

The Measurement of the Influence of Customer Expectations' Dimensions on Customer Satisfaction in Call Center Services with PLS-Sem

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Extensive Summary

Introduction

Call centers are strategically important for many companies. Call centers help companies to develop long term relations with customers and also represent an important channel between the customer and the company for customer satisfaction. The behaviour of call center employees and customer expectations that are influenced by the behaviour are important in forming customer satisfaction. The aim of this study is to explore the influence of customer expectations' dimensions (adaptiveness, assurance, empathy, authority) on customer satisfaction and to propose strategies for companies in their customer relationship management. PLS-Sem is used for testing the research model.

Methodology

The sample of the study consists of consumers who live in the center of Bursa and have called a call center at least once in the last six months. The data were collected by a structured questionnaire in the months of November and December of 2017. The scale of Burgers et al., (2000) was used for the dimensions of customer expectations and customer satisfaction scale was adapted from Caruana (2002).

The results of outer loadings and construct reliability/validity are given below. Composite reliability values must be above 0.70 and AVE values must be above 0.50 to meet construct reliability and validity criteria (Fornell ve Larcker, 1981; Cortina, 1993).

Outer Loadings

	Empathy	Assurance	Customer Satisfaction	Adaptiveness	Authority
EMP1	0.84				
EMP2	0.90				
EMP3	0.89				

ASU1		0.63			
ASU2		0.74			
ASU3		0.87			
ASU4		0.79			
ASU5		0.65			
SAT1			0.91		
SAT2			0.93		
SAT3			0.84		
SAT4			0.73		
ADA1				0.72	
ADA2				0.87	
ADA3				0.65	
ADA4				0.84	
ADA5				0.78	
AUT1					0.71
AUT2					0.96

Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Empathy	0.86	0.91	0.78
Assurance	0.80	0.86	0.55
Customer Satisfaction	0.88	0.91	0.74
Adaptiveness	0.84	0.88	0.60
Authority	0.65	0.83	0.71

Research hypotheses of the study are:

H₁: “Adaptiveness” dimension has a positive effect on “customer satisfaction”.

H₂: “Assurance” dimension has a positive effect on “customer satisfaction”.

H₃: “Empathy” dimension has a positive effect on “customer satisfaction”.

H₄: “Authority” dimension has a positive effect on “customer satisfaction”.

Findings

The analysis results of the PLS-Sem are shown below. The paths, standardized path coefficients and t values can be seen.

Hypothesis	Paths	Path Coefficient	T-Statistics	P value	Hypothesis Results
H ₁	Adaptiveness – Customer satisfaction	0,42	4,95***	0,000	<i>Supported</i>
H ₂	Assurance – Customer satisfaction	0,27	3,86***	0,000	<i>Supported</i>

H ₃	Empathy – Customer satisfaction	0,10	1,26	0,205	Not Supported
H ₄	Authority – Customer satisfaction	0,36	3,64***	0,000	<i>Supported</i>

* 1,65 (sig. level 10%)

** 1,96 (sig. level 5%)

*** 2,58 (sig. level 1%) (Hair Ringle ve Sarstedt, 2011; Rezaei, 2015)

Conclusions and Recommendations

This study intends to help companies that have call centers develop effective CRM strategies. According to the research findings, all of the customer expectation dimensions except empathy were found to have statistically significant influences on customer satisfaction. Thus, company managers should focus on these three dimensions and allocate their resources according to the value of path coefficients. In other words, adaptiveness, assurance and authority dimensions were found to have a statistically significant and positive influence on customer satisfaction while empathy dimension was not found to have a statistically significant and positive influence on customer satisfaction. Adaptiveness dimension was found to have the strongest influence on customer satisfaction according to the modelling results. Companies should improve their human resources policy and increase the motivation and loyalty of their employees.