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A COMPARATIVE ANALYSIS OF SERVICE QUALITY OF GRAMEENPHONE WITH OTHER PRIVATE TELECOMMUNICATION SERVICE PROVIDERS IN BANGLADESH

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INDEPENDENT UNIVERSITY, BANGLADESH

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A COMPARATIVE ANALYSIS OF SERVICE QUALITY OF GRAMEENPHONE WITH OTHER PRIVATE TELECOMMUNICATION SERVICE PROVIDERS IN BANGLADESH

by

Md. Fuad Al Hassan
ID: 0720053

An Internship Report Presented in Partial Fulfillment
Of the Requirements for the Degree
Bachelor of Business Administration

INDEPENDENT UNIVERSITY, BANGLADESH
April 2012

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Md. Fuad Al Hassan
ID: 0720053

Has been approved
April, 2012

Mr. Md Sohel Islam
Senior Lecturer
School of Business
Independent University, Bangladesh

April 28, 2012

Mr. MD. Sohel Islam
Senior Lecturer, School of Business
Independent University, Bangladesh.

Dear Sir,

It is a great pleasure and honor for me to submit my internship report "A comparative analysis of perceived service quality of Grameenphone with other private telecommunication service providers in Bangladesh. I am submitting this report as a part of my internship in Grameenphone.

This report will help the organization to find out the customers perception of the service quality comparing to the other telecommunication service providers in the country have tried my level best to conduct this in a professional manner. It is true that, it could have been done in a better way if there were not limitations.

I hope you will asses my report considering the limitations. Your kind advice will encourage me to perform better research work in future.

Yours sincerely,
Md. Fuad Al Hassan
ID# 0720053

Acknowledgement

In the preparation of this internship report, I would like to acknowledge the encouragement and assistance given to me by a number of people. I am most grateful to the management of Grameenphone for giving me the opportunity to complete my internship in their organization.

I would like to express my gratitude to my supervisor Mr. Md. Sohel Islam, Senior Lecturer, School Of Business, for providing me detailed feedback and extreme support on this report. Without his immense contribution, it would not have been possible for me to conduct this research work.

I would like to render my special thanks to Mr. Rezaul khan, Floor Manager, unit-1, Customer Service. I would also like to thank Mr. Farhadul Islam, Manager, unit-1, customer service, for providing me full support during my internship

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OPERATIONAL DEFINITIONS:

Summaries of the operational definitions of the measured variables that are going to be used are listed below in table.

Operational definitions of constructs

Constructs	Operational definitions	Adopted from
Service quality	A function of the differences between expectations and performance along the quality dimensions.	Parasuraman, Zeithaml, & Berry (1985)
Reliability	Ability to perform the promised service dependably and accurately	Parasuraman, Zeithaml, & Berry (1988)
Responsiveness	Willingness to help customers and provide prompt service.	Parasuraman, Zeithaml, & Berry (1988)
Assurance	Knowledge and courtesy of employees and their ability to inspire trust and confidence.	Parasuraman, Zeithaml, & Berry (1988)
Empathy	Caring, individualized attention the firm provides its customers.	Parasuraman, Zeithaml, & Berry (1998)
Tangibles	Appearances of physical facilities, equipment, personnel, and communication materials.	Parasuraman, Zeithaml, & Berry (1998)

Executive Summary

The research intends to a comparative analysis of perceived service quality of Grameenphone, the leading GSM mobile telephony service provider in Bangladesh with other service providers in Bangladesh with other private telecommunication service providers in Bangladesh. It is a descriptive study in nature which identifies the difference among the study variables such reliability, responsiveness, assurance, empathy, and tangibles. The sample for this study was the subscribers of Grameenphone visiting the customer care. The researcher distributed 100 questionnaires among the respondents. Sufficient literature review and discussion suggest that the avenues service influence the perception that consumers have regarding a company's service. The literature review and the data for the study identifies the difference between the above mentioned study variables.

The recommendation of the study thus has been done to develop the overall service quality by considering the discussed dimensions to provide a long and sustainable positive customer experience.

