satisfaction	The results also demonstrate that the most important factor for customer satisfaction is the wide availability of bank branches, and the factor most associated with customer dissatisfaction is the high prices of products and services	The study was done among commercial banks in Kenya which was based on availability of branches.	This study established whether staff supervisory systems influence customer satisfaction in Airtel Ltd.
Ngubia (2015)	Focused on customer needs and role of employess in regards to customer satisfaction	The study found that the salient factor affecting customer satisfaction was outsourcing of the customer relationship departments.	The study focused on the role of company employees on customer needs.	The current study assessed the role of career development on customer satisfaction at Airtel Ltd.

Source: Researcher, (2018)

2.5 Conceptual Framework

Conceptual framework is a solvent tool with several variations and contexts. It is used to make conceptual distinctions, organize and hold together the ideas comprising a broad concept .it provides a schematic presentation of the variables under investigation Ravitch and Riggan (2012). The schematic diagram below shows the relationship among the study variables with indicators to show measurability and arrows indicating the direction of influence.

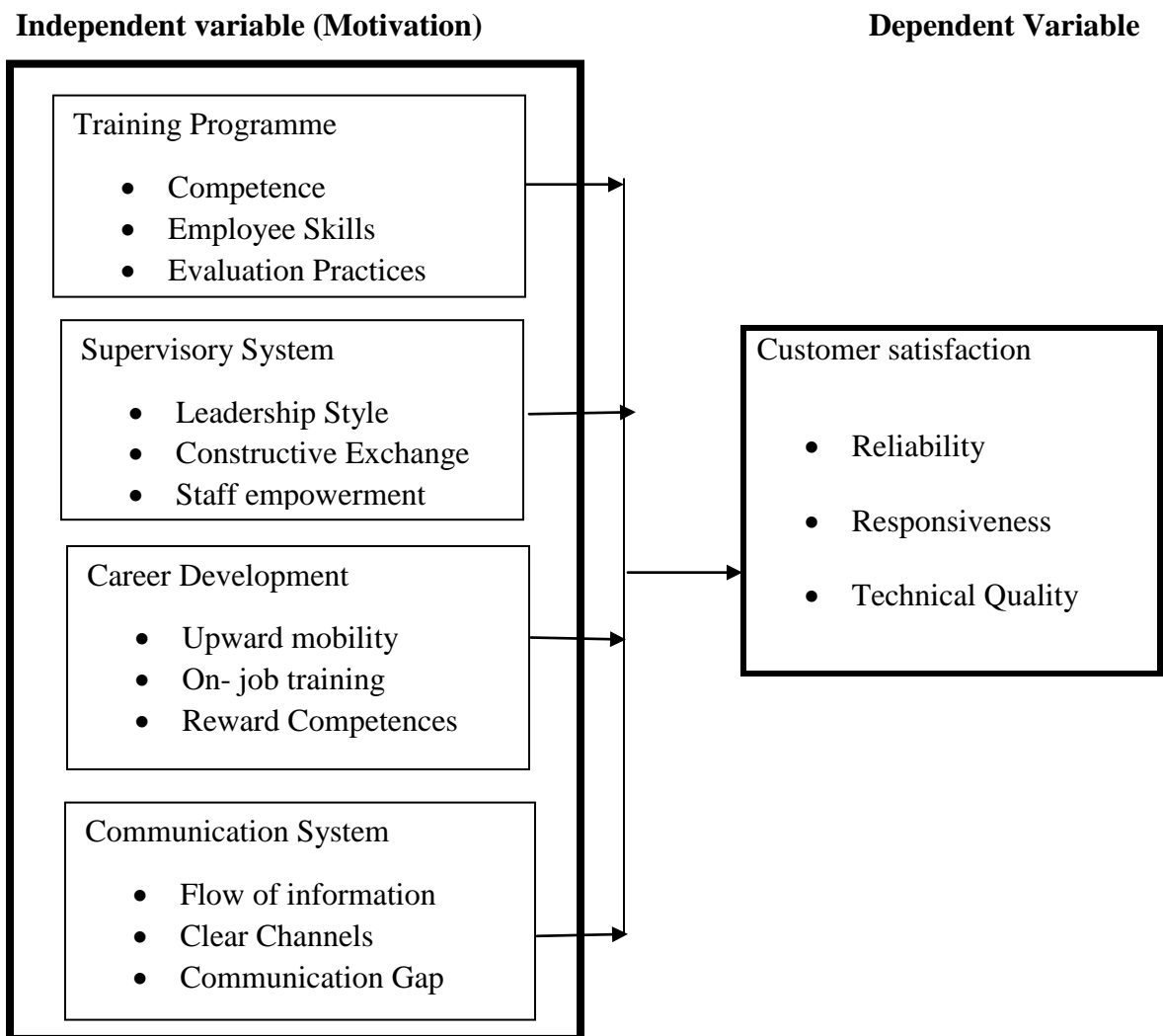


Fig 2.1 Conceptual Framework

Source; Author, (2018)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this section is to provide a description of the study area, research design, the study population, sample size and sampling techniques, data sources and instruments, data collection procedures and analysis.

3.2 Research Design

Research design is the logical plan for a study (Cooper & Schindler, 2008). The study adopted descriptive research design that has been hailed by many scholars a suitable for studies similar to this one. It is suitable for producing statistical information about a phenomenon (Sekran, 2007). Enables generalization of findings after enabling economical collection of data using questionnaires and enables analysis of quantitative data using such techniques like regression analysis (Mugenda & Mugenda, 2003).

3.3 Target Population

Saunders (2008) defined target population as a group with similar characteristics that a researcher is interested in. In the case of this study the target population were the customer care executives at Airtel Company headquarters in Nairobi. The Airtel Company headquarter has 210 customer care executives (Airtel Kenya Ltd, 2018). The customer care executives work in three different departments as shown in table 3.1

Table 3.1 Target population

Department	Population
Customer service inbound	135
Customer service outbound	88
Walk in customer care executive	60

TOTAL	283
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Source: Research data (2018)

3.4 Sampling Techniques and Sample Size

3.4.1 Sampling Techniques

Stratified random sampling was used to come up with the sample size. The sampling technique was employed because it accorded all the categories of staff designated as stratum an equal chance of being selected and represented in the sample without any bias. This enabled generalization of the findings to a larger group (Mugenda & Mugenda, 2003). The strata were the aforementioned departments that the customer care executives work of inbound service. Outbound service and walk in customer care representatives. From each stratum, simple random sampling was used to select the actual respondents of the study. The simple random was based on the availability and willingness of the employees to participate in the study.

3.4.2 Sample Size Determination

As asserted by Mugenda and Mugenda (2003) the study used 30% of the target population as a sample size that is big enough to reflect the characteristics of a population in a sample.

The sample size of the study was 85 customer care executives working at the headquarters of Airtel Company in Nairobi. Table 3.2 shows the sampling frame for the study.

Table 3.2 Sampling Frame

Category/Department	Population	Sample Size
----------------------------	-------------------	--------------------

Customer service inbound	135	41
Customer service outbound	88	26
Walk in customer care executives	60	18
Total	283	85

Source: Research Data (2018)

3.5 Data source and collection Techniques

Data was collected using questionnaires that were administered to the respondents by the researcher. The questionnaires were suitable for speedy collection of data from the respondents who are all highly literate. The questionnaire contained a mix of open ended, closed and likert scale questions organized according to the study variables

3.6 Data Collection Procedure

The collection of primary data using questionnaires at the headquarters of Airtel Company followed the following procedure. A reconnaissance visit was made to familiarize with the environment, create rapport and fix a date for data collection. After negotiating access to the customer care executives, a briefing session was held on the group that filled the questionnaires after ascertaining that the respondents know the expectations of the researcher. The questionnaires was administered and drop and pick method was used for those busy executives who could not fill the questionnaires on that day.

3.7 Validity and Reliability

3.7.1 Pilot study

The questionnaires were piloted on ten customer care executives at Airtel Company who did not participate in the actual study. This represents a 10% of the sampled population as per the recommendation of Mugenda and Mugenda (2003). The employee was sampled using simple random sampling method. The pilot study served to pre-test the validity and reliability of the questionnaires and enabled editing of the instrument before actual administration.

3.7.2 Validity of Research Instruments.

According to Mugenda and Mugenda, (2003) validity is the accuracy and meaningfulness of inferences, which are based on the research results. Content validity was used to ensure that the measures include an adequate and representative set of items to tap the dimension and elements of concepts under study. To establish the validity of the research instruments the questionnaires were examined by two experts, one of which was the university supervisor, who advised on face and content validity.

3.7.3 Reliability of Research Instruments.

Reliability in research instruments is defined as the stability to get similar results over time and on several respondent inducing same responses (Orodho, 2009). After the pilot study, the instruments were edited to enable provision of clear instructions to respondents. The ascertaining of reliability on the questionnaires was done using Cronbach Alpha co-efficient where a co-efficient of 0.8 was deemed sufficient as was advised by Saunders (2008). The reliability analysis was conducted by calculating the Cronbach's alpha for each scale. Zikmund (2009) stated that Cronbach's alpha should be

the first measure to be employed to assess motivation of customer care executives and customer satisfaction.

3.8 Data Analysis and Presentation

Data analysis is defined as the process of interpreting and getting meaning from a data set (Zikmund, 2003). On the analysis of quantitative data, after coding and editing, SPSS software will be used to analyze the data to generate frequency tables, percentages and mean which will be presented using tables, charts and written narratives. Thematic analysis was used to analyze qualitative data. Multiple regression analysis was also be conducted to establish the nature of relationship among variables using the following model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where,

Y = Customer satisfaction

X₁ = Training programs

X₂ = supervisory systems

X₃ = career development

X₄ = communication systems

ε = Error term

The regression analysis provided the facts that determined the strength of each of the independent variables and inform findings and recommendations. From the model, Y was the dependent variable, β₀ is the regression co-efficient, β₁, β₂, β₃ and β₄ represent the slopes of the regression equation while ε represent the error term with a mean of zero and assumed to be zero. The X's are the independent variables. The equation solved the

statistical mode where SPSS was applied to generate quantitative data and reports for the study.

3.9 Ethical Consideration

The following ethical considerations were undertaken in the course of the study. Permission to conduct the research was sought from the established statutory bodies like NACOSTI and the management of Airtel Company to ensure that the access of the research site is sought in an ethical way. The respondents to the study were briefed on the purpose of the study and their rights in the research process with emphasize on confidentially, anonymity and voluntary participation after seeking consent from the respondents. Further, the findings of the study were honestly presented without doctoring and in the process of writing the project; plagiarism was avoided by acknowledging ideas from other scholars and researchers.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

The chapter presents the findings of the study on the influence of motivation of customer care executives on the customer satisfaction at Airtel Company. Analysis and interpretation through descriptive and inferential statistics is also contained in the chapter.

4.1.1 Response Rate

The study sample was 64 respondents who were the supervisors, customer care agents and postpaid subscribers in 8 selected Airtel centers in Nairobi. The questionnaire return rate results are shown in Table 4.1.

Table 4.1: Response rate

	Questionnaires issued	Questionnaires received	Percentage response
Total	85	64	75.3%

Table 4.1 presents a sample size of 85 respondents was the study target from which 64 filled in and returned the questionnaires with a rate of response of 75.3%. This rate was acceptable to make conclusions for the study as it was considered representative. According to Mugenda and Mugenda (1999), a rate of response of 50% is sufficient for analysis and reporting; a rate of 60% is good and a rate of response of 70% and over is exceptional. Based on this assertion, the response rate was outstanding. The drop and pick method augmented by a visit to the Airtel offices. Emailing method was used in cases where the respondent requested or was out of office.

4.2 Demographic Characteristics

The analysis of respondent's characteristics was carried out in relation to age bracket, educational level, gender, and period which the respondents had worked at the Airtel customer executive offices.

4.2.1 Age of the Respondents

The study sought to know the distribution of the respondents by their age. The results are as shown in Figure 4.1

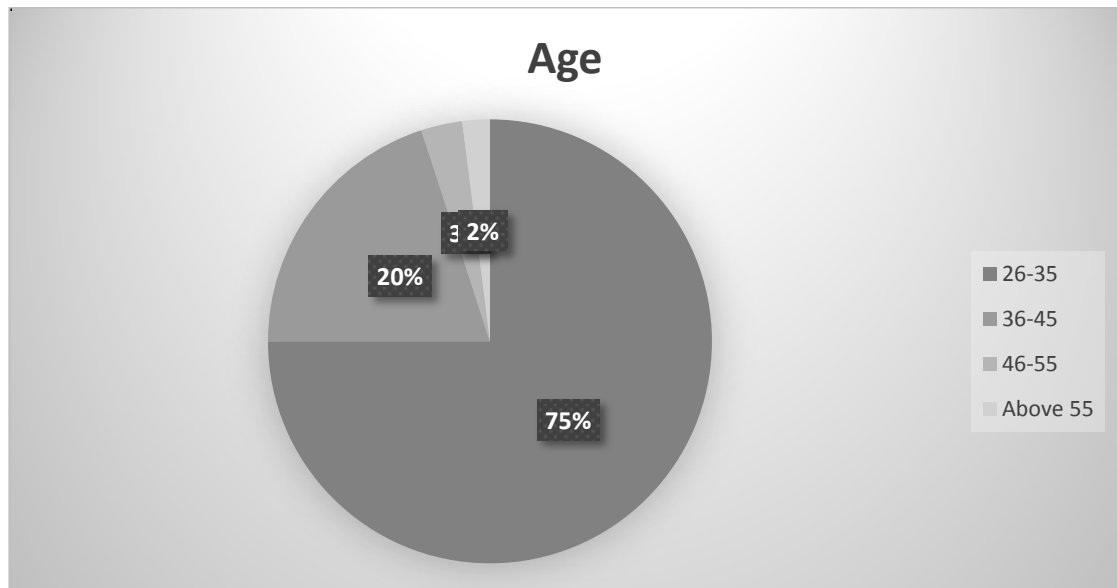


Figure 4.1: Age of respondents

Source: Research data (2018)

From Figure 4.1, the findings presented showed that the ages of the working respondents in the Airtel customer care executive were as follows; 75 percent of the respondents were within the age range of 26-35 years, 20 percent of the respondents are within the age range of 36-45 years and 3 percent of the respondents are within the age range of 46-55 years, and respondents above 55 years are of 2 percent. Majority (75%) of the

respondents are between the age of 36- 45 because the customer care executives involves handling various customer with different linguistics which mostly require younger people to effectively understand.

4.2.2 Gender of respondents

The study sought to know the distribution of the respondents by their gender. The results are as shown in Figure 4.2

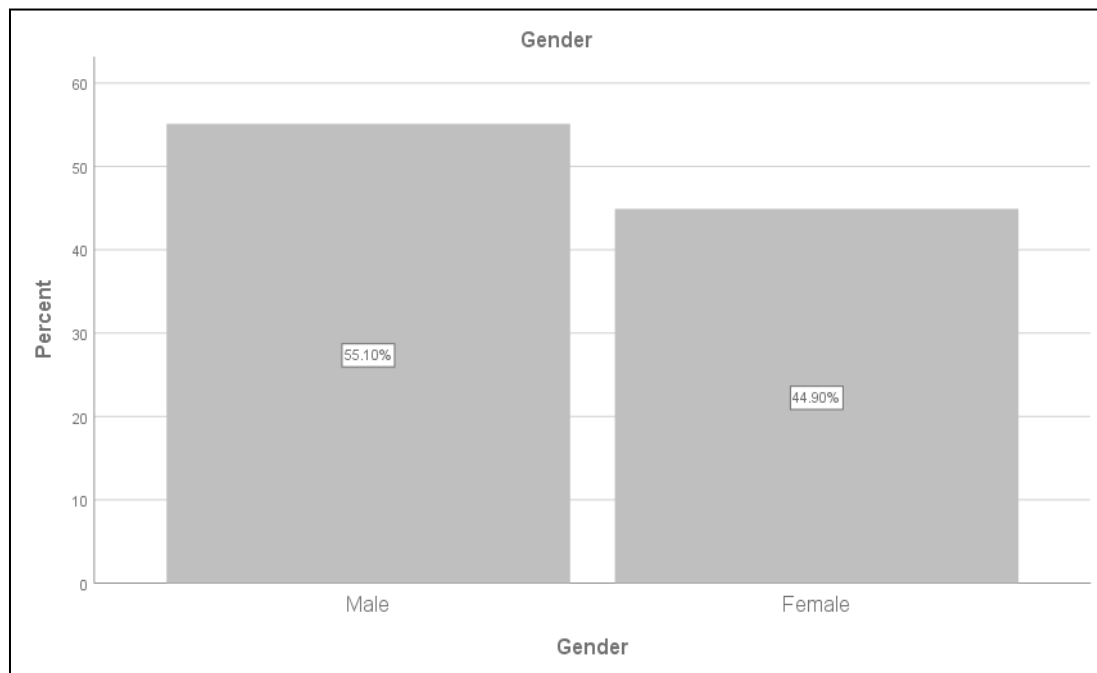


Figure 4.2: Gender

Source: Research data (2018)

From the figure 4.2, 45 percent of the respondents are female while 55 percent are male. The difference in gender parity negated the explanation that women were considered as having qualities which responded well to the customer care executives. This means that men can also perform better as customer care executives.

4.2.3 Level of Education

The distribution of the respondents by their level of education is shown in the below figure.

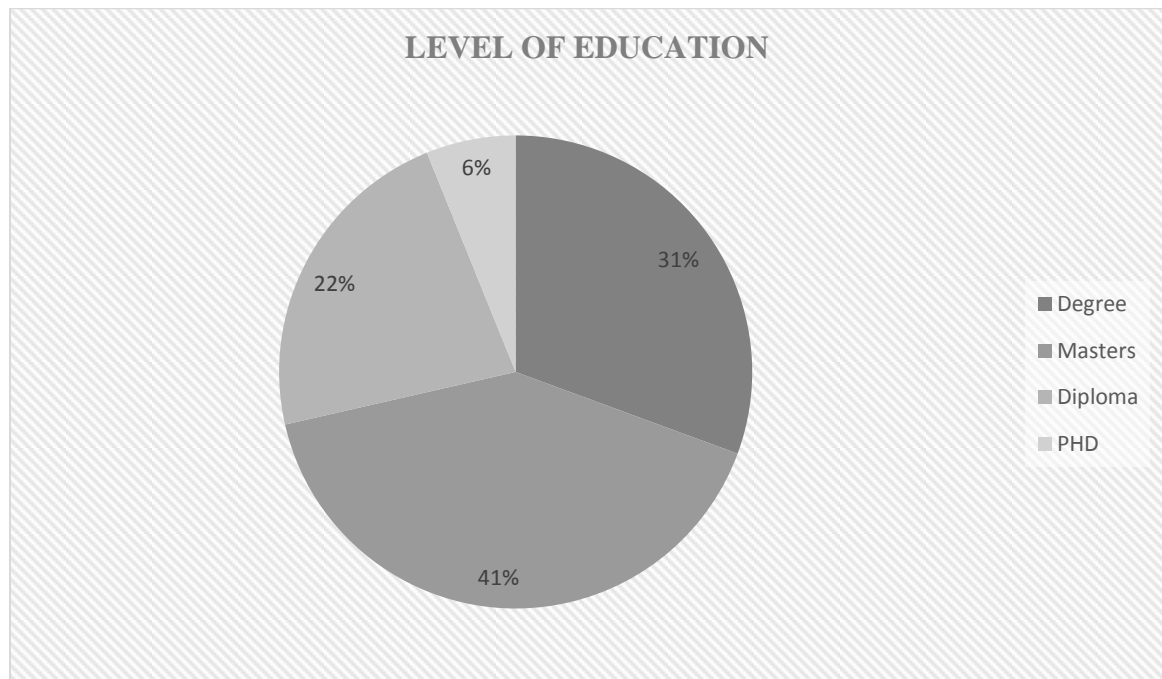


Figure 4.3 Respondents Level of Education

Source: Research data (2018)

From the research findings from Figure 4.3, presented that the highest level of education among respondents were as follows; 6 percent of the respondents had PHD level, 41 percent of the respondents were in Masters level, 31 percent of the respondents in were in Degree level and 22 percent of the respondents in were in diploma level. Those with highest level of education were in management positions.

4.2.4: Industry Experience

The study sought to establish the level of experience of the respondents by establishing the period they had been involved in the Airtel customer care executive. The results are as shown in Figure 4.4

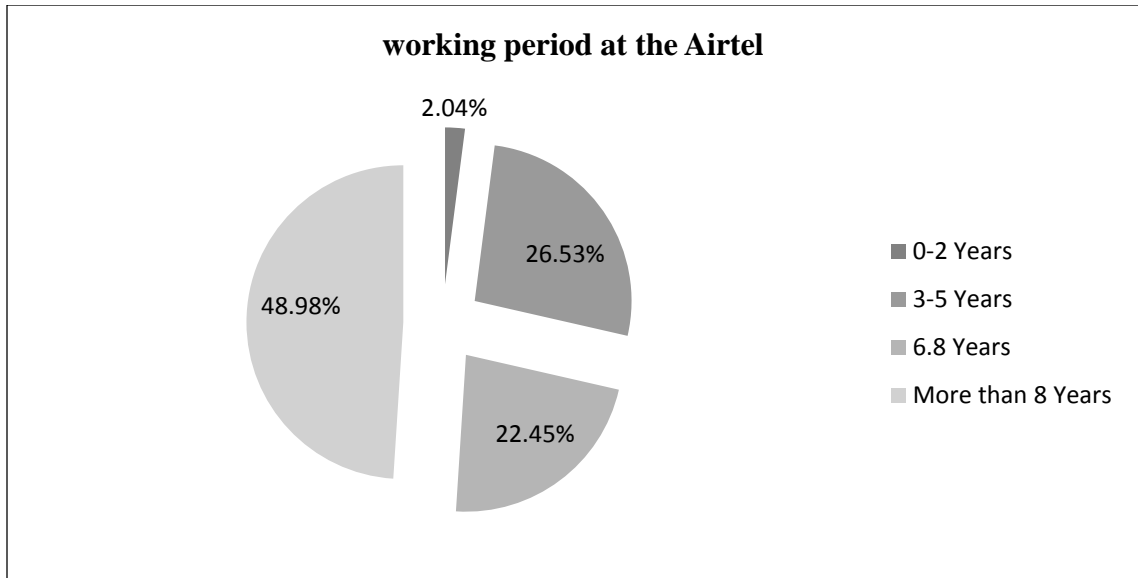


Figure 4.4: Period of work at Airtel

Source: Research data (2018)

From the research findings from Figure 4.4 showed, the respondents' number of years worked in the Airtel customer care executive were as follows; 2 percent of the respondents had worked for 0-2 years while 27 percent of the respondents had worked for 3-5 years, 22 percent of the respondents had worked for 6-8 years and 49 percent of the respondents worked for more than 8 years. It was revealed that most of the respondents were had stayed at the Airtel company having started in another department. A sizeable percentage had been in the industry for more than five years. This meant that the senior managers had risen over the years and thus had stayed for over eight years at the Airtel customer care executive.

4.3 Descriptive Statistics

4.3.1 Employee Training Programs

The study sought to establish the influence of employee training programs offered to customer care executives affect customer satisfaction at Airtel Company, Nairobi, Kenya.

The results are indicated in the table 4.2.

Table 4.2: Employee Training Programs

Statement	N	Mean	SD
Offering you competence to handle customers	64	4.21	0.190
Having the right behavior to satisfy customer needs	64	3.94	0.260
Adherence to company service standards	64	3.94	0.057
Timely service of customers	64	4.78	0.220
Aggregate (scores)		4.218	0.727

Source: Research data (2018)

From the findings presented in Table 4.2, the aggregate mean score of 4 statements on employee training programmes was 4.22 which mean the majority of the respondents agreed with the statements. The findings from the results employee training programmes enhanced employee competence needed to handle customers with a mean score of 4.21. Majority of the respondent agreed that employee training programmes offered the right behavior to needed to satisfy customers with a mean of 3.94. The mean score of 3.94 also showed that employee training programmes enabled employees to adhere with company service standards. The mean score of 4.78 showed that training programmes equipped employees with appropriate skills and has improved the way they responded to customers' issues. The statistical agreement of the respondents to these items are

consistent with the previous studies of Wright and Geroy (2001), Appiah (2010) that concluded that training enhances staff competencies, knowledge, skills and instill the needed attitude to serve customers.

4.3.2 Staff Supervisory System and Customer Satisfaction

The study investigated the effects of supervision system offered to customer care executives on customer satisfaction at Airtel Company, Nairobi, Kenya. The results were as indicated in Table 4.3;

Table 4.3 Staff Supervisory System

Statement	N	Mean	SD
Providing access to expert advice on customer service	64	3.78	0.071
Friendly monitoring of duties	64	4.80	0.123
Offering feedback on performance	64	3.85	0.121
Having constructive dialogue with supervisors	64	4.10	0.452
Aggregate(scores)		4.133	0.767

Source: Research data (2018)

As depicted in Table 4.3, majority of the respondents agreed to the 4 statements that measured staff supervisory system with aggregate mean score of 4.133. Employee agreed that staff supervisory system contributed to giving expert advice on customer service with a mean score of 3.78. The mean score of 4.80 also showed that staff supervisory system enhances friendly monitoring of duties as agreed by respondents, while the mean scores

of 3.85 and 4.10 showed that staff supervisory system improved feedback on performance and offered constructive dialogue as agreed by the respondents. These findings are consistent with previous findings from Roth's (2004) study which found that quality of supervision increases staff motivation if the leadership style of the leaders is fair and educational and also study conducted by Panagiotakopoulos (2013) which showed that staff perform better in customer satisfaction if the supervisors use friendly ways to monitor employees which also increases motivation.

4.3.3 Career Development System and Customer Satisfaction

The study sought to establish the influence of career development system offered to customer care executives on customer satisfaction at Airtel Company, Nairobi, Kenya.

The results are indicated in the Table 4.4;

Table 4.4 Career Development System

Statement	N	Mean	SD
The customer care executives are accorded learning opportunities to make decisions in senior companies	64	3.86	0.232
The company rewards competence among customer care executives	64	4.20	0.145
The customer care executives are prepared for senior posts in the company	64	3.66	0.102
The customer care executives are accorded opportunities to assume senior jobs at expense of outsiders	64	3.91	0.245
Aggregate		3.908	0.724

Source: Research Data (2018)

As depicted in the Table 4.4, the aggregate mean score for the 4 items showed that respondents agreed to the statements. The respondents agreed that career development provided learning opportunities, competence, promotion, and accorded opportunity for succession within the organization. These findings are consistent with the study of Okumu (2011) which found that the presence of career development plans among customer service executives in call centers in Kisumu aided in the development of confidence in decision making on their own. The findings was also consistent with the study of Amin (2010) which found that successful career advancement plans leads to greater confidence, competencies, motivation, empowerment, employee dedication, motivation and trustworthiness towards the organization.

4.3.4 Communication System and Customer Satisfaction

The study investigated the influence of communication system offered to customer care executives on customer satisfaction at Airtel Company, Nairobi, Kenya. The results are indicated in the Table 4.5 ;

Table 4.5 Communication System and Customer Satisfaction

Statement	N	Mean	SD
Provision of up to date information on products to customer care executives	64	3.67	0.134
Provision of accurate information to feed customers	64	4.39	0.245
The customer care executives have a clear plan of seeking information needed by customers promptly	64	3.83	0.153
Provision of information to customer care executives in non-technical language	64	3.60	0.142

Aggregate		3.873	0.808
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Source: Research data (2018)

As depicted in the Table 4.5, majority of the respondents agreed to the statement that communication system enhanced the process of satisfying customers as this is showed by an aggregate mean score of 3.873. The mean score of 3.67 showed that communication system provided up to date information on product to customer care executives. The mean score of 4.39 showed that respondents agreed that communication systems provide accurate information for customer care executives. The mean scores of 3.83 and 3.60 showed that respondents agreed to the items measuring communication system in terms clear information and non-technical language. These findings are in consistent with the study of Kennedy and Schleifer, (2006) which found that an effective communication system should not only empower employees but should also create trust.

4.3.5 Customer Satisfaction

The study sought to establish the effects of customer satisfaction on customer care executive at Airtel Company in Nairobi County. The results are indicated in Table 4.6 below;

Table 4.6 Customer Satisfaction

Statement	N	Mean	SD
The customer care department is reliable	61	3.67	0.231
The customer care department is very responsive to customer needs	61	4.16	0.113
The customer care department is honest in dealing with customers	61	3.68	0.241
The quality of customer service offered is	61	3.78	0.231

increasing			
Aggregate		3.823	0.816

Source: Research data (2018)

As depicted in the Table 4.6, the aggregate mean score of 3.823 showed that majority of the respondents agreed to all the items that measured customer satisfaction in the study. From the findings, the customer care department is reliable, responsive, and honest when it comes to dealing with customers. The findings are consistent with the study of Owuor and Waiganjo (2014) who concluded that to maximize customer satisfaction, focus should be on supply product, value for money, quality improvement, service quality and customer-oriented services.

4.3.6 Motivation of customer care executive

The study investigated the influence of motivation on customer care executive at the Airtel Company in Nairobi County. The results are as indicated in Table 4.7;

Table 4.7 Motivation

Statement	N	Mean	SD
Provision of proper equipment to serve customers	61	3.67	0.135
Provision of accurate information to serve customers	61	4.16	0.342
Having a work schedule that enables you serve customers well	61	3.68	0.521
Having fair performance appraisal on your customer service work	61	3.98	0.234
Aggregate		3.872	1.232

Source: Research data (2018)

As depicted in the above table, the aggregate mean score showed that majority of the respondents agreed to items measuring motivation of customer care executives. From the findings presented in Table 4.7, the study findings revealed that majority of the respondents agreed that they were provided with proper equipment to serve customers which influenced their work at moderate extent. About 2.1% of the respondents indicated that provision with proper equipment to serve customers only influenced them at very little extent. Also, the study established that provision of accurate information to feed customers by customer care executive at Airtel Company influenced their work at great extent with a mean score 4.16. Further, it was revealed by majority of the respondents with a mean score of 3.68 agreed that having a work schedule that enabled them serve customers well thus improving their work at great extent. The study also revealed that having fair performance appraisal on your customer service work improved the services of the respondents with a mean score of 3.98. These findings are consistent with the study of Hoot (2012) which found that motivated employees in service industry provide many advantages such as searching for new opportunities produce high quality service and bring new ideas that promote growth.

4.4 Correlation Analysis

The study conducted correlation analysis to test the strength of organization/relationship between the research variables. Correlation is the measure of the relationship or organization between two continuous numeric variables. Correlation indicates both direction and degree to which they covary with one another from case to case without implying that one is causing the other. Correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while value +1.00

represents a perfect positive correlation. A positive correlation between two variables means that if one increases, the other one increases. On the other hand, a negative correlation means that if one increases the other one decrease. A value of 0.00 represents a lack of correlation. The findings are presented in Table 4.8.

Table 4.8: Correlation Analysis

		Training Programme	Supervisory System	Career Development	Communication system	
Training Programme	Pearson Corr Sig. (2-tailed)	1				
Supervisory System	Pearson Corr Sig. (2-tailed)	.512** .000	1			
Career Development	Pearson Corr Sig. (2-tailed)	.648** .000	.745** .000	1		
Communication system	Pearson Corr	.570** .000	.709** .000	.880** .000	1	

	Sig. (2-tailed)					
Customer satisfaction	Pearson	.689**	.788**	.914**	.817**	1
	Corr	.000	.000	.000	.00	
	Sig. (2-tailed)					

****.** Correlation is significant at the 0.01 level (2-tailed).

The results of the correlation analysis revealed that training programme is positively related to the supervisory system with a Pearson's Correlation Coefficient of $r = 0.512$ and at level of significance of 0.000, is statistically significant as the p-value is less than 0.05. This relationship could be described as moderate as it lies in the middle. This implies that considering that supervisory system enhances training programme (an increase in top management commitment increase results to increased customer focus).

The results further show that there is a relatively strong positive relationship between

Training programme and career development with a Pearson's Correlation Coefficient of $r = 0.648$ and at level of significance of 0.000, is statistically significant as the p-value is less than 0.05. This implies that an increase in training programme will result into a change in the career development in the same direction.

The results also show that the relationship between training programme and communication system was also positive with a Pearson's Correlation Coefficient of $r = 0.570$ and a level of significance of 0.000 hence statistically significant. This implies that

an increase in the communication system will result into a similar change in training programme.

The results show that there is a relatively strong positive relationship between training programme and customer satisfaction with a Pearson's Correlation Coefficient of $r = 0.689$ and at level of significance of 0.000, is statistically significant as the p-value is less than 0.05. This implies that an increase in training programme will result into a change in customer satisfaction in the same direction.

The findings of the study show that there is a strong positive organization between supervisory system and career development with a Pearson's Correlation Coefficient of $r = 0.745$ and at level of significance of 0.000, is statistically significant as the p-value is less than 0.05. This implies that an increase in supervisory system will result into a change in communication system in the same direction.

The supervisory system has a strong positive organization with customer satisfaction with a Pearson's Correlation Coefficient of $r = 0.788$ and at level of significance of 0.000, is statistically significant as the p-value is less than 0.05. This implies that an increase in supervisory system will result into a change in customer satisfaction in the same direction.

The results show that the career development had a strong positive organization with customer satisfaction with a Pearson's Correlation Coefficient of $r = 0.914$ and at level of significance of 0.000, is statistically significant as the p-value is less than 0.05.

This implies that an increase in career development will result into a change in the Customer satisfaction in the same direction. These study findings mean that generally there was a strong positive and significant organization between the variables.

4.5 Inferential Statistics

Inferential analysis has been used in this research to establish if there is a relationship between an intervention and an outcome, and also establish the impact of that relationship. The inferential analysis was carried out to establish the relationship between dependent variable and the independent variables. This involved computation of both multiple regression analysis and coefficient determination. The dependent variable in this study was customer satisfaction at customer care executive at Airtel Ltd in Nairobi County. The independent variables were employee training programs, career development system, staff supervisory system and communication system. The intervening variables were staff workload, staffs work schedules, staff level of education and staff attitude.

4.5.1 Coefficient of Determination

The coefficient of determination is a measure of how well a statistical model is likely to forecast future outcomes. The co-efficient of determination is the square of the sample correlation coefficient between outcomes and predicted values. Therefore it defines the degree to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable, in this case customer satisfaction which is explained by all the four independent variables (employee training system, career development, staff supervisory system and communication system). The coefficient of determination is presented in Table 4.9;

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Squared	R	Std. Error of the Estimate
1	0.889	0.790	0.736		0.32561

Source: Research data (2018)

From the study, in the value of adjusted R squared was 0.736 an indication that there a was variation of 73.6 percent in customer satisfaction on customer care executive at Airtel Ltd in Nairobi County as a result of changes on independent variables at 95 percent confidence interval. This indicates that 73.6 percent changes in customer satisfaction on customer care executive at Airtel Ltd in Nairobi County could be accounted to changes in employee training programs, staff supervisory system, career development system and communication system. This implies that the four factors are very critical to customer satisfaction on customer care executive at Airtel Ltd in Nairobi County.

4.5.2 Multiple Regression Analysis

In addition, the researcher conducted a multiple regression analysis so as to determine the effects of motivation of customer care executives on the customer satisfaction at Airtel Company in Nairobi County. Multiple regression analysis was used to test the influence among predictor variables. The study used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions. The result of Multiple Regression Analysis is tabulated in Table 4.10;

Table 4.10 Model fit

Model	Un standardized coefficients	Standardized coefficients	T	Sig
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	B	Std. Error	Beta		
Constant	1.508	1.131		1.333	0.001
Employee training	0.481	0.228	0.203	2.110	0.002
Staff supervisory	0.347	0.127	0.217	2.732	0.003
Career development	0.416	0.115	0.316	3.617	0.001
Communication systems	0.267	0.103	0.125	2.592	0.000

Source: Research data (2018)

From the computed data the established regression equation was

$$Y = -1.508 + -0.481X1 + 0.347 X2 + 0.416 X3 + 0.267 X4$$

Where Y= Customer satisfaction at Airtel Company in Nairobi County

X1= Employee training systems

X2= Staff supervisory systems

X3= Career development system

X4= Communication systems

Using the regression equation, it was revealed that holding employee training programs, staff supervisory, career development and communication systems constant at zero, the customer satisfaction at Airtel Company in Nairobi County would be at 1.508. The findings also show that a unit increase in employee training programs would lead to a decrease of the customer satisfaction at Airtel Company in Nairobi County by a factors of 0.481, a unit increase in staff supervisory systems would lead to a decrease in customer satisfaction at Airtel Company in Nairobi County by factors of 0.347, a unit increase in

career development systems leads to decrease in customer satisfaction at Airtel Company in Nairobi County by a factor of 0.416, and a unit increase in communication systems would lead to decrease in customer satisfaction at Airtel Company in Nairobi County by a factors of 0.267. All the variables were significant as their values were less than ($p < 0.05$).

4.6 Test of Hypotheses

This section presented the study findings based on the objectives. The validity and reliability of the findings are established by the section's discussions of pre-estimation diagnostics, followed by interpretation of results, based on the objectives and tests of hypothesis. The hypotheses were tested at .005 level of significance as a statistic basis for drawing conclusions.

H₀₁: training programme has no relation between motivation of customer service and customer satisfaction at Airtel Company Nairobi Kenya

Table 4.11 Training Programme has no effect on customer satisfaction.

MODEL	R	R Square	Adjusted R Square	Std. Error of the Estimate.
	.612	.375	.358	.18984

Research Data (2018)

The results in Table 4.11 indicate that adjusted R^2 was .358. This meant that training program explained 35.8% of the variations in customer satisfaction, leaving 64.2% of the variations to be explained by other variables not fitted in the model. An evaluation of the

model relating to training programme and customer satisfaction was done. The model had an $R^2 = 0.358$, which meant the model provided a weak fit.

Table 4.12 ANOVA on training programme

Model	Sum of Squares	df	Mean of squares	F	Sig.
Regression	.563	1	.563	15.121	.001
Residue	4.642	63			
Total	5.205	64			
Predictor: (constant) Training Programme					
Dependent Variable: Customer satisfaction					

Source: research data (2018)

Table 4.12 shows indicates that the model had F-value $(1, 302) = 15.121$ and the p-value $= 0.001$. This meant that the model was positive and statistically significant at .005 level of significance in explaining the relationship between training programme and customer focus.

Table 4.13 Coefficient of training Programme

Model	Under standardized		Standardized coefficients	t	Significance P(value)
	Coefficients				
	B	Std. error	Beta		
Constant	2.863	.512		.5684	.000
Training Programme	.376	.114	.338	3.528	.0001

Predictors: (Constant) Training Programme

Dependent Variable: customer satisfaction

(Source: Survey data, (2017))

Table 4.13 results shows that on evaluation of the model Training Programme and Customer satisfaction, the following relationship was derived:

$$\text{Customer satisfaction} = 2.863 + .338 \text{ Training programme}$$

The standardized beta coefficient in the equation above shows that training programme had a beta value (β) of 0.338. This meant that a unit increase in training Programme would result in a 33.8% increase customer satisfaction.

The Regression Model revealed that Training Programme was statistically significant at ($\beta=0.338$; $t= 3.528$; $p= 0.001$); thus, at .005 level of significance, training Programme had a positive and significant effect on Customer satisfaction. Therefore, the study rejects the null hypothesis at.005 level of significance, resulting to the fact, that, there is a positive significant relationship between Training Programme and Customer satisfaction of Airtel Company Limited.

H₀₂: Staff Supervisory system has no relationship between motivation and customer satisfaction

Table 4.14 Model of fit of staff supervisory and Customer satisfaction

Model	R	R ²	Adjusted R square	Standard error
1	.754 ^a	.569	.552	.5748
Predictor: Constant: Staff Supervisory				

(Source: Research Data 2018)

The results in Table 4.13 (a) indicate that the adjusted $R^2 = .569$ this implies that Staff supervisory contributes 56.9% of the variation in customer Focus. The rest 43.1% is explained by variables not fitted in the model.

Table 4.15 ANOVA on Staff Supervisory

Model		Sum of Squares	df	Mean Square	F	Significance p(value)
	Regression	.784	1	.784	24.261	.001
	Residue	25.624	63			
	total	26.408	64			

(Source: research data 2018)

The finding in Table 4.9.1 shows a statistically significant relationship between Staff supervisory and customer satisfaction. The statistically proposed model fitted the data well, as F test results was $(1, 302) = 24.26$, $p\text{-value}=.000$ at 0.005 level of significant). Hence, at 0.005 level of significance, the null hypothesis was rejected, implying that staff supervisory has a significant effect on customer satisfaction on Airtel Company Limited in Kenya.

Table 4.16 Coefficient of Staff Supervisory

model	Under standardized Coefficients		Standardized Coefficients	t	Significant P (Value)
	B	Std. Error	Beta		

constant	.224	.112		2.027	.059
Customer Focus	.732	.128	.692	.576	.000
Predictors: Constant; staff Supervisory					
Dependent Variable: Customer satisfaction					

(Source: research data, 2018)

Table 4.16 indicates that the model had a beta coefficient = 0.692, meaning the model provided a strong fit. The following model presented this relationship:

$$\text{Customer Satisfaction} = .224 + .692SS + \text{error}$$

The results illustrate that a unit increase in staff supervisory is responsible for increasing customer satisfaction by .692. The regression model revealed that staff supervisory was statistically significant at $\beta = .692$, $t = 5.762$, $p = 0.000$. Therefore at .005 level of significance, staff supervisory had a significant positive effect on customer satisfaction. This means that null hypothesis was not supported at .005 level of significance, implying that there is a positive significant relationship between staff supervisory and customer satisfaction in Airtel Kenya Company.

H₀₃: Career Development has no effect on Customer Focus.

Table 4.17 Model fit of Career Development and Customer Focus.

Model	R	R ²	Adjusted Square	Standard Error
	.758 ^a	.573	.566	.1769

Predictor constant: Career Development
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(Source: *Research data 2018*)

Table 4.17 results shows that under Model One, the value of adjusted R² was 0. 566.This meant that career development explained 56.6 % of the variations within the Customer satisfaction, while 43.4% is explained by other variables not fitted in the model.

Table 4.17 ANOVA on Career Development

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.251	1	1.251	23.945	.000
residual	3.164	63			
Total	4.415	64			

Dependent Variable: Customer Focus

Predictor(Constant) : Career Development

(Source: *research data, 2018*)

The ANOVA Test in Table 4.17 shows the results for the Regression Model. The null hypothesis was rejected because the linear regression F-test result, (1,302) = 23.945, was significant at 5% level of significance. Therefore, the null hypothesis was rejected and

Table 4.18 coefficient of Career Development

Model	Unstandardized coefficients	Standardized co-efficient	t- value	Sig.

	B	Std. Error			
Constant	2.436	.374		6.518	.000
Career Development	.493	.578	.532	6.320	.000
Predictors: Constant career development					
Dependent Variable: customer satisfaction					

(Source: *Research data 2018*)

Results in Table 4.19 indicate the model relating to career development and Customer satisfaction. The model had an $R^2 = 0.566$, which meant the model provided a limited fit. Following the linear regression analysis of career development and customer satisfaction, the fitted model was determined as:

$$\text{Customer satisfaction} = 2.436 + 0.532\text{CD} + \text{error}$$

The equation shows that Career development had a coefficient (β_0) of 0.532. This meant that a unit change in career development would result in a 53.2% change in customer satisfaction. The t-statistic and corresponding p-value were t-value, = 6.32 and p value = 0.001 respectively. Therefore, at 0.05 level of significance, the null hypothesis was rejected, implying that career development had a positive significance relationship on customer satisfaction of Airtel Kenya Limited.

H₀₄: Communication system has no effect on Customer satisfaction

Table 4.20 Model fit of Communication system and Customer Focus.

Model	R	R²	Adjusted Square	Standard Error

	.723 ^a	.573	.522	.1801
Predictor constant: Communication system				

(Source: *Research data 2018*)

Table 4.20 results shows that under Model One, the value of adjusted R² was 0. 566. This meant that career development explained 52.2 % of the variations within the Customer satisfaction, while 43.4% is explained by other variables not fitted in the model.

Table 4.21 ANOVA on Communication system

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.251	1	1.251	23.945	.000
residual	3.164	63			
Total	4.415	64			
Dependent Variable: Customer Focus					
Predictor (Constant): Communication system					

(Source: *research data, 2018*)

The ANOVA Test in Table 4.21 shows the results for the Regression Model. The null hypothesis was rejected because the linear regression F-test result, (1,302) = 23.945, was significant at 5% level of significance. Therefore, the null hypothesis was rejected and

Table 4.22 coefficient of Career Development

Model	Unstandardized coefficients	Standardized	t- value	Sig.
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			co-efficient		
	B	Std. Error			
Constant	2.213	.374		6.518	.000
Career Development	.694	.678	.522	6.320	.000
Predictors: Constant Communication system					
Dependent Variable: customer satisfaction					

(Source: *Research data 2018*)

Results in Table 4.22 indicate the model relating to communication system and Customer satisfaction. The model had an $R^2 = 0.566$, which meant the model provided a limited fit. Following the linear regression analysis of career development and customer satisfaction, the fitted model was determined as:

$$\text{Customer satisfaction} = 2.213 + 0.532\text{CS} + \text{error}$$

The equation shows that Career development had a coefficient (β_0) of 0.522. This meant that a unit change in communication system would result in a 52.2% change in customer satisfaction. The t-statistic and corresponding p-value were t-value, = 6.32 and p value= 0.001 respectively. Therefore, at 0.05 level of significance, the null hypothesis was rejected, implying that communication system had a positive significance relationship on customer satisfaction of Airtel Kenya Limited.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter contains the summary of major findings on every variable, conclusions answering the research questions, recommendations to improve on customer satisfaction and suggestions for further studies in the area of motivation and customer satisfaction.

5.2 Summary of Findings

The study established that motivation on customer care executive improved customer satisfaction at Airtel Company in Nairobi County. The summary of major findings per variable was as follows;

5.2.1 To investigate how employee training programs offered to customer care executives affect customer satisfaction at Airtel Company, Nairobi, Kenya.

The study found out that employee training programs influenced customer care executive thus affecting customer satisfaction at Airtel Company in Nairobi County. The training programs on customer care executive influenced customer satisfaction significantly since they acquired competence on handling customers. The study found out that training programs had moderate effects on behavior of customer care executive to satisfy needs of customers. Also, the study established that customer care executives were able to adhere to set service standards of the company after going through training programs. There were moderate effects on timely service to customers by the customer care executive at Airtel Company in Nairobi. The mean score of 4.78 showed that training programmes equipped employees with appropriate skills and has improved the way they responded to customers' issues. The statistical agreement of the respondents to these items are consistent with the previous studies of Wright and Geroy (2001), Appiah (2010) that

concluded that training enhances staff competencies, knowledge, skills and instill the needed attitude to serve customers.

5.2.2 To find out how supervision system offered to customer care executives affect customer satisfaction at Airtel Company, Nairobi, Kenya.

The study found out that staff supervisory systems greatly affected motivation of customer care executive thus affecting customer satisfaction at Airtel Company in Nairobi County. Having constructive dialogue with supervisors significantly affected customer satisfaction by customer care executive. The study established that friendly monitoring of duties had a great influence in motivating the customer care executive thus positive customer satisfaction. Also, the study found out that provision of access to expert advice on customer service had a great effect on motivation of customer care executive and customer satisfaction. Providing feedback on performance had moderate effects on customer satisfaction. The findings clearly showed that, majority of the respondents agreed to the statements that measured staff supervisory system with aggregate mean score of 4.133. These findings are consistent with previous findings from Roth's (2004) study which found that quality of supervision increases staff motivation if the leadership style of the leaders is fair and educational and also study conducted by Panagiotakopoulos (2013) which showed that staff perform better in customer satisfaction if the supervisors use friendly ways to monitor employees which also increases motivation.

5.2.3 To determine how career development system offered to customer care executives affect customer satisfaction at Airtel Company, Nairobi, Kenya.

The study found out that career development systems greatly affected motivation of customer care executive thus affecting customer satisfaction at Airtel Company in

Nairobi County. The study established that customer care executives are prepared for senior posts at the Airtel Company which had significant effect on their motivation. Also, the study found out that most of the customer care executives are accorded learning opportunities to make decisions in the company thus influencing their motivation. The study found out that the company rewards competence among customer care executives and significantly influence their motivation. The customer care executives are accorded opportunities to assume senior jobs at expense of outsiders and it had moderate effects on their motivation the general findings clearly showed the aggregate mean score for the four items showed that respondents agreed to the statements this was represented by an aggregate mean of 3.908 and a standard deviation of 0.724. The respondents agreed that career development provided learning opportunities, competence, promotion, and accorded opportunity for succession within the organization. These findings are consistent with the study of Okumu (2011) which found that the presence of career development plans among customer service executives in call centers in Kisumu aided in the development of confidence in decision making on their own. The findings was also consistent with the study of Amin (2010) which found that successful career advancement plans leads to greater confidence, competencies, motivation, empowerment, employee dedication, motivation and trustworthiness towards the organization.

5.2.4 To access how communication system offered to customer care executives affect customer satisfaction at Airtel Company, Nairobi, Kenya.

The study found out that communication systems greatly affected motivation of customer care executive thus affecting customer satisfaction at Airtel Company in Nairobi County. Provision of information to customer care executives in non-technical language was found to have significant effects on motivation of customer care executives. The study

also found out that provision of up to date information on products to customer care executives greatly influenced their motivation. Having a clear plan of seeking information needed by customers promptly had a great effect on motivation of customer care executive at Airtel Company in Nairobi County. Provision of accurate information to feed customers had a moderate effect on motivation. As presented, the findings showed that, majority of the respondents agreed to the statement that communication system enhanced the process of satisfying customers as this is showed by an aggregate mean score of 3.873. The mean score of 3.67 showed that communication system provided up to date information on product to customer care executives. These findings are in consistent with the study of (Kennedy and Schleifer, 2006) which found that an effective communication system should not only empower employees but should also create trust.

5.3 Conclusion

The study concludes that employee training programs for customer care executives positively affected customer satisfaction at Airtel Company in Nairobi County. This was manifested in competence on handling customers, adherence to service standards of the company, acquiring the right behavior to meet customer needs and timely service to customers. Hence, Consistent training of employees leads to more satisfied consumers. I would recommend that organization have continuous employee training to enable better service delivery which leads to consumer satisfaction

The study concludes that staff supervisory systems on customer care executives positively affected customer satisfaction at Airtel Company in Nairobi County. Regular constructive dialogue with supervisors was a major factor in influencing the work of customer care executive. Also, the positive effects of staff supervisory systems was

compounded by friendly monitoring of duties, provision of feedback of performance and frequent seeking expert advices. By improving staff supervisory techniques, would enhance the effectiveness of customer care executives, I would recommend that dialogue amongst the supervisors and customer care executives would enhance, satisfaction of employees.

Further, the study concluded that career development systems had a positive effect on customer satisfaction at Airtel Company in Nairobi County. This is because customer care executives are prepared for senior posts in the company which gives them experience and confidence. Also, most of the customer care executives were accorded learning opportunities to make decisions in the company, while they were also rewarded for their competence. Moreover, the customer care executives were accorded opportunities to assume senior jobs at expense of outsiders. To improve satisfaction through motivation, through induction and training of customer care executives, would enhance and form a pivotal ground for satisfaction of customers. I recommend that motivation measures be employed on customer care executives since this will enable them offer better services.

In addition, the study concluded that communication systems had a positive effect on customer satisfaction at Airtel Company in Nairobi County. This was compounded by provision of information to customer care executives in non-technical language which made it easier and effective to disperse and explain the information to customers. Also, it was contributed by provision of up to date information on products to customer care executives, provision of accurate information to feed customers and having a clear plan of seeking information needed by customers promptly. Well developed and improved

communication systems will always play a major role in getting feedback from the customers. I would recommend that customer care executives should go through feedbacks provided by customers in order to measure, satisfaction of customers and learn on what should be improved upon.

5.4 Recommendations

The study makes the following recommendations in light of the gaps exposed by the presented findings: The training of customer care executives and other staff should be structured in a manner that respect meritocracy. As such all the deserving staff should benefit from the training opportunities. The training should also focus on changing the attitude of the customer care executives towards serving the customers and improving the customer experience by understanding the psychology of the customers and not merely responding to their questions in a cold and conditioned manner. The training will be of great help since the services that will be offered, will ensure that the customers are satisfied.

The quality of supervision accorded the customer care executives should be improved through according the supervisor's channels of prompt information and feedback to the customers and from the customer care executives. The telecommunication companies should not outsource the supervision services and the staff promoted to the supervision ranks should be on the basis of superior technical skills so that the staff are motivated and the quality of supervision retained at high levels. The technicality and understanding will clearly be filled through good feedback and response accorded thus filling the gap on customer satisfaction and thus enhancing motivation.

Telecommunication companies like Airtel ought to improve their career development frame works with the goal that the workers know about the conceivable direction in the upward portability in their professions and all the conceivable vocation development roads. Upward versatility ought not be left to unusual meetings and minimal known and acknowledged execution evaluation frameworks. It is likewise suggested that the presentation examination framework which supports vocation improvement ought to be updated and supplanted with one dependent on quantifiable, sensible, feasible and earlier conveyed targets. The career development program should consolidate a few compulsory preparing programs on basic territories to set up the staff for taking up of new obligations in the organization

Upgrades ought to be made on the communication systems utilized by the broadcast communications firms with various and reasonable channels being utilized to target various customers. The proficiency of the client administration staff ought to be improved by having brief correspondence with the reserved alcove specialized staff if conceivable, on constant premise as they serve the customer to stay away from the unnecessary long postponements as they speak with the private cabin staff. The customer care executives ought to likewise be prepared on some specialized parts of the items to ease humiliation of the client specialized information surpassing that of a portion of the client care officials as the examination discovered.

The motivation of customer care executives ought to be improved by enabling customer and bosses to rate their nature of administration conveyance rather than the over-dependence on computerized execution evaluations. The client administration staff ought

to likewise be permitted to talk uninhibitedly and sincerely to the customer on certain issues from the scripted rubric by the organization. This would guarantee the staff bonds with the customer and they abstain from seeming like broken tapes disgorging the pre-set organization approaches to customer. This causes inconvenience among customer who sees the client care officials as beguiling.

5.5 Suggestion for Further Studies

The investigations discovered the following areas are either under-looked into or totally overlooked by existing empirical studies and further investigations are required: Studies ought to be led on the job of various sorts of training and mentoring on the motivation of customer care executives. Studies ought to be done on the impact of leadership and supervision style on the motivation and performance of customer care executives ought to be done. The job of various reward frameworks on the motivation and performance of customer care executives in various businesses ought to be assessed by further exact examinations. Studies ought to be done on the job of mentorship hands on customer care executives. The contribution of the different correspondence stations hands on execution of customer care executives in the telecommunication industry deserve some studies.

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APPENDIX I: Introductory Letter

Kallu Mathias Tingah
P. O Box 43844-00100
Nairobi
26th June 2018

To the Managing Director
Airtel Kenya Ltd
P.O. Box 145679
Nairobi
Dear Sir /Madam,

RE: PERMISSION TO COLLECT DATA

I am an **MBA (Human Resource Management Option)** student at Kenyatta University conducting a research on: **The influence of motivation of customer care executives and customer satisfaction at Airtel Company, Nairobi, Kenya.** I hereby request your permission to allow your customer care executives to fill in the questionnaires in aid of the accomplishment of this noble initiative.

Information offered will be treated confidentially and used for the purpose of this research only. The findings of the research will ultimately help improve the performance of this company and especially the effectiveness of customer satisfaction. A copy of the final report will be forwarded to upon request.

I will appreciate your timely authorization and participation of your staff in the exercise.

Yours Faithfully,

.....

Kallu Mathias Tingah
The Researcher/ Student
D53/CTY/PT/33202/2015

APPENDIX II : Questionnaire

BACKGROUND INFORMATION

Tick appropriately to respond to the following questionnaires and supply additional information on the spaces provided.

- 1. State your gender.
 - i. Male ()
 - ii. Female ()

- 2. How long have you worked for this company.
 - i. 0-2 Years ()
 - ii. 3-5 Years ()
 - iii. 6-8 Years ()
 - iv. more than 8 Years ()

- 3. Indicate your highest level of education.
 - i. PHD level ()

 - ii. Masters level ()
 - iii. Degree ()
 - iv. Diploma ()
 - v. Any other ()

Specify.....
.....
.....

PART ONE: MOTIVATION

- 1. As a customer care executive in this company tick appropriately to indicate how the company has motivated you to undertake your duties to serve customers
 - Very good ()
 - Good ()
 - Average ()

Poor ()

Very poor ()

Explain your answer

.....

2. Use the extent scale provided to indicate how the following aspects of motivating employees by this company aid you in offering customer care services to customers
 - i. Very great extent (VGE)
 - ii. Great extent (GE)
 - iii. Average extent (A)
 - iv. Moderate extent (ME)
 - v. No extent (NE)

Statement	VGE	GE	AV	ME	NE
a) Provision of accurate information to serve customers					
b) Provision of proper equipment to serve customers					
c) Having a work schedule that enables you serve customers well					
d) Having fair performance appraisal on your customer service work					

PART TWO: TRAINING PROGRAMS

3 In your opinion, do you think the training accorded to the customer care executives in this company fills the need gaps you experience in your work?

Yes ()

No ()

Explain your answer to the above question citing examples where possible

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.....
.....

4 Use the extent scale provided to indicate how the training you have received has aided you in the course of your customer service duties

- i. Very great extent (VGE)
- ii. Great extent (GE)
- iii. Average extent (A)
- iv. Moderate extent (ME)
- v. No extent (NE)

Statement	VGE	GE	AV	ME	NE
a) Offering you competence to handle customers					
b) Equipping you with the necessary attitude to serve customers					
c) Offering you technical skills to handle customer complaints					
d) Filling in the performance gaps experienced during working hours					

5 Using the following scale, indicate the extent the following aspects of training programmes at this company affect your performance in the following customer service duties.

- i. Very great extent (VGE)
- ii. Great extent (GE)
- iii. Average extent (A)
- iv. Moderate extent (ME)
- v. No extent (NE)

Statement	VGE	GE	AV	ME	NE
a) Timely service of customers					
b) Having the right behavior to satisfy customer needs					

c) Efficiency in serving customers					
d) Adherence to company service standards					

PART THREE: SUPERVISORY SYSTEM

6 How would you rate the competence of your immediate supervisor on offering guidance to the customer care executives in the course of their duties

- Very good ()
- Good ()
- Average ()
- Poor ()
- Very poor ()

Explain your answer identifying the performance gaps among the competences of the supervisor.....

7 Indicate the extent to which the supervisory system in this company has provided the following services to enable you undertake customer care duties using the scale provided

- i. Very great extent (VGE)
- ii. Great extent (GE)
- iii. Average extent (A)
- iv. Moderate extent (ME)
- v. No extent (NE)

	VGE	GE	A	ME	NE
a) Providing access to expert advice on customer service					
b) Access to support staff when needed					
c) Friendly monitoring of duties					
d) Offering feedback on performance					
e) Having constructive dialogue with supervisors					

9 Kindly enumerate the recommendations you would make to supervisors to improve the customer care experience in this company

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PART FOUR: CAREER DEVELOPMENT SYSTEM

10 Rate the extent to which you believe that you might make upward career progression on this company on merit.

- a) Very great extent ()
- b) Great extent ()
- c) Average extent ()
- d) Moderate extent ()
- e) No extent ()

Explain your answer.....

11 Rate how the following aspects of the career development plans in this company offers the following in aid of customer service using the scale provided?

- i. Very great extent (VGE)
- ii. Great extent (GE)
- iii. Average extent (A)
- iv. Moderate extent (ME)
- v. No extent (NE)

	VGE	GE	A	ME	NE
a. The company rewards technical competence among customer care executives					
b. The company rewards social competence among customer care executives					
c. The customer care executives are prepared for senior					

posts in the company					
d. The customer care executives are accorded opportunities to assume senior jobs at expense of outsiders					
e. The customer care executives are accorded learning opportunities to make decisions in senior companies					

12 Identify other aspects of the career guidance system at the company that needs to be changed to enhance the career success of customer care executives in this company.

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.....
.....

PART FIVE: COMMUNICATION SYSTEM

13 How would you rate the input of Information communication technology on the work of customer care executives in this company

- Very good ()
- Good ()
- Average ()
- Poor ()
- Very poor ()

Explain your answer identifying areas of customer care service that ICT has improved.....

14 Rate the how the following aspects of communication in the company positively affect your customer service work using the scale provided.

- i. Very great extent (VGE)
- ii. Great extent (GE)
- iii. Average extent (A)
- iv. Moderate extent (ME)
- v. No extent (NE)

	VGE	GE	A	ME	NE
a. Provision of accurate information to feed customers					
b. Provision of up to date information on products to customer care executives					
c. Provision of information to customer care executives non-technical language					
d. The customer care executives have a clear plan of seeking information needed by customers promptly					
e. The customer care executives have clear information key performance indicators needed for each task					

15 Indicate the needed changes in the entire information system of the company to improve customer care work.

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.....

PART SIX: CUSTOMER SATISFACTION

16 Rate the quality of communication in the company using the following scales.

- i. Very good (VG)
- ii. Good (G)
- iii. Average (A)
- iv. Poor (P)
- v. very poor (VP)

	VG	G	A	P	VP
a. Customer satisfaction with services					
b. Handling of complaints					
c. Quality of voice calls					
d. Customers view on costs					

17 Rate the performance of the customer care departments on achieving customer satisfaction using the scale provided

- i. Very great extent (VGE)
- ii. Great extent (GE)
- iii. Average extent (A)
- iv. Moderate extent (ME)
- v. No extent (NE)

	VGE	GE	A	ME	NE
a. The customer care department is reliable					
b. The customer care department is very responsive to customer needs					
c. The customer care department is honest in dealing with customers					
d. The quality of customer service offered is increasing					
e. The customer care executives understanding of the various products					
f. in always good					