IJNRD.ORG ISSN : 2456-4184
INTERNATIONAL JOURNAL OF NOVEL RESEARCH AND DEVELOPMENT (IJNRD) | IJNRD.ORG
An International Open Access, Peer-reviewed, Refereed Journal

IMPACT OF CONTACT CENTER SERVICE EFFECTIVENESS ON CUSTOMER SATISFACTION IN SRILANKAN AIRLINES.

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Abstract: This research project surveys the Impact of Contact Center Service effectiveness on Customer Satisfaction in Sri Lankan Airlines. The ultimate outcome of the research survey is to provide adequate information for the betterment for contact center – BPO for the fulfillment of customer satisfaction. The research will be useful and it's done with the intension of improving contact center service effectiveness of the Airline through customer satisfaction. Time Management, Multilingualism, Information Security and First Contact resolution are factors considered as important throughout the research which is examined and elaborated through different methods, Questioners and Conceptual framework has been designed accordingly. The primary source of information was collected through quantitative data analysis based on the customers of Sri Lankan Airlines Contact center within past months. Also the data is used to examine the effectiveness through the questioner designed effectively and the information have been evaluated and interpreted. By using bar charts with relevant descriptions and Chi square analysis using SPSS 2.0 software the analysis is done with a more productive approach.

CHAPTER ONE: INTRODUCTION

1.1 Research Background

Business process outsourcing – BPO is also called subcontracting different businesses to external (third party) vendors expecting to cut down unnecessary costing and achieving given targets focusing on its core aspects.

Companies outsource their main communication channel operations based on its operational flexibility, Omni channel support which reinforce expansion of company over competing in the same business.

The center of this research "Sri Lankan Airlines "was launched in1979 as the national carrier of Sri Lanka which has a firm reputation for service excellence in travel trade.

The Call centers have become the first touch point of any of the companies which brings in more value addition to business. Service effectiveness of the customer's first experience with your brand fulfills customer satisfactions to maintain long term customer relationship with the company may leads to more revenue and company growth.

Customers use to report requests or complaints to a business through the call center. Overall service standards make an impact and influence on customer satisfaction.

The call center operations for Sri Lankan Airlines being established on 2009 Thus, the purpose of this research

is to identify impacts of contact center service effectiveness on customer satisfaction in Sri Lankan Airlines.

1.2 Rationale of the Study

Though, many researches have been done on call centers it's rare to find a study which emphasizes key factors that impacts Airline contact center service effectiveness. Majority of researches have focused on efficient call center operation and optimal staffing using mathematical modeling and queuing theory (Andrews & Parsons, 1993; Brigandi, 1995; Brown, Gans, Mandelbaum, Sakov, Shen, Zeltyn, & Zhao; 2002; Jagerman & Melamed, 2003; Whitt, 1999). Either they have focused on Key performance indicators or factors that effects the KPIs of a call center. Purpose of this study is to examine how customer satisfaction is impacted by contact center service effectiveness of the airline.

1.3 Background study of the industry

The BPO-Contact center industry in Sri Lanka has shown a significant improvement in last few years. In travel and tourism sector Sri Lankan Airlines contact center plays a major role being the international carrier of the country. The Travel and tourism sector is currently experiencing a dropdown due economic crisis and pandemic issues took place during previous months. Contact centers has been a strength to the local communities /government and all other industries with having severe transport issues recently. Sri Lankan Airlines contact center have had the ability to fulfill almost all the requirements of their passengers with providing required information instantly as and when required. Travelling is not only a daily routing but a life time opportunity for most of the people which they carry the memories of experiences gained throughout their life time. The customer feedback will be posted on all social media, also the word of mouth can impact the business in positive and negative ways. Providing a quality effective service will always provide a better impression on the company and customer retention will be at higher rate due having well satisfied customers.

1.4 Scope of the Study

Self-generated validity research demonstrates that a survey done through questioners changes subsequently measured judgments and behaviors. The researches goal is to provide adequate information for the betterment for contact center – BPO for the fulfillment of customer satisfaction. Based on the above concept the survey will be conducted focusing on the customers who contacts the contact center within a specific period on time and employees within the company. As an average call center receives a call volume between 40000 – 60000 per month based on different needs, promotional activities and etc. The evaluation on service effectiveness will be a major hand to customer satisfaction.

1.5 Location of the Study

Researcher has selected the locale "Sri Lankan Airlines - contact center "based on several significant reasons such as the convenience to obtain the information, ability to gather information from staff, management and questionnaire for customers, having hands-on experience as an employee for no less than 10 years. The ultimate goal is to find out factors that can influence call center performance that impacts customer's satisfaction. It's well needed that

the researcher has access to obtain accurate information about employees also about customers in order to do a fruitful research.

1.6 Aims and Objectives

1.6.1 Aim

To identify the Impact of Contact Center Service effectiveness on Customer Satisfaction.

1.6.2 Sub Objectives

A. To examine the impact of Time management on customer satisfaction in Sri Lankan Airlines
B. To examine the impact of information security management on customer satisfaction in Sri Lankan Airlines
C. To examine the impact of ability to use different languages support on customer satisfaction in Sri Lankan Airlines
D. To examine the impact of First Contact Resolution on customer satisfaction in Sri Lankan Airlines.

1.7 Chapter profiles

Chapter 1: Introduction

This section is written introducing the chosen topic elaborating its background, Rationale of the study, Scope, Location, Aims and objectives. It ends finally with the report's chapter outlines.

Chapter 2: Date Presentation and analysis

This section discusses the literature review of Impact of Contact Center Service effectiveness on Customer Satisfaction in Sri Lankan Airlines. Also analyses and describes the past data collected based on case studies. Research questions, conceptual framework and research hypothesis is developed accordingly.

Chapter 3: Date Presentation and analysis

The methodologies used are discussed at this section. Theoretical stance, data collection method, sampling framework, operationalization of variables being emphasized with proper explanation. Validity, reliability, Generalizability, ethical Consideration, Significance of the study, practicality & identification of constrains are discussed at this stage.

Chapter 4: Date Presentation and analysis

This section contains the data analysis done through data gathered from the survey with IBM SPSS software.

Chapter 5: Conclusion and Recommendation

The review on objectives to examine if the set goals are achieved and summary of overall findings / achievements are gathered at this phase. Based on the knowledge composed, limitations, conclusion, recommendations and suggestions are made accordingly.

2 CHAPTER TWO: LITERATURE REVIEW

2.1 Summary of the Literature review

Measure of how products and services supplied by a company meet or surpass customer expectation. Customer satisfaction is defined as "the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goal (JOB LOUIS MFWAYA 2013). Call Center is “a place where contact is made and received” and a single point of contact for customers to get help and solve queries, complaints and concerns. (Krishna Govende, Essop 2016). Outsourcing contact center involves transferring certain value contributing activities or processes to another firm to save costs and for the principal to focus on its areas of key competence (K Ramachandran, Sudhir voleti 2004). According to Krishna Govender, Essop 2016 customers responded favorably to the outsourced Call Center with regard to their overall experience, the quality of the agents and loyalty towards the company. Service effectiveness and efficiency are the key elements of contact center operations for the success of any organization (Krishna Govende , Essop 2016)

2.2 Time Management

Experts in the past decades have focused on speed as the basis of competitive advantage (Stalk and Hout, 1990; Blackburn et al., 1992). Most of the telecommunication companies has proven to obtain more profit and provide a better customer satisfaction where every customer is valued and considered in service delivery by having proper queue control which increases the efficiency (Job Louis Mfwaya 2013). Claessens, van Eerde, & Rutte, 2007 has stated time management as deliberate actions aimed at the effective use of time to achieve specific, goal- directed activities, is a skill necessary to maintaining productivity. Furthermore, the benefits of effective time management may extend to improved job satisfaction and stress-related outcomes (Claessens et al., 2007). Time is an important factor which means in its management the rationalization of behavior, and the use of available methods, capabilities and capabilities to achieve the goal required to be accomplished on time (Wahab Abdel-Hussein2020)

2.3 Multilingualism

Companies have expanded globally; their customer bases have become more diverse and is spread among multiple countries and continents in which people speak different languages.

Changing demographics in developed economies are further contributing to multilingual diversity. Customers prefer information in their own native language (DePalma and Kuhns,

2006) Customers often contact a call center when they cannot find a solution to issues they are experiencing. (Joscelyne and Van der Meer, 2007). In the past, automated language support has not received the level of attention that reflects its importance (Goffin, 1999) and research in this area said to be lacking (Hull and Cox, 1994). Online support has historically included telephone support, although it has recently become more synonymous with support provided over the web, such as online Frequently Asked Questions (FAQs), and chat. Multi-lingual Customer service help to increase customer satisfaction and thus to increasing cash flow. In addition (Stahl et al., 2003). The networking potential of referrals and reputation (e.g. for strong, multi-lingual support) may also lead to additional sales (Stahl et al., 2003).

2.4 Information Security

Information generated by a customer relationship can boost product and process improvements and innovations, and therefore increase efficiency and quality; it reduces uncertainty so that resources can be allocated more efficiently and effectively with a positive effect on cash flow (Stahl et al., 2003).ISO specifies the requirements for establishing, implementing, maintaining and continually improving an information security management system within the context of the organization. (ISO, ISO/IEC 27001:2005) Certification can be a useful tool to add credibility, by demonstrating that your product or service meets the expectations of your customers. For some industries, certification is a legal or contractual requirement. (ISO, Certification) It also provides guidance on the process of complaints handling related to products within an organization, including planning, design, operation, maintenance, and improvement. Guidance in defining and implementing processes to monitor and measure customer satisfaction. (ISO, ISO 10002:2014).

2.5 irst Contact Resolution

FCR is the percentage of callers that does not require any further contacts or callbacks to address their previous reason of calling. (Aliyu Olayemi Abdullateef , Sany Sanuri Mohd Mokhtar Rushami Zien Yusoff 2011).According to Govender and Essop (2016) An agent's active listening skills, honed through training and experience, or lack thereof, will massively effect call handling times, and by extension the productivity and efficiency of the Call Centre as a whole. A group of well trained, attentive agents will have little to no problem understanding customer requirements. While it is important for customer handling agents having the product

knowledge, a major part of their competence must also be their confidencein handling customer queries and complaints. The customer's confidence in an agents' ability to resolve their issue depends on their perceived ability at an initial level, and confidence Plays a major part in this perception. The confidence with which the agent displays their knowledge of the product in question reassures customer that they are being guided in the proper manner.Making a customer feel valued and heard goes a long way towards customersatisfaction.A Call Centre should be perceived by the company's customer base as the first preferred point of contact, and as a convenient and timesaving first option. Govender and Essop (2016) and Labach (2010) together has confirmed FCR as an element of quality customer experience.

2.6 Research Questions.

a) How satisfied are you with the time taken to get connected to a customer service representative?

b) How satisfied are you with the speed at which the service was delivered?

c) How satisfied are you with the efficiency of the airline representative?

d) How satisfied are you with how your inquiry was dealt with?

e) How satisfied are you with the security questions asked before providing information?

f) How satisfied were you with the availability of your information on your 2nd call?

g) How satisfied were you with the tone and rate of speech of the representative?

h) How satisfied were you with the professionalism and enthusiasm of the representative?

i) How satisfied are you with the preferences given when contacting the contact center?

j) How satisfied are you with the convenience provided to speaking in your preferred language?

k) How satisfied are you with the representative understanding of your inquiry?

l) How satisfied are you with the time taken by the representative to solve your inquiry?

m) How satisfied are you with the listening skills of the representative (Did you have to repeat your inquiry several times)?

n) How satisfied are you with the confidence shown by the representative while assisting your query?

o) How satisfied are you with the product knowledge of the representative?

p) How satisfied are you with the competency and the attitude of the representative while answering your inquiry?

q) How satisfied are you with the solution provided by the airline?

r) How satisfied are you with the airline representative/s who serviced you?

s) How satisfied are you to recommend Sri Lankan Airlines contact center to your family and friends?

t) How satisfied are you with the overall service you received by the airline?

2.7 Conceptual Framework

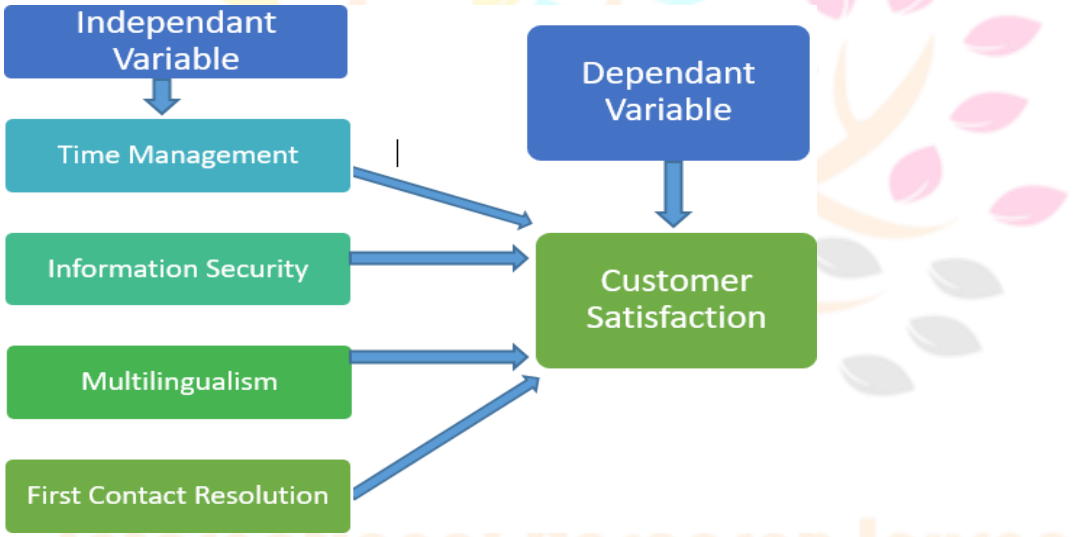

Figure 01 Conceptual Framework (Source: Author develop)

1.1 Hypothesis

Hypothesis 01	$H1_0$ -Time management has no impact on customer satisfaction in Sri Lankan Airlines. $H1_1$ -Time management has an impact on customer satisfaction in Sri Lankan Airlines.
Hypothesis 02	$H1_0$-Information Security has no impact on customer satisfaction in Sri Lankan Airlines. $H1_1$-Information Security has an impact on customer satisfaction in Sri Lankan Airlines.

Hypothesis 03	$H1_0$-Multilingualism has no impact on customer satisfaction in Sri Lankan Airlines. $H1_1$-Multilingualism has an impact on customer satisfaction in Sri Lankan Airlines.
Hypothesis 04	H10-First contact resolution has no impact on customer satisfaction in Sri Lankan Airlines. H11-First contact resolution has an impact on customer satisfaction in SriLankan Airlines.

3. CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Theoretical Stance and research method

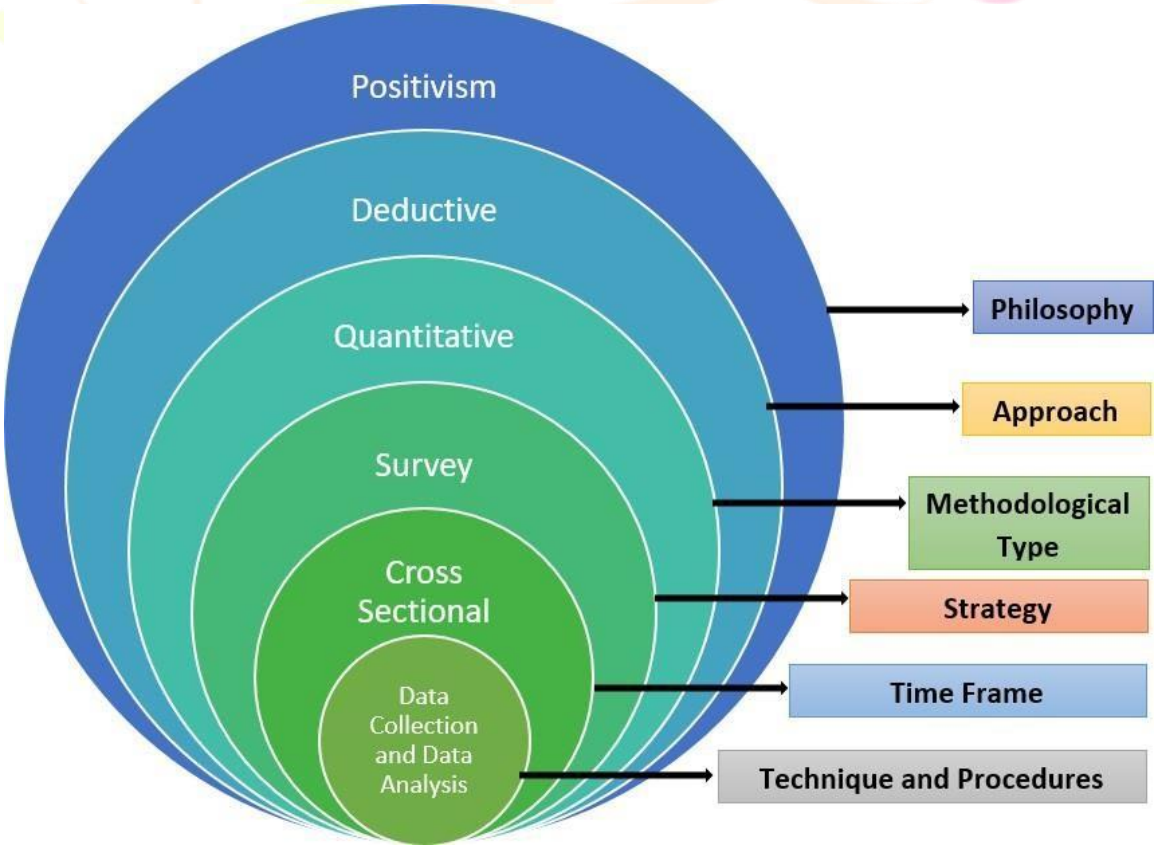

Figure 02 Research Onion (Source: Author develop)

Different authors use dissimilar methodologies expecting to achieve maximum result from the research however it is required to use the most suitable to gain proper outcome. The study is based on Impact of Contact

Center Service effectiveness on Customer Satisfaction in Sri Lankan Airlines contact center purely centered on the tourism industry. This Study is processed according to the research onion Structure. The data collection and analysis will be carried out

Under the cross-sectional time frame as data will be collected during different intervals through different techniques and procedures. Survey will be conducted on strategic grounds and quantitative methodological type will be used to identify relationship between dependent and independent variable. Elaborating more on quantitative approach, will be conducted through a questionnaire. The researcher will conduct the research maintaining a deductive approach and positivism as the philosophy throughout the research to overcome challenges/ barriers in order to achieve the aim of the research.

3.2 Data Collection Method

The data about practices, impacts and situation views will be obtained through primary research, questionnaire converging to the target population. The questionnaire is designed to identify key factors to support the research conclusion and recommendations obtained through respondents. The primary data collection method will assist to achieve the aims and objectives of the research.

3.3 Sampling Framework

The customer base is more or less all the tourists and locals who has a travel intention or such related in context to SriLankan Airlines. Can also be considered as foreign nationals and SriLankan, however depending on the customer base researcher has used the Morgan table to decide the Sample size and typology as Random/Convenience sampling (Dudovskiy, 2019). The sample size would be 381 based on the average call volumes received per month. Though there has been an impact to tourism for past few years (2020 – 2021) due pandemic Covid 19, considerable improvement in the sector can be seen on 2022. Hence the data collection will be done within several months for year 2022 customers who contacts the contact center and employees thorough a questionnaire to support the conclusion of the research.

The research will be conducted with confidence level of the sample frame being 95% with a 5.0% margin of error.

Population Sample (N)	Required Sample (S)
15000	375
20000	377
30000	379
40000	380
50000	381
75000	382
100000	384

Table 1 (Krejcie and Morgan table, Source - Krejcie and Morgan 1970)

3.4 Operationalization of variables

Variable	Indicator
Time Management	Speed
Efficiency	
Behavior	
Queue Time	
Information Security	Confidentiality
Integrity	
Availability	
Non- repudiation	
Multilingualism	Preference
Convenience	
Comprehension	
Retentive	
First Contact Resolution	Listening Skills
Confidence	
Knowledge	
Competence	

3.5 Data Analysis Method

Collected data will be analyzed by using the analytical tool SPSS. Descriptive Analysis, Interrelationships, Chi Square Test and Relevant T-Test will be used for further analysis.

3.6 Role of the researcher

The logical approach will explain the researcher's role. The research has to be unbiased and and the tests subjects in the study will not be influent. Researcher will always play a neutral stance when conducting the surveys. Proper clarifications was given by the researcher for actions taken and information collected, finally for the analysis with the required information. Researcher has used ethical components and logical explanations while carrying the investigations. The quantitative analysis done through the questioner without needing to intervene. Specifically, without being pressured and coerced. There is no biases in the analysis of research findings or the generation of findings

3.7 Validity and Reliability

Validity and reliability lie at the heart of competent and effective research. Validity of the research depends on the reliability, whether it actually measures the truthfulness of data collected which represent the phenomenon, and you are claiming to measure. The data collected will be analyzed using the SPSS software. The paper attempts to these measurements related concepts through questionnaire done by the researcher are true and valid. Furthermore, was not evaluated forcefully either did not pressure the respondents in expectation of completing and obtaining a genuine result.

Reliability is the consistency of the result when it's done repeatedly. Researcher will ensure to minimize subject participant error by providing adequate time and space, also answerable short valid questions to the participants. By conducting an anonymous questionnaire and ensuring data collected will not be shared with the public author will guarantee the reliability and validity of the research.

3.8 Generalizability

It is the extent to which research findings can be applied to settings other than that in which they were originally tested. This research is only generalizable for customers that contacts the Sri Lankan Airlines global contact center.

3.9 Ethical Consideration

The research is done based on set of principles in order to maintain its standard and accuracy. The author ensures that the data collected from 381 participants are purely voluntary feedback and information gathered from the participants. Are also stored at secured place maintaining the confidentiality of the materials/resources for the use of academics persons however not by the general public. Anonymity is highly maintained and course no potential harm is confirmed through the details shared. Once the Aim and objectives of the research are fulfilled the collected data would be destroyed in a justifiable manner.

3.10 Significance of this study

The research is done to identify current ongoing issues at Sri Lankan Airlines Contact center after the pandemic covid 19. The research will evaluate if service effectiveness has an impact in terms of customer satisfaction for the future betterment and improvement of the company Scicom Lanka – BPO. Also it will support the future researches and airline to gain more information on call center background, challenges and necessary actioned to be taken to minimize its impact in terms of customer satisfaction. The author of the research will gain vast knowledge on Call center –BPO industry also on factors influencing customer satisfaction. Author will also improve her interpersonal skills such as communicational, writing skills and background knowledge on Contact center models for her future growth.

3.11 Practicality and identification of constrains

The data analysis will be done using the factors influencing customer satisfaction through the questionnaire. Due to the current situation of the country also challenges occurring globally the survey will be done using online methods.

The Scope, time and cost are the primary Constraints of the research as the objectives of the study covers a vast area. To get the maximum result from the time needs to be utilized the author has used the Gantt chart to proceed

the research. Having a planned budget as a precautionary method to avoid unwanted expenses will be used to avoid any financial losses. The data will be mostly collected through online methods to avoid the constraint due current situation if the country.

CHAPTER FOUR: RESEARCH FINDINGS AND ANALYSIS

4. 1 Introduction

The research methods, designs, techniques all are used in this project are described in the previous sections. How the information was collected categorized and analyzed was also mentioned on previous sections. The evaluations and results are based on the empirical investigations undertaken to test the hypotheses.

The aim of the study was to identify and analyses Impact of Contact Center Service effectiveness on Customer Satisfaction in SriLankan Airlines. The study was done based on the questioner results of 299 participants who has contacted the Sri Lankan Airlines Contact center. The four hypotheses were investigated to see if there was a link or not between four factors and destination choice.

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4.2 Reliability Testing

It was identified that the four factors investigated has an impact contact center service effectiveness on customer satisfaction. The result of the study was conducted among the callers during last few months as mentioned on paragraphs and also analyzed and explained below. The questionnaire was provided to 20 people from the same target audience before the official testing. Cronbach Alpha Testing was used to determine the internal consistency of the components inside the variable using the pilot test data and the authorized test.

Table 2: Cronbach's Alpha Testing Variable 01

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.858	.857	4

The facts under the first variable on above table 02 is read as .858 and .857 for pilot and research testing. The values show high consistency, the values within the pilot and the official study doesn't show a considerable difference.

Table 3: Cronbach's Alpha Testing Variable 02

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.598	.531	4

Secondly, the variable 02 on table 3 read as .598 and .531 for pilot and research testing. Though the values show high consistency, the values within the pilot and the official study show a considerable difference in variable 2 as well

Table 4: Cronbach's Alpha Testing Variable 03

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.870	.873	4

The third variable tested under the Cronbach Alpha testing showed .870 as the pilot testing value, whereas .873 was the value received by the official research, respectively. The values within the pilot and the official study doesn't show much difference.

Table 5: Cranach's Alpha Testing Variable 04

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.796	.799	4

The fourth variable tested under the Cronbach Alpha testing showed .796 as Pilot Alpha value, whereas .799 was the value received by the official research, respectively. The values within the Standardized items and the official study show a considerable difference.

4.3 Descriptive Statistics

Inferential Statistics

4.3.1 Pearson Correlation Analysis.

The Pearson Correlation was used as a method in which the critical area of a distribution is two- sided and tests whether a sample is greater than or less than a certain range of values. It also analyses the strengths and relationship between the dependent and independent variable and dependent variables. The Correlations analysis of independent variables will be elaborated and results will be discussed in next paragraphs accordingly.

4.3.2 Independent Variable 01 Analysis -Time Management

Question 01- How satisfied are you with the time taken to get connected to a customer service representative?

Table 6: Descriptive Analysis of Queue Time

Statistics		
Queue Time		
N	Valid	268
	Missing	31
Mean		3.8097
Median		4.0000
Mode		4.00
Std. Deviation		.96628

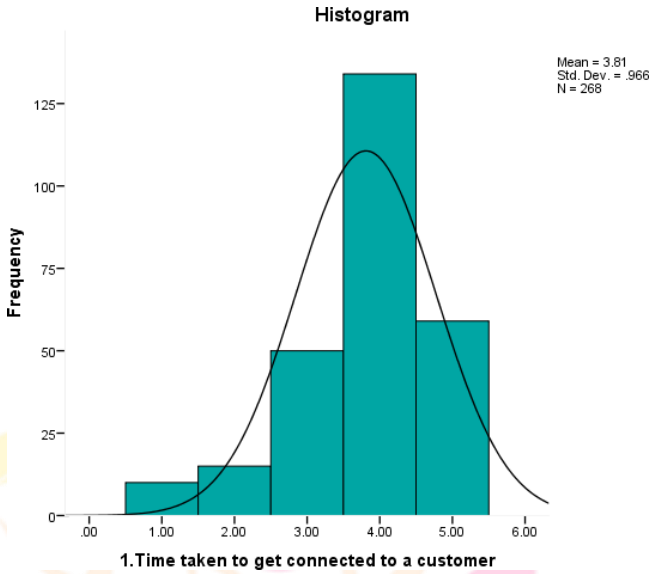


Figure 3: Frequency Analysis of Queue Time

As per the descriptive statistics analysis of the Time Management independent variable question 01related to Queue Time, the mean value is **3.80.** This shows the standard deviation as **.96628** which portrays those majority **(44.8%)** of respondents have selected the answer **"Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Satisfied",**

indicating that Queue Time is a factor in Time management which Impacts the Service effectiveness on Customer Satisfaction in Sri Lankan Airlines contact center.

Question 02- How satisfied are you with the speed at which the service was delivered?

Table 7: Descriptive analysis of Speed

Statistics		
Speed		
N	Valid	299
	Missing	0
Mean		3.9866
Median		4.0000
Mode		5.00
Std. Deviation		1.04584

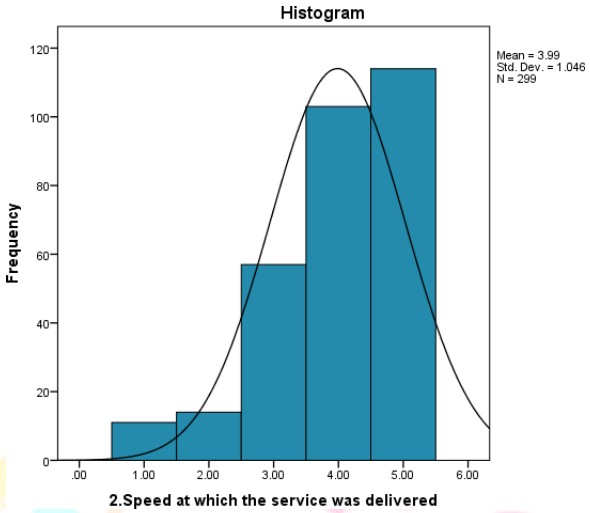


Figure 4: Frequency Analysis of Speed

As per the descriptive statistics analysis of the Time Management independent variable question 02 related to Speed, the mean value is **3.98.** This shows the standard deviation as **1.04584** which portrays those majority **(38.1%)** of respondents have selected the answer **"Very Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Very Satisfied", indicating that Speed is a factor in Time management which Impacts the Service effectiveness on Customer Satisfaction in Sri Lankan Airlines contact center.**

Question 03- How satisfied are you with the efficiency of the airline representative?

Table 8: Descriptive Analysis of efficiency

Statistics		
Efficiency		
N	Valid	299
	Missing	0
Mean		3.9632
Median		4.0000
Mode		4.00
Std. Deviation		1.04367

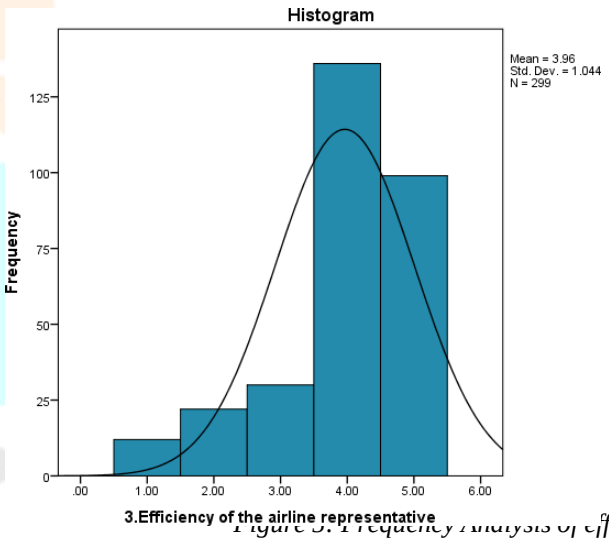


Figure 5: Frequency Analysis of efficiency

As per the descriptive statistics analysis of the Time Management independent variable question 03 related to efficiency, the mean value is **3.9632.** This shows the standard deviation as **1.04367** which portrays those majority **(45.5%)** of respondents have selected the answer **"Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Satisfied", indicating that efficiency is a factor in Time management which Impacts the Service effectiveness on Customer Satisfaction in Sri Lankan Airlines contact center.**

Question 04- How satisfied were you with the tone and rate of speech of the representative?

Table 9: Descriptive Analysis for Behavior

Statistics		
Behavior		
N	Valid	299
	Missing	0
Mean		4.0903
Median		4.0000
Mode		4.00
Std. Deviation		.94578

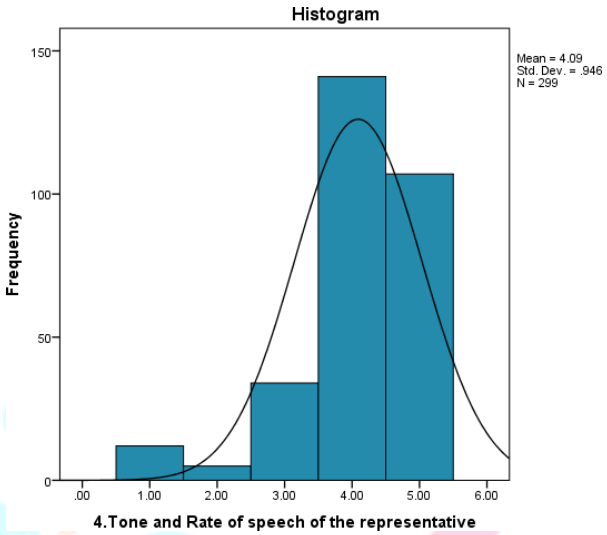


Figure 6: Frequency Analysis for Behavior

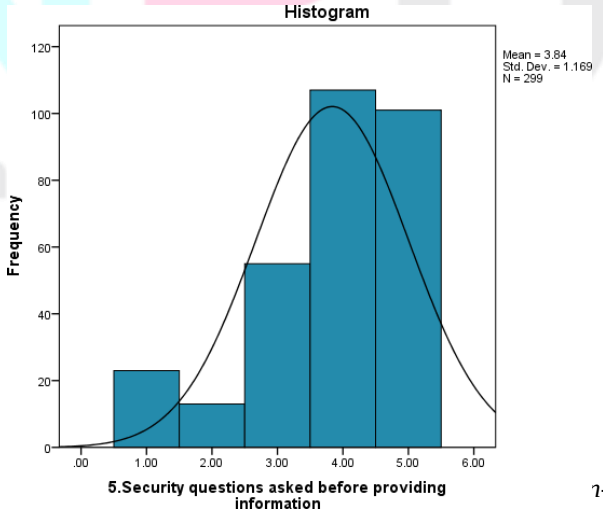
As per the descriptive statistics analysis of the Time Management independent variable question 04 related to behavior, the mean value is **4.0903.** This shows the standard deviation as **.94578** which portrays those majority **(47.2%)** of respondents have selected the answer **"Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Satisfied", indicating that Behavior is a factor in Time management which Impacts the Service effectiveness on Customer Satisfaction in Sri Lankan Airlines contact center.**

4.3.3 Independent Variable 02 Analysis- Information Security

Question 01- How satisfied are you with the security questions asked before providing information?

Table 10: Descriptive Analysis of Non-repudiation

Statistics		
Non-repudiation		
N	**Valid**	**299**
	Missing	**0**
Mean		**3.8361**
Median		**4.0000**
Mode		**4.00**
Std. Deviation		**1.16862**



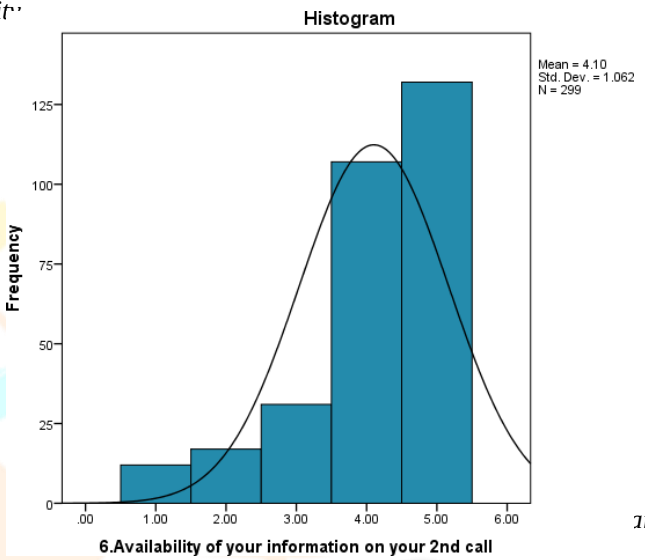
ɿ- *repudiation*

As per the descriptive statistics analysis of the Information security independent variable question 01 related to Confidentiality, the mean value is **3.8361.** This shows the standard deviation as **1.16862** which portrays those majority **(35.8%)** of respondents have selected the answer **"Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However , the Histogram shows that majority of the respondents have selected the answer **"Satisfied", indicating that Confidentiality is a factor in Information Security which Impacts the Service effectiveness on Customer Satisfaction in Sri Lankan Airlines contact center.**

Question 02- How satisfied were you with the availability of your information on your 2nd call?

Table 11: Descriptive Analysis of Availabilit

Statistics		
Availability		
N	Valid	299
	Missing	0
Mean		4.1037
Median		4.0000
Mode		5.00
Std. Deviation		1.06151



ɪilability

As per the descriptive statistics analysis of the Information Security independent variable question 02 related to Availability, the mean value is **4.1037.** This shows the standard deviation as **1.06151** which portrays those majority **(44.1%)** of respondents have selected the answer **"Very Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However
, the Histogram shows that majority of the respondents have selected the answer **"Very Satisfied", indicating that Availability is a factor in Information Security which Impacts the Service effectiveness on Customer Satisfaction in Sri Lankan Airlines contact center.**

Question 03- How satisfied are you with how your inquiry was dealt with?

Table 12: Descriptive Analysis of Confidentiality

Statistics		
Confidentiality		
N	Valid	299
	Missing	0
Mean		4.1271
Median		4.0000
Mode		4.00
Std. Deviation		.94331

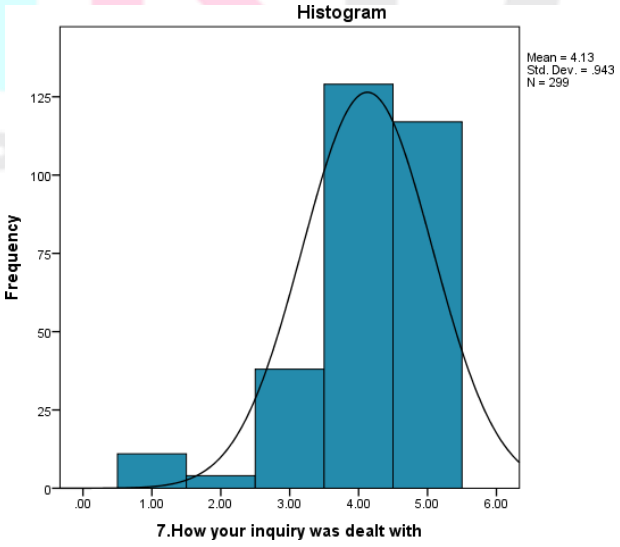


Figure 9: Frequency Analysis of Confidentiality

As per the descriptive statistics analysis of the Information Security independent variable question 03 related to Confidentiality, the mean value is **4.1271.** This shows the standard deviation as **.94331** which portrays those majority **(43.1%)** of respondents have selected the answer **"Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Satisfied", indicating that Confidentiality is a factor in Information Security which Impacts the Service effectiveness on Customer Satisfaction in Sri Lankan Airlines contact center.**

Question 04- How satisfied were you with the professionalism and enthusiasm of the representative

Table 13: Descriptive Analysis of Integrity

Statistics		
Integrity		
N	Valid	299
	Missing	0
Mean		4.0769
Median		4.0000
Mode		5.00
Std. Deviation		1.07945

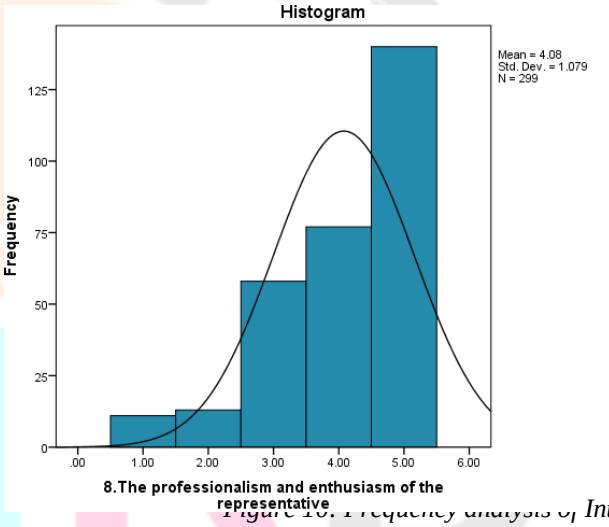


Figure 10: Frequency analysis of Integrity

As per the descriptive statistics analysis of the Information Security independent variable question 04 related to Integrity, the mean value is **4.0769.** This shows the standard deviation as **1.07945** which portrays those majority **(46.8%)** of respondents have selected the answer **"Very Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Very Satisfied", indicating that Integrity is a factor in Information Security which impacts the Service effectiveness on Customer Satisfaction in Sri Lankan Airlines contact center.**

4.3.4 Independent variable 03 Analysis- Multilingualism

Question 01- How satisfied are you with the preferences given when contacting the contact center?

Table 14: Descriptive analysis of Preference

Statistics		
Preference		
N	Valid	299
	Missing	0
Mean		3.6957
Median		4.0000
Mode		5.00
Std. Deviation		1.26823

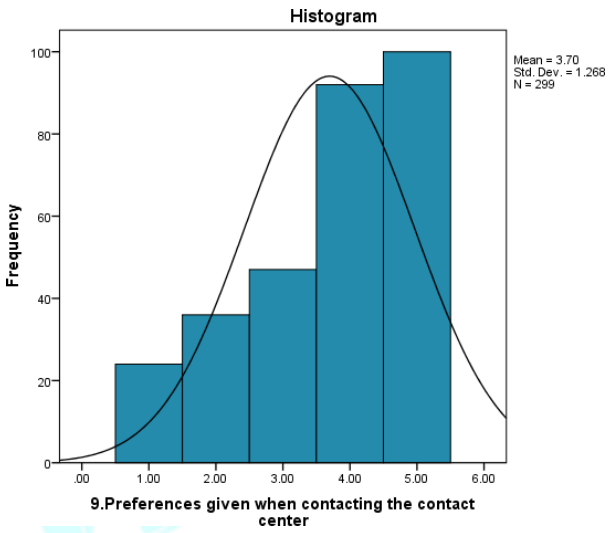


Figure 11: Frequency analysis of Preference

As per the descriptive statistics analysis of the Multilingualism independent variable question 01 related to Preference, the mean value is **3.6957.** This shows the standard deviation as **1.26823** which portrays those majority **(33.4%)** of respondents have selected the answer **"Very Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Very Satisfied", indicating that Preference is a factor in Multilingualism which Impacts the Service effectiveness on Customer Satisfaction in Sri Lankan Airlines contact center.**

Question 02- How satisfied are you with the convenience provided to speaking in your preferred language?

Table 15: Descriptive analysis of convenience

Statistics		
Convenience		
N	Valid	299
	Missing	3
Mean		4.3679
Median		4.0000
Mode		5.00
Std. Deviation		.68916

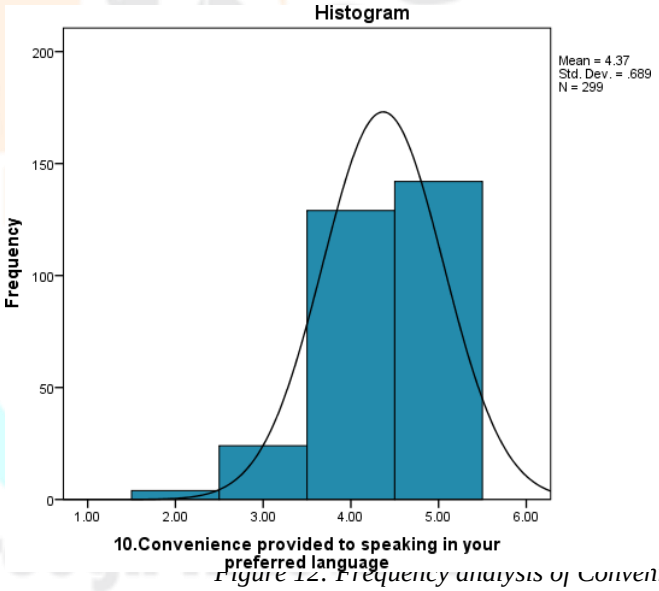


Figure 12: Frequency analysis of Convenience

As per the descriptive statistics analysis of the Multilingualism independent variable question 02 related to Convenience, the mean value is **4.3679** This shows the standard deviation as **.68916** which portrays those majority **(47%)** of respondents have selected the answer **"Very Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Very Satisfied", indicating that convenience is a factor in Multilingualism which Impacts the Service effectiveness on Customer Satisfaction in Sri Lankan Airlines contact center.**

Question 03- How satisfied are you with the representative understanding of your inquiry?

Table 16: Descriptive analysis of Comprehension

Statistics		
N	Valid	299
	Missing	3
Mean		4.3545
Median		5.0000
Mode		5.00
Std. Deviation		.81187

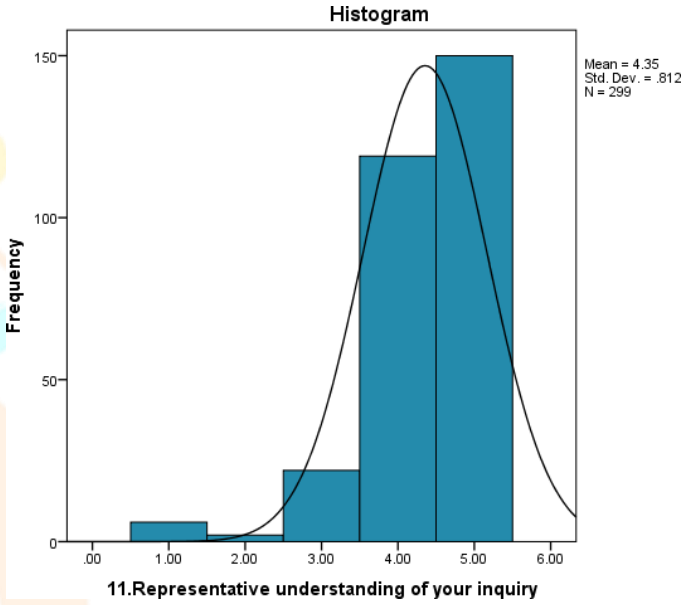


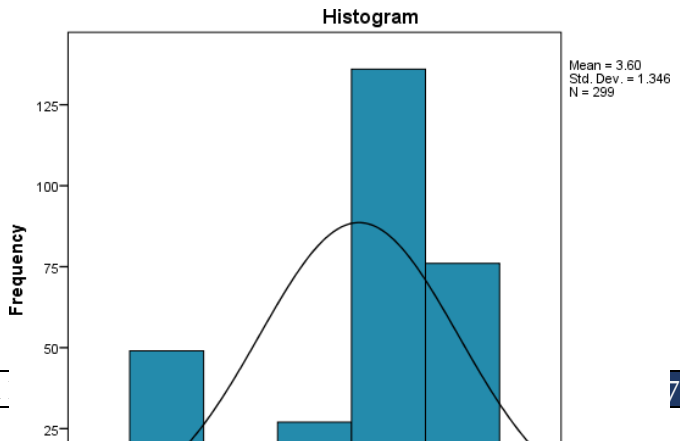
Figure 13: Frequency analysis of Comprehension

As per the descriptive statistics analysis of the Time Management independent variable question 03 related to Comprehension the mean value is **4.3545.** This shows the standard deviation as **0.81187** which portrays those majority **(49.7%)** of respondents have selected the answer **"Very Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Very Satisfied", indicating that Comprehension is a factor in Multilingualism which Impacts the Service effectiveness on Customer Satisfaction in Sri Lankan Airlines contact center.**

Question 04 - How satisfied are you with the time taken by the representative to solve your inquiry?

Table 17: Descriptive analysis of Retentiveness

Statistics		
Retentive		
N	Valid	299
	Missing	3
Mean		3.5987
Median		4.0000



Mode	4.00
Std. Deviation	1.34594

Figure 14: Frequency analysis of Retentiveness

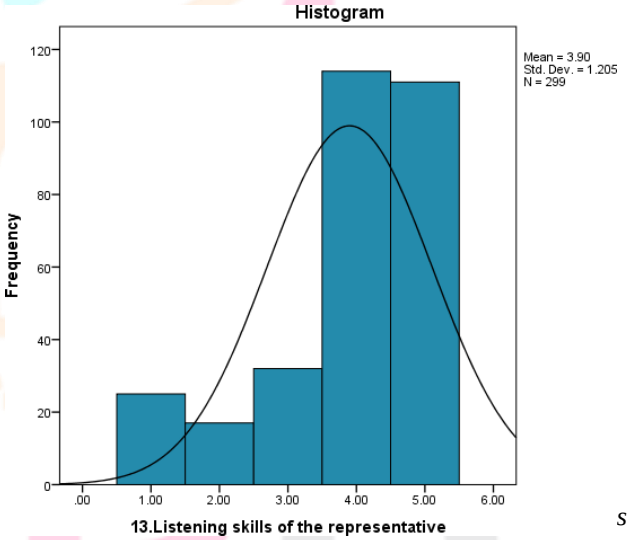
As per the descriptive statistics analysis of the Multilingualism independent variable question 04 related to Retentiveness, the mean value is **3.5987.** This shows the standard deviation as **1.34594** which portrays those majority **(45%)** of respondents have selected the answer **"Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Satisfied", indicating that Retentiveness is a factor in Multilingualism which Impacts the Service effectiveness on Customer Satisfaction in Sri Lankan Airlines contact center.**

4.3.5 Independent variable 04 Analysis- First Call Resolution

Question 01- How satisfied are you with the listening skills of the representative (Did you have to repeat your inquiry several times)?

Table 18: Descriptive analysis of Listening Skill

Statistics		
Listening Skills		
N	Valid	299
	Missing	3
Mean		3.8997
Median		4.0000
Mode		4.00
Std. Deviation		1.20540



s

As per the descriptive statistics analysis of the First Call Resolution independent variable question 01 related to Listening Skills, the mean value is **3.8997.** This shows the standard deviation as **1.20540** which portrays those majority **(37.7%)** of respondents have selected the answer **"Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Satisfied", indicating that Listening Skills is a factor in First Call Resolution which Impacts the Service effectiveness on Customer Satisfaction in Sri Lankan Airlines contact center.**

Question 02- How satisfied are you with the confidence shown by the representative while assisting your query?

Table 19: Descriptive analysis of Confidence

Statistics		
Confidence		
N	Valid	299
	Missing	3
Mean		3.6823
Median		4.0000
Mode		4.00
Std. Deviation		1.13637

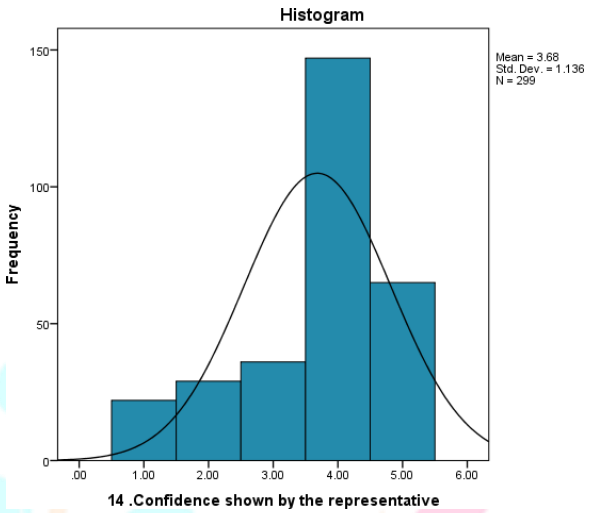


Figure 16: Frequency analysis of Confidence

As per the descriptive statistics analysis of the First Call Resolution independent variable question 02 related to Confidence, the mean value is **3.6823.** This shows the standard deviation as **1.13637** which portrays those majority **(48.7%)** of respondents have selected the answer **"Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Satisfied", indicating that Confidence is a factor in First Call Resolution Which Impacts the Service effectiveness on Customer Satisfaction in Sri Lankan Airlines contact center.**

Question 03- How satisfied are you with the product knowledge of the representative?

Table 20: Descriptive analysis of Knowledge

Statistics		
Knowledge		
N	Valid	299
	Missing	3
Mean		4.0033
Median		4.0000
Mode		4.00
Std. Deviation		.94655

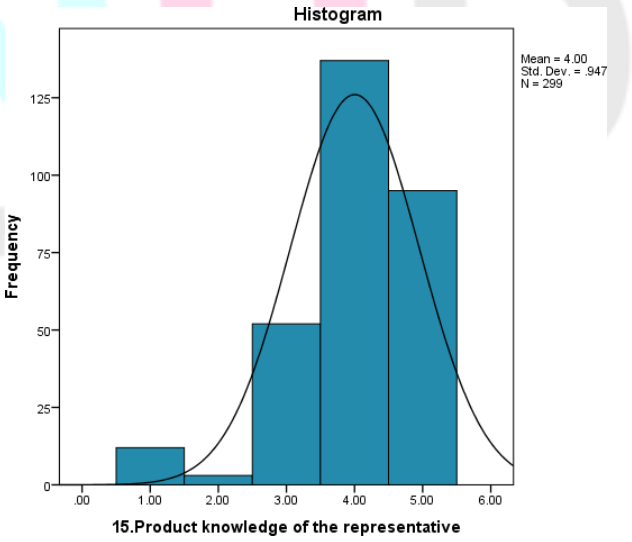


Figure 17: Frequency analysis of Knowledge

As per the descriptive statistics analysis of the First Call Resolution independent variable question 03 related

to Speed, the mean value is **4.0033.** This shows the standard deviation as **.94655** which portrays those majority **(45.4%)** of respondents have selected the answer **"Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Satisfied", indicating that Knowledge is a factor in First Call Resolution which Impacts the Service effectiveness on Customer Satisfaction in Sri Lankan Airlines contact center.**

Question 04- How satisfied are you with the competency and the attitude of the representative while answering your inquiry?

Table 21: Descriptive analysis of Competency

Statistics		
Competency		
N	Valid	299
	Missing	3
Mean		4.0903
Median		4.0000
Mode		5.00
Std. Deviation		.96684

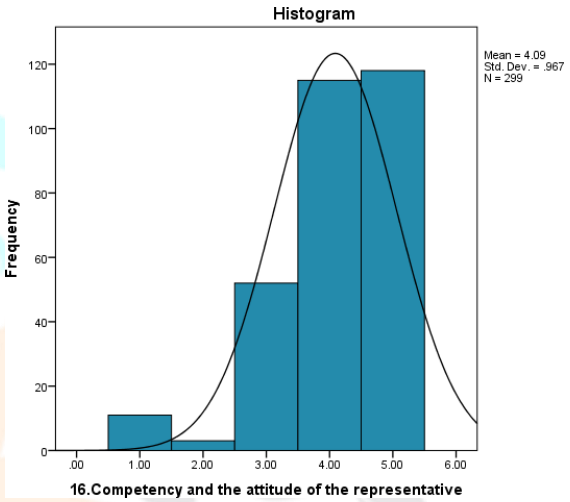


Figure 18: Frequency analysis of Competency

As per the descriptive statistics analysis of the First Call Resolution independent variable question 04 related to Competency, the mean value is **4.0903.** This shows the standard deviation as **.96684** which portrays those majority **(39.1%)** of respondents have selected the answer **"Very Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Very Satisfied", indicating that Competency is a factor in First Call Resolution which Impacts the Service effectiveness on Customer Satisfaction in Sri Lankan Airlines contact center.**

4.3.6 Depending Variable Analysis-Customer Satisfaction

Question 01- How satisfied are you with the solution provided by the airline?

Table 22: Descriptive analysis of Customer Satisfaction

Statistics		
Customer Satisfaction		
N	Valid	299
	Missing	3
Mean		3.9833
Median		4.0000
Mode		5.00
Std. Deviation		1.09440

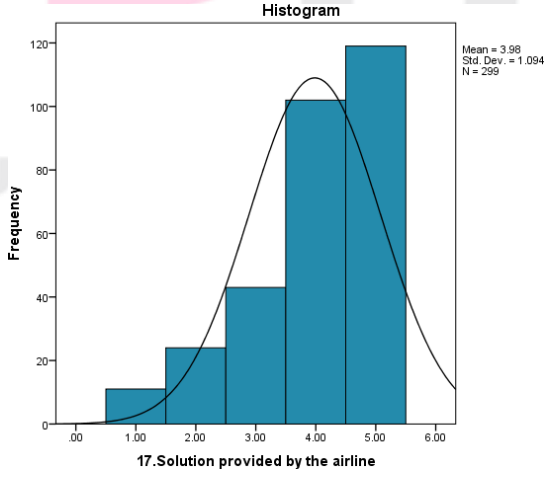


Figure 19: Frequency analysis of Customer Satisfaction

As per the descriptive statistics analysis of the Customer Satisfaction dependent variable question 01, the mean

value is **3.9833.** This shows the standard deviation as **1.09440** which portrays those majority **(39.4%)** of respondents have selected the answer **"Very Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Very Satisfied", which mean**s there is a relationship between **Customer Satisfaction and factors that Impacts the Service effectiveness.**

Question 02 - How satisfied are you with the airline representative/s who serviced you?

Table 23: Descriptive analysis of Customer Satisfaction

Statistics		
Customer Satisfaction		
N	Valid	299
	Missing	3
Mean		4.0769
Median		4.0000
Mode		5.00
Std. Deviation		1.01206

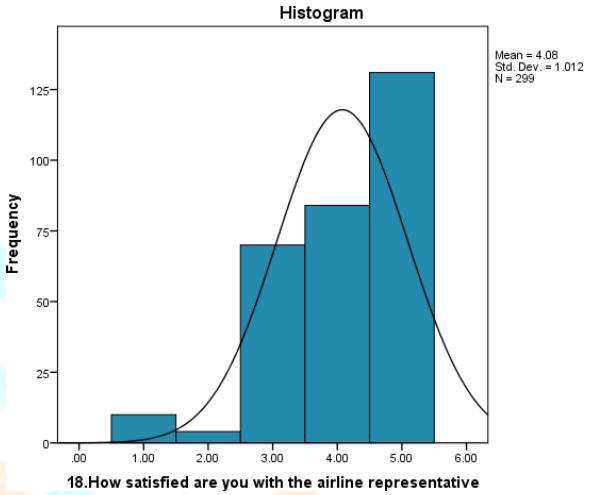


Figure 20: Frequency analysis of Customer Satisfaction

As per the descriptive statistics analysis of the Customer Satisfaction dependent variable question 02, the mean value is **4.0769.** This shows the standard deviation as **1.01206** which portrays those majority **(43.4%)** of respondents have selected the answer **"Very Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Very Satisfied", which mean**s there is a relationship between **Customer Satisfaction and factors that Impacts the Service effectiveness.**

Question 03 - How satisfied are you to recommend Sri Lankan Airlines contact center to your family and friends?

Table 24: Descriptive analysis of Customer Satisfaction

Statistics		
Customer Satisfaction		
N	Valid	299
	Missing	3
Mean		3.9298
Median		4.0000
Mode		5.00
Std. Deviation		1.05793

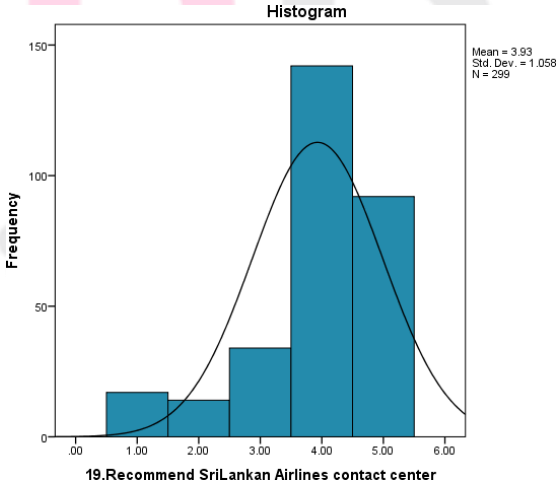


Figure 21: Frequency analysis of Customer Satisfaction

As per the descriptive statistics analysis of the Customer Satisfaction dependent variable question 03, the mean

value is **3.9298.** This shows the standard deviation as **1.05793** which portrays those majority **(47%)** of respondents have selected the answer **"Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Satisfied", which mean**s there is a relationship between **Customer Satisfaction and factors that Impacts the Service effectiveness .**

Question 04 - How satisfied are you with the overall service you received by the airline?

Table 25: Descriptive analysis of Customer Satisfaction

Satisfaction		
Customer Satisfaction		
N	Valid	299
	Missing	3
Mean		3.7960
Median		4.0000
Mode		4.00
Std. Deviation		1.10301

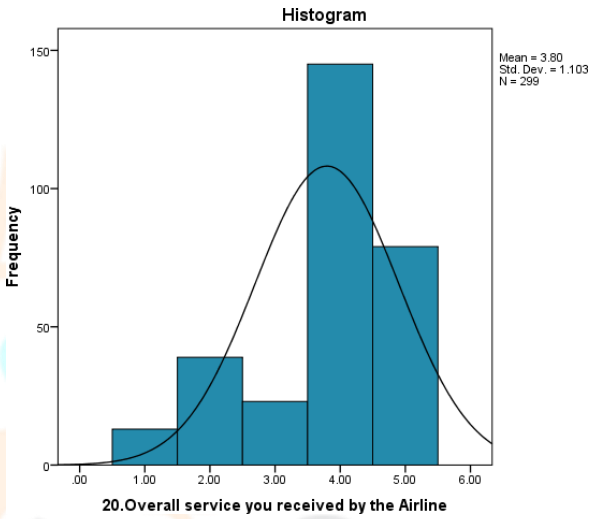


Figure 22: Frequency analysis of Customer Satisfaction

As per the descriptive statistics analysis of the Customer Satisfaction dependent variable question 04, the mean value is **3.7960.** This shows the standard deviation as **1.10301** which portrays those majority **(48%)** of respondents have selected the answer **"Satisfied"** and the mean value vary between **"Satisfied" to "Very Satisfied"**. However, the Histogram shows that majority of the respondents have selected the answer **"Satisfied", which mean**s there is a relationship between **Customer Satisfaction and factors that Impacts the Service effectiveness.**

4.4 Correlation Analysis for Independent variable 01-Time Management

Table 26: Correlations Analysis of time Management and Customer Satisfaction

Correlations			
		Time Management	Customer Satisfaction
Time Management	Pearson Correlation	1	.627**
	Sig. (2-tailed)		.000
	N	299	299
Customer Satisfaction	Pearson Correlation	.627**	1
	Sig. (2-tailed)	.000	
	N	299	299
**. Correlation is significant at the 0.01 level (2-tailed).			

As per the table 26 test results of the independent variable-01 and dependent variable, the Pearson Correlation (r) is **.627**. Because the Pearson Correlation (r) is between 0.5 -0.7, it shows that there is a Moderate association between Time Management and Customer satisfaction. As there is a considerable relationship it is noticeable that the questions have contributed as expected. However, the double asterisk next to .627 (refers to flag significant correlations) states that there is a significant relationship between the two variables. Hence, correlation between independent variable Time Management and destination selection is considered as Moderate correlation.

4.5 Correlation Analysis for Independent variable 02- Information Security

Table 27: Correlations Analysis of Information Security and Customer Satisfaction

Correlations			
		Information Security	Customer Satisfaction
Information Security	Pearson Correlation	1	.736**
	Sig. (2-tailed)		.000
	N	299	299
Customer Satisfaction	Pearson Correlation	.736**	1
	Sig. (2-tailed)	.000	
	N	299	299
**. Correlation is significant at the 0.01 level (2-tailed).			

As per the table 27 test results of the independent variable-02 and dependent variable, the Pearson Correlation (r) is **.736**. Because the Pearson Correlation (r) is above 0.7, it shows that there is a strong association between Information security and Customer satisfaction. As there is a considerable relationship it is noticeable that the questions has contributed as expected. However, the double asterisk next to .736(refers to flag significant correlations) states that there is a significant relationship between the two variables. Hence, correlation between independent variable Information Security and destination selection is considered as Strong correlation.

4.6 Correlation Analysis for Independent variable 03- Multilingualism.

Table 28: Correlations Analysis of Multilingualism and Customer Satisfaction

Correlations			
		Multilingualism	Customer Satisfaction
Multilingualism	Pearson Correlation	1	.600**
	Sig. (2-tailed)		.000
	N	299	299
Customer Satisfaction	Pearson Correlation	.600**	1

	Sig. (2-tailed)	.000	
	N	299	299

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

As per the table 28 test results of the independent variable-03 and dependent variable, the Pearson Correlation (r) is **.600**. Because the Pearson Correlation (r) is between 0.5 - 0.7, it shows that there is a moderate association between Information security and Customer satisfaction. As there is a considerable relationship it is noticeable that the questions has contributed as expected. However, the double asterisk next to .600(refers to flag significant correlations) states that there is a significant relationship between the two variables. Hence, correlation between independent variable Multilingualism and destination selection is considered as Moderate correlation.

4.7 Correlation Analysis for Independent variable 04-First Contact Resolution

Table29: Correlations Analysis of First Contact Resolution and Customer satisfaction

Correlations			
		First Contact Resolution	Customer Satisfaction
First Contact Resolution	Pearson Correlation	1	.729**
	Sig. (2-tailed)		.000
	N	299	299
Customer Satisfaction	Pearson Correlation	.729**	1
	Sig. (2-tailed)	.000	
	N	299	299
**. Correlation is significant at the 0.01 level (2-tailed).			

As per the table 29 test results of the independent variable-04 and dependent variable, the Pearson Correlation (r) is **.729**. Because the Pearson Correlation (r) is above 0.7, it shows that there is a strong association between First call resolution and Customer satisfaction. As there is a considerable relationship it is noticeable that the questions have contributed as expected. However, the double asterisk next to .729(refers to flag significant correlations) states that there is a significant relationship between the two variables. Hence, correlation between independent variable First Call resolution and destination selection is considered as Strong correlation.

4.8 Hypothesis Testing by Chi-square analysis. Testing Hypothesis 1 (Time management) by Chi- square analysis

$H1_0$ -Time management has no impact on customer satisfaction inSriLankan Airlines. H11 -Time management has an impact on customer satisfaction in SriLankan Airlines.

Table 30: Case processing summary (Time Management)

Case Processing Summary			
		N	%
Cases	Valid	300	99.0
	Excluded	3	1.0
	Total	303	100.0
a. Listwise deletion based on all variables in the procedure.			

Table 31: Chi-square test results for Time Management

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1424.042[a]	182	.000
Likelihood Ratio	652.000	182	.000
Linear-by-Linear Association	117.872	1	.000
N of Valid Cases	300		
a. 201 cells (95.7%) have expected count less than 5. The minimum expected count is .00.			

The Chi –Square test was conducted with 300 valid responses with no missing information. The Pearsons Chi-Square result for Asymptotic Significance was used to identify the amount of independence of the null hypothesis (H0) and the alternative hypothesis (H1) (2-sided). Chi – Square test sets of categorical data to examine if observed differences could appear by any chance. As indicated in table 30, the 'P' value according to the above chi-square test of the independentvariable-01 and dependent variable is .000. This specifies that .000 is less than 0.5 which represents that the null hypothesis got rejected and automatically the alternative hypothesis got accepted. Hence, it can be concluded that there is an impact of Time Management and impact on customer satisfaction in Sri Lankan

4.9 Testing Hypothesis 2 (Information Security) by Chi-square analysis

H10-Information Security has no impact on customer satisfaction in Sri Lankan Airlines. H11-Information Security has an impact on customer satisfaction in Sri Lankan Airlines.

Table 32: Case processing summary (Information Security)

Case Processing Summary			
		N	%
Cases	Valid	300	99.0
	Excluded	3	1.0
	Total	303	100.0
a. Listwise deletion based on all variables in the procedure.			

Table 33: Chi-square test results for safety and security

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1533.561a	196	.000
Likelihood Ratio	658.735	196	.000
Linear-by-Linear Association	162.257	1	.000
N of Valid Cases	300		
a. 211 cells (93.8%) have expected count less than 5. The minimum expected count is .00.			

The Chi –Square test was conducted with 300 valid responses with no missing information. The Pearsons Chi-Square result for Asymptotic Significance was used to identify the amount of independence of the null hypothesis (H0) and the alternative hypothesis (H1) (2-sided). Chi – Square test sets of categorical data to examine if observed differences could appear by any chance. As indicated in table 32, the 'P' value according to the above chi-square test of the independentvariable-02 and dependent variable is .000. This indicates that .000 is less than 0.5 which depicts that the null hypothesis got rejected and automatically the alternative hypothesis got accepted. Hence, it can be concluded that there is an impact of Information Security and

impact on customer satisfaction in Sri Lankan.

4.10 Testing Hypothesis 3 (Multilingualism) by Chi-square analysis. H10-Multilingualism has no impact on customer satisfaction in Sri Lankan Airlines. H11-Multilingualism has an impact on customer satisfaction in Sri Lankan Airlines.

Table 34: Case processing summary (Multilingualism)

Case Processing Summary			
		N	%
Cases	Valid	300	99.0

	Excluded	3	1.0
	Total	303	100.0
a. Listwise deletion based on all variables in the procedure.			

Table 35: Chi-square test results for environment

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1404.852[a]	210	.000
Likelihood Ratio	697.240	210	.000
Linear-by-Linear Association	107.948	1	.000
N of Valid Cases	300		
a. 234 cells (97.5%) have expected count less than 5. The minimum expected count is .00.			

The Chi –Square test was conducted with 300 valid responses with no missing information. The Pearsons Chi-Square result for Asymptotic Significance was used to identify the amount of independence of the null hypothesis (H0) and the alternative hypothesis (H1) (2-sided). Chi – Square test sets of categorical data to examine if observed differences could appear by any chance. As indicated in table 34, the 'P' value according to the above chi-square test of the independentvariable-03 and dependent variable is .000. This specifies that .000 is less than 0.5 which represents that the null hypothesis got rejected and automatically the alternative hypothesis got accepted. Hence, it can be concluded that there is an impact of Multilingualism and impact on customer satisfaction in Sri Lankan.

4.11 Testing Hypothesis 4 (First Contact resolution) by Chi-square analysis. H10-First contact resolution has no impact on customer satisfaction in Sri Lankan Airlines. H11-First contact resolution has an impact on customer satisfaction in Sri Lankan Airlines.

Table 36: Case processing summary (economic factors)

Case Processing Summary			
		N	%
Cases	*Valid*	*300*	*99.0*
	Excluded	3	1.0
	Total	303	100.0
a. Listwise deletion based on all variables in the procedure.			

Table 37: Chi-square test for economic factors

Chi-Square Tests			
	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	1357.327[a]	**168**	**.000**
Likelihood Ratio	717.521	**168**	**.000**
Linear-by-Linear Association	159.356	**1**	**.000**
N of Valid Cases	300		
a. 186 cells (95.4%) have expected count less than 5. The minimum expected count is .01.			

The Chi –Square test was conducted with 300 valid responses with no missing information. The Pearsons Chi-Square result for Asymptotic Significance was used to identify the amount of independence of the null hypothesis (H0) and the alternative hypothesis (H1) (2-sided). Chi –Square test sets of categorical data to examine if observed differences could appear by any chance. As indicated in table 36, the 'P' value according to the above chi-square test of the independentvariable-03 and dependent variable is .000. This specifies that .000 is less than 0.5 which represents that the null hypothesis got rejected and automatically the alternative hypothesis got accepted. Hence, it can be concluded that there is an impact of First call resolution and impact on customer satisfaction in Sri Lankan.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Revisiting the aim and objectives

The ultimate goal of this study is to identify the impact of Contact Center Service effectiveness on Customer Satisfaction in Sri Lankan Airlines. Four factors that impacts the service effectiveness was recognized through the literature review in order to examine further such as Time Management, Multilingualism, Information security management and first contact resolution on customer satisfaction. This Chapter discusses the results, findings, objectives, recommendations, improvement, Summary and etc. Finally, the above mentioned aims and objectives are reviewed and conclusion being provided with areas for further investigations

5.2 Chapter summary

The overall outcome of the research proves that there is a considerable impact of Contact Center Service effectiveness on Customer Satisfaction in Sri Lankan Airlines. Factors such as Time management, Multilingualism, Information Security and First Contact Resolution makes a clear effect on Customer service effectiveness. It is required to have a better understanding to improve customer service effectiveness and satisfaction which directly influences the company in every aspect. As discussed in the literature review above, through this research it accentuates that sub categories monitored including Speed, Efficiency, Preferences, Convenience, Integrity, Availability, Confidence, Competence and other factors mentioned has a direct impact on Customer satisfaction based on the findings through the statistics mentioned on Chapter 4. The recommendations are given after observing, analyzing independent variables and data gathered accordingly.

5.3 Contribution to the knowledge

The verdicts of this research have abetted the author to improve her interpersonal skills and expertise in travel and tourism industry. Also, it supports BPO – call center industry to recognize core values to cater the increasing demand and being intensified. However due to lack of resources and different restrictions such as Privacy, respondents' expertise level, the researcher was unable to conduct the analysis exhaustively. Nevertheless, this could be enhanced with more data by implementing the recommendations and instigating the findings.

By initiating a large-scale study on same content, it will be possible to make more benefits in the BPO call center industry that ultimately will bring more profits to the company/tourism sector also to the country. The researcher has gained more knowledge on Travel and tourism – BPO Call center industry which is mostly considered as the 1st touch point of numerous companies. Researcher has also improved shows growth /an understanding in her technical knowledge which includes systems namely Google forms, IBM SPSS software to generate questionnaire and analyzing of data gathered respectively.

Administration, Tracking and management skills are additional values added to researcher's personal skills. Besides what's mentioned above academic skills such as writing skills, analyzing, reviewing, organizing, and arranging, summarizing has developed. Time management, Critical thinking, problem solving and organizational skills gained throughout the research will be an advantage in future for further studies and researches. Overall, it's an invaluable experience for the researcher.

5.4 suggestions for further improvements

At the beginning of the research author has identified several limitations while conducting the research. After studying further author has made few recommendations for future researchers interested which can be used to make improvement. Initially the Topic was segregated to several points which covered a vast area. Then the author decided to change the criteria's based on the severity of the factor which needs to be considered and can be focused more to obtain better results. It is suggested that in future to do more background checks on BPO – call centers to have a better understanding on operations and reports. With the authors experience it was easy to obtain areas which needs more attention at Sri Lankan Airlines contact center but it is also recommended that to consider all BPO- call centers rather having limitations to one sector or a field. As quality of Service is much more important it is suggested that quality scores to be monitored with other quality related criteria to obtain a better outcome.

5. 5. Personal reflection

After conducting the research Impact of Contact Center Service effectiveness on Customer Satisfaction in Sri Lankan Airlines the author was well thorough with process, procedures and practical knowledge that needs to be followed when conducting quantitative research. As per the guidelines given by the lecturer the Topic was decided after two weeks of background check while eliminating different topics to identify the most suitable topic. Topic was selected wisely based on the information gathered /to be gathered in future and considering the time frame decided (5 Months) The author has improved her managerial skills, interpersonal skills and improved the thinking ability. In order to make the project a success the author has used several methods to obtain information, site visits, interviews, questioners, experience, read books/articles on BPO- Sri Lankan Airlines Contact center and etc.

There were several challenges faced by the author such as the research results not tallying with exact requirements, Difficulty in travelling due current situation of the country due Economic crisis. However, the author was able to overcome all the challenges to obtain a better outcome. Collecting data for quantitative research was not an easy task to fulfill. After so much effort author was able to collect proper data to process the research successfully. The systems used while collecting data has helped the author to improve her technical knowledge and writing skills. Finally, after Data analyzing and organizing data / information within the given time frame author had successfully completed the research within the period.

5.6 Limitation of the research

The researcher had to overcome few limitations while conducting the research which were beyond control, however the researcher has taken necessary actions to minimize the impact as much as possible.

5.6.1. Time Limitation

Due to the time constraints and crisis within the country the researcher was unable to cover the entire customer base, however the research was conducted with limited number of respondents

covering the requirement.

5.6.1. Resource Limitation

Due to the pandemic and economic crisis the number of passenger's travelling to and from sri Lanka was limited as a resulted the research were only conducted with the limited resources available.

5.6.2. Questionnaire Limitation

The four features discussed under the literature review was covered by the questionnaire, however the researcher has identified more categories which requires attention while conducting the research. Due to the questionnaire's limitations, the researcher was unable to cover a wide range of factors influencing customer satisfaction. The distribution of the questionnaires was done using online platforms and data was collected accordingly. However, utilizing a different questionnaire structure in which respondents must fill in their replies rather than choose from a list of possibilities is inapplicable. It was difficult to find respondents wiling to complete the survey with several limitations.

5.6.3. Research Limitation

The researcher was unable to process qualitative research due to covid 19 pandemic constraints and crisis in Sri Lanka. If the study approach comprised both qualitative and quantitative research methods, the research's restrictions on generalizability could have been reduced. Qualitative research would have been more convenient and knowledgeable compared to quantitative research as it involves more human interactions.

5.7 Recommendations

5.7.1. Recommendations for Time Management

The findings indicate that different things and opposites influence customer satisfaction and efficiency more than there are factors that could be managed the 99 same ways to enhance both. This is in line with the findings of Anderson, Fornell & Rust (1997) and Greenrooms & Otavalo (2004) about the difficulty of pursuing both superior quality and high efficiency. Rewarding orientation is perhaps the most prominent example of opposites affecting customer satisfaction and efficiency. Whereas rewarding teams is indicated to improve customer satisfaction, individual rewarding seems to be the more important thing for managing efficiency. However, the view is not necessarily so straight forward. This derives from the fact that rewarding in the centers was often geared towards rewarding for efficiency. When an agent gets extra to his salary for being efficient it is understandable that individual rewarding is highlighted in achieving high efficiency rather than customer satisfaction. Although team-based rewarding was also often at least partially tied to efficiency related performance metrics, it is possible that team rewarding also raises the spirit and the atmosphere in the working place. That could mediate customer satisfaction positively through employee satisfaction and increased joined efforts to work better. This can however not be proved by the results.

5.7.2 Time Management

Time Management is done based on several criteria's such as speed, efficiency, Queue time and Behavior. The Customer satisfaction can be monitored based on how effective above criteria are being delivered to the customer.

In a busy technologized world, the requirement is always for a customer to obtain a speedy accurate service. As the queue time becomes the first impression of the company its worth pay attention and take necessary actions to monitor the time management congruously. As Johann Wolfgang von Goethe has said," Every second is of infinite value". Several Laws such as Parkinson's Law, which essentially says "work expands so as to fill the time available for its completion".by Cyril Northcote Parkinson and Pareto Principle or the 80/20 rule, which states that 80% of the outcome will come from 20% of our efforts are made to identify are made to obtained the maximum outcome within certain time period.

Getting work done in a timely manner by providing check lists to make work easy, not having rush around working hours which may only lead to fewer mistakes. By having self-discipline and managing the tasks will help to maintain personal as well as company qualities.
Writing down daily goals, giving priority to most important tasks and check off boxes on your to-do list will reduces unwanted time waste and helps to speed up the process. Agents also should be able to politely communicate what is not possible to be done "Say no sometimes" which also effects customer satisfaction.

Block off time to complete tasks to improve your time management skills, utilize time tracking rules and telecommute are methods that can be used. Creating procedures to minimize the time utilized can ease the process. Taking a break from your screen, not multitasking, not getting hung up on small details, allow others to help you, learning to delegate and observe what others do are that considered as behavior patterns which needs to be focused.

By creating a time management matrix, you can monitor how you manage your time. It basically divides your daily tasks up into 4 categories – important and

urgent, important and not urgent, not important and urgent, and not important and not urgent. Quadrant 1 are usually tasks which need to be done right then and there. Quadrant 2 are more proactive tasks. Quadrant 3 I known as "the quadrant of deception", important tasks. This is the quadrant where saying no can be helpful. Quadrant 4 is essentially the time wasters in your life. Things like surfing the web and watching

5.7.3 Recommendations for Multilingualism

Multilingualism is a unique feature which needs more focus in a active contact center. To improve service effectiveness which impacts customer satisfaction it is needed to personalize the standards of excellent customer service. When handling international customers, it is much more needed to support the multilingual audience to maintain better communication. Having language barriers can impeded a customer's experience. To improve services internal language support can be used which is making use of a member of your team who speaks language in question. It also improves relationship between the team.

Online translation software's can be implemented as a instantly translate the live chat, email and all social media streams. This can minimize errors and an excellent service can be provided based on customer needs and it also allow to respond in written communications in a conventional manner. Over the phone interpretation (OPI) can be used for contact centers who interprets in the middle who translates the conversation. As this involves low cost, it's a additional advantage to the company.

In house multilingual support will ensure that your internal processes are followed. Its gives you flexibility to move reps around to cover call times form different / specific countries. As PBOs are anyway out sourced companies it guarantees your client's service in the language they prefer. When handling your call volumes being PBO is always advantage as the KPIs are monitored internally and in a timely manner.

5.7.4 Recommendations for Information Security

Information security is a core value of accompany as it helps to retain customers, The trust, loyalty that emphasizes within the company can be described in different ways. ISMS (Information security management system) Is a very reliable source that used to protect gathered data. Using such systems and information security questions at the beginning of any conversation will always make customer feel confident towards the company. Using biometrics and Authentication through social media or messaging profiles will shorten the process. Maintaining proper customer profile is a mandatory element in a call center as in increases the customer base. Authentication and authorization to become an even more prominent part of the call center landscape.

5.7.5 Recommendations for First Contact Resolution

To increase the client satisfaction and agent efficiency it is required to take necessary actions to improve and strategize certain areas within a company. First call resolution is one of the most important factors that needs to be considered. FCR is the number of inquiries solved by the support agent during the first interaction with the customer, out of the overall number of requests they received. Customer satisfaction is the key factor to be considered for Company's Success and First call resolution plays a Major role as it denotes if your customers are receiving the answer as fast as they need.

Creating a knowledge base with most commonly asked questions after summarizing and categorizing important information such as promotions / SOPs would always help the agent to provide a fast also an accurate answer which will reduce the time consuming to resolve the question / inquiry. Making questioners and implementing frequent fun activities related to work will always makes a difference in working environment. It is implemented by many companies in different methods. This also

helps to simplify the procedures and allow to provide quick responses via email / chat and social media. Having a well-structured KB will always provide more benefits to the company.

Handling the inquiry efficiently by following necessary steps such as require minimal customer effort where you would require all the relevant information so that same question will not be repeated from both the parties and get a clear idea of the issue as Once you are able to fully isolate the issue, you can effectively work on a resolution. Being precise and make sure not to overwhelm is much required. As full information invites less trouble. There's a fine line between being thorough and being overly verbose. Anticipate the issues that may occur in future can avoid problems they may be facing moving forward. Being proactive and empower customers to find the answers they need by using the tools available, teach them your ways will guide you to success.

The FCR rate could always be improved by providing the agents with quality, adequate and frequent trainings which supports them to provide required product knowledge proper solution to all the inquiries raised. Necessary tools to drive calls and deal with the issues will motivate them to perform their job confidently. By Motivating agents and gathering feedback while reviewing the support channels will be an additional advantage to provide a better service to the customer which increases customer satisfaction

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