An overview of Telecommunication sector in Bangladesh

In the 21st century Bangladesh has a well established telecommunication industry. Maximum part of the Bangladesh is now connected by telecommunication facilities. There is both land and telephony system is available most of the town area of districts is connected by land phone and in present time the remote places are also connected by the mobile telephony systems. Now there are five mobile operators serving beside the BTCL (Bangladesh Telecommunication Company limited).In the last five years the major development in the mobile telephony system occurred. In the Bangladeshi market there is both GSM and CDMA technology is available. At present there is only one operator have the CDMA technology and other four operators are using GSM technology

Grameenphone is the largest mobile telecommunications operator in Bangladesh by revenue and subscriber base. Grameenphone incorporated on October 10, 1996 as a private limited company and commenced services on March 26, 1997.Grameenphone converted to a public limited company on June 25, 2007. Grameenphone is 62.0% owned by Telenor Mobile Communications AS ("TMC") and its affiliates and 38.0% owned by Grameen Telecom ("GTC") and its affiliates. TMC is a wholly owned subsidiary of Telenor ASA ("Telenor"), a leading international telecommunications company based in Norway with an established track record of building and expanding businesses in multiple emerging and developed wireless markets.

Grameenphone built network on a nationwide basis. Grameenphone network presently covers almost the entire population with more than 13,000 base stations. located in about 7,200 sites in operation around the country. The network is also fully EDGE/GPRS enabled, allowing the customers to access high-speed internet from anywhere within its coverage area. GP is in touch with the subscribers round the year through various customer touch points such as 18 Grameenphone Centers (GPC) and 70 Grameenphone Center Franchises (GPCF) – a flagship sales and service point under one roof – especially designed to cater the needs of the subscribers. Moreover, GP has an extensive state-of-the-art distribution network and infrastructure with more than 120,000 retailers spread across the country with which more than 7 million subscribers interact for purchasing GP products every day. Our distribution strength is with 180,000 Point of

Sales (POS) is organized by around 97 distributors. Grameenphone have been a market leader in introducing new products and services in Bangladesh. Grameenphone is one of the first mobile phone operators to launch GSM service in Bangladesh. Grameenphone was the first operator to introduce the pre-paid mobile phone service in Bangladesh in September 1999. It offers the pre-paid subscription under the name Easy Prepaid which is currently called "smile prepaid". Besides smile, Grameenphone also offers a youth based mobile to mobile connectivity within Bangladesh named Djuice. Grameenphone also offers postpaid mobile service. Xplore Postpaid is the name of its post paid service Grameenphone also one of the first operators in Bangladesh to offer Grameenphones subscribers mobile to mobile service, EDGE, prepaid service, voice SMS. In January 2008, Grameenphone became the first mobile operator in Bangladesh to offer BlackBerry services. The Grameenphone has started their operation with GSM and till now and serving till now as the market leader of cellular communication in Bangladesh. Following the success of Grameenphone other three operators Banglalink, Robi and Airtel.

Banglalink is the second competitor in the GSM mobile telecommunication system. They had started their operation as Banglalink under the new management of Orascom telecom Bangladesh limited ("Banglalink") is fully owned by Orascom telecom holding s.a.e, Egypt, ("oth"); the ultimate parent company of the group is Vimpelcom, the 6th largest mobile phone operator in the world. Previously it was under the management of Sheba telecom private ltd. During that period the operator was known as Sheba World. Banglalink was acquired by Oth in 2004, and after a complete overhaul and the deployment of a new GSM network, its telecommunication services were re-launched under the brand name Banglalink. The share of Banglalink is in the industry is rapidly increasing because of amazing offers. Banglalink has the portfolio of strong products to capture market share. They have also prepaid and postpaid plans to cater different needs of the customers. Prepaid packages are Banglalink desh, desh ek rate ,desh ekrate darun , desh rangdhanu , desh 7 fnf, 1 second pulse. Banglalink Offers four post-paid packages those are post-paid, inspire, business, & sme .

The total number of mobile phone active subscribers in Bangladesh has reached 85.45 million at the end of December 2011.The Telenor Group owned Grameenphone is leading the mobile market with 36.49 million mobile users, while the second largest player is Banglalink with 23.75

million users. Robi Axiata has 16.13 million users. Airtel Bangladesh has 6.02 million users. Citycell and Teletalk have 1.82 million and 1.21 million users, respectively.

The Mobile Phone subscribers are shown below:

Operators	Active Subscribers
Grameen Phone Ltd. (GP)	36.493
Orascom Telecom Bangladesh Limited (Banglalink)	23.753
Robi Axiata Limited (Robi)	16.139
Airtel Bangladesh Limited (Airtel)	6.026
Pacific Bangladesh Telecom Limited (Citycell)	1.824
Teletalk Bangladesh Ltd. (Teletalk)	1.218
Total	85.455

Source: website of BTRC

*Subscribers in Millions

Robi is the follower of Grameenphone Having 16.139 million subscribers. Robi Axiata Limited is a joint venture company between Axiata Group Berhad, Malaysia and NTT DOCOMO INC, Japan. It was formerly known as Telekom Malaysia International (Bangladesh) which commenced operations in Bangladesh in 1997 with the brand name AKTEL. On 28th March 2010, the service name was rebranded as ‘Robi’ and the company came to be known as Robi Axiata Limited. The vision of Axiata Group is to monitor the needs and wants of the customer and to meet their needs and wants by the development of their services. So now a day they provide various kinds of services to fulfill the needs of their customers. Some of their services are robi club, robi shasroyee, robi shorol, robi nobanno, robi goti**,** professional package 1, professional package 2, and robi corporate. Among these are Robi club, Robi shasroyee, Robi shorol, Robi nobanno, Robi goti are the prepaid connections. Professional package 1, professional package 2, Robi corporate are the postpaid connections.

The one and only CDMA network operator in Bangladesh is the Citycell. Citycell is under the management of pacific Bangladesh telecom limited is Bangladesh's pioneering mobile telecommunication company. Citycell have started their first operation in Bangladesh with an intention to serve a limited selective market with CDMA technology. The company operates a 24 hour call center with over 600 well trained operators to respond to customer queries. Citycell's customer service is open 7 days a week to ensure customers can access Citycell at any convenient time. Citycell is focused on innovation and creating new ways for customers to stay in touch and to do business. Citycell's is offering a wide range of competitive mobile prepaid and postpaid packages as well as value added services such as Sms and information based services. Citycell also introduces CDMA 1X technology to provide innovative services and many more data based mobile features. The existing subscribers of Citycell are highly satisfied with the service of Citycell but yet they have moderately low market share because of the charters tics of their connection. They do not have any SIM so subscriber has to buy the offered handset only by Citycell. They have introduced RIM but still RIM compatible handsets are not available. So the modern and young subscribers who love to use the latest handset with new feature and design cannot take the Citycell connection. Citycell offers prepaid, postpaid and fixed phone plans. Since Citycell operates in CDMA, RIM's are usually sold with a phone mostly cheap Chinese sets produced by ZTE, Huawei, Samsung, Motorola and Alcatel.

Airtel Bangladesh Ltd. is a GSM-based cellular operator in Bangladesh. Airtel Bangladesh is the sixth mobile phone carrier that entered in the Bangladesh market, and launched commercial operations on May 10, 2007. Warid Telecom International LLC, an Abu Dhabi based consortium, sold a majority 70% stake in the company to India's Bharti Airtel Limited for US$300 million. On December 20, 2010, Warid Telecom was rebranded to Airtel. The Bangladesh Telecommunication Regulatory Commission approved the deal on Jan 4, 2010.

Airtel Bangladesh it has added 160 new towns to its network spread that penetrates to a total of 2,100 plus towns across the country and now has 2,220 telecom towers installed in the country. Airtel provides both post-paid and pre-paid connection plans. The post-paid plan is branded and marketed across the country under the name Airtel Postpaid, which means leader or royalty. The pre-paid segment is branded and marketed as Airtel Prepaid. The Airtel Prepaid category is divided into five segments: Adda, Golpo, Kotha, Foorti, and Dolbol**.** The Airtel Postpaid category

is divided into three segments: Airtel Exclusive, Airtel Classic, Airtel Advantage. As part of its expansion drive, the companies will set-up additional 600 service centers in Bangladesh by March 2012.The present number of Airtel Bangladesh service centers could not be ascertained at the time of filing the report. Airtel-Postpaid and Airtel Prepaid user enjoy various value added services(VAS), such as SMS, MMS, GPRS, 64K SIM, Dual SIM product, Corporate packages for product advertising via SMS, and a host of other features. However, International Roaming is available only to Airtel postpaid users.

There is an opportunity for other foreign telecommunication companies to enter in the Bangladesh telecommunication sector. Competition is getting harder and harder day by day because the operators are providing more network coverage and new offers. As the mass people of Bangladesh cannot effort the current call rate the industry size is not growing in the pace it should be.SIM tax remains the main hurdle to mobile industry growth, hindering further investment as well as the progress of the Government's much envisaged digitalization of Bangladesh to a great extent. People of Bangladesh needs reduced call rate rather than thousands of features because the basic need of mobile is to communicate. So for the operators the only way to gain the maximum market share is to reducing the call rate.

Adopted from:

www.grameenphone.com

www.robi.com

www.banglalinkgsm.com

www.citycell.com

www.airtel.com

1.0 Introduction

Service organization ranging from small business owners to large corporations existing throughout the business world are constantly seeking unique ways of differentiating their offerings. The willingness and ability of managers in service firms to respond to changes in the service economy will determine whether their own organizations survive and prosper. With so many changes occurring in the telecommunication service industry in Bangladesh, including an expansion and intensification of competition and increasing customer sensitivity, the issue of service quality has gained considerable notes.

During the service quality research, Parasuraman, Zeithaml, and Berry (1988) have reported that excellent service is a profitable strategy because it results in more new customers, more business with existing customers, and fewer lost customers. However, before service improvement programs are introduced, current service quality level needs to be addressed (Berry & Parasuraman, 1991).Moreover, insights about how to differentiate through improved service quality , that is to gain a competitive advantage, require comparing quality assessments to those of competitors (Parasuraman et al.,1988; Berry & Parasuraman,1991).such a comparison provides a strategic advantage by helping to establish priorities for service quality improvement as well as indentifying which service quality attributes to emphasize in differentiating the firm's service offer.

In today's telecommunication industry, service quality is likely to create the necessary competitive advantage by being an effective differentiating factor (Pierce, 1999). Delivering quality service is an essential ingredient for establishing and maintaining a loyal and profitable customer base (Bloemer, Ruyter, & Wetzels, 1999; Rust, Zahork, &Keiningham, 1995; Zeithaml, Berry & Parasuraman, 1996; Zeithaml 2000) and stock performance (Aaker & Jacobson, 1994). In the current study, the researcher intends to find out the service quality of Grameenphone; one of the leading telecommunication service providers in Bangladesh and then compare the service quality with other private telecommunication service providers by utilizing the SERVEQUAL model proposed by Parasuraman, Zeithaml, and Berry (1988).service quality is presented as a multi-dimensional construct which is measured by SERVEQUAL along the five key dimensions such as tangibles, reliability, responsiveness, assurance and empathy.

2.0 Statement of the Problem

The current study has intended to investigate the perceived service quality of Grameenphone considering key dimensions such as tangibles, reliability, responsiveness, assurance and empathy. The study has then intended to prepare comparative analysis of service quality of Grameenphone with other private telecommunication service providers. Therefore, the problem statement for the study is stated like as the current study has intended to identify the service quality of Grameenphone considering key dimensions such as tangibles, reliability, responsiveness, assurance, empathy and then compare the service quality with other private telecommunication service providers in Bangladesh.

3.0 Purpose of the Study

The major objective of the current study is to find out the perceptions of the customers of Grameenphone on service quality and perform a comparison with other private telecommunication service providers. The specific objectives of the study are given as follows:

- To present an overview of Grameenphone and its different products and services.
- To compare the perceived service quality of Grameenphone with other private telecommunication service providers in Bangladesh.
- To make recommendation on the basis of the research findings to improve the service quality of Grameenphone.

4.0 Limitations of the study

Following limitations were faced during the and data collection

a. There were some restrictions to have access to the information confidential by the concerned authority.
b. The studied telecommunication service providers have several customer service centers all over the country. For the comparative analysis, only the service centers of the five private telecommunication service providers that are located in Gulshan, Dhanmondi, Banani, and Mohakhali areas are selected to collect data for the research.
c. In the current study only the perceptions of the customers regarding the service quality is measured. The expectations of the customers regarding the five dimensions of service quality could be measured in such study to evaluate the gap score between perceptions and expectations.
d. Sufficient secondary information regarding customer service of the telecommunication service providers was not available as per requirement.

5.0 Review of Literature

5.1 Services

Services were defined as" those economic activities that typically produce an intangible product such as education, entertainment, food & lodging, transportation, insurance, trade, government, financial, real state, medical, repair and maintenance like occupations"(Heizer & Render, 1999). The complex nature of services (Arasli, 2002; Heizer & Render, 1999) results from their common characteristics, which are intangibility, perishability, high customer involvement, simultaneous production, consumption and homogeneity. Cowell (1984) noted that services are not possible to taste, feel, see, hear or smell before they are purchased.

5.2 Service quality

Quality service is the customer's subjective assessment that the service they are receiving is the service that they expect (Parasuraman, et al. 1985). Zeithaml (1987) defined that service quality is the consumer's judgment about an entity's overall excellence or superiority. It is a form of attitude and results from a comparison of expectations to perceptions of performance received. Service quality is "The delivery of excellent or superior service relative to customer expectations" (Zeithaml & Bitner, 1996) and occurs for most services during the interaction between a customer and a service provider (Zeithaml et al. 1988).Gitlow, Gitlow, Oppenheim and Oppenheim (1989) also stated that service quality is the extent to which the customers or users believe the services surpasses their needs and expectations.

Asubonteng, McCleary, and Swan (1996) defined service quality as the extent to which a service meets customer's needs or expectations. Service quality is a measure of how well the service level delivered matches customer expectations and delivering quality service means conforming to customer expectation on a consistent basis (Lewis & Boom, 1983) service quality has been also defined as the customers overall impression of the relative inferiority or superiority of the organization and services (Zeithaml et al.., 1990; Taylor & Baker, 1994)

Numerous researchers have been delineated service quality as forms of attitude –a long run overall evaluation, and the two constructs (service quality & attitude) are viewed as similar (Parasuraman, et al. 1988; , 1990; Bolton & Drew, 1991b; Cronin & Taylor, 1992). Allport (1985) defined attitude as "a learned predisposition to respond to an object in a consistently favorable or an unfavorable way." As perceived service quality portrays a general overall appraisal of service, i.e. a global value judgment on the superiority of overall satisfaction with the service, it is viewed as similar to attitude (Sureschchandar et al., 2003).

Service quality is a function of the differences between expectation and performance along the quality dimensions (Parasuraman, Zeithaml & Berry, 1985).service quality is also defined as a consumer attitude reflecting the perceived overall superiority and excellence in the process and outcome of a service provider (Parasuraman, et al. 1988). The consumers subjective evaluation of how well (or poorly) that actual performance compares to expected performance results in the perceived service quality (Woodruff, Cadotte, & Jenkins, 1983; Cronin & Taylor, 1992). In a recent study, Gronroos (2001) defined service quality as a mixture of three elements. These are the quality of the consumption process itself, the quality of the outcome of the process, and the image of the provider of the service.

5.3 Perceived service quality

In reviewing the literature, it seems that while quality is an important for attaining economic growth, a global definition doesn't exist. Depending upon context, the term has been varyingly defined as: value (Cronin & Taylor, 1992; Garvin, 1988); conformance to product and production to specifications (Levitt, 1972; Crosby, 1979); fitness for use (juran, 1992); meeting and exceeding customer expectations (Gronroos, 1990; Parasuraman, Zeithaml & Berry, 1985; Zeithaml , Berry & Parasuraman, 1990; Buzzell & Gale, 1987). However, with the mix of industries in advance economies changing rapidly in favor of service industries; this uncertainty needs attention (Rust, Zahorik, & Keiningham, 1995). Indeed there has been widespread movement away from the technical definitions of quality, to a service oriented definition of meeting and/or exceeding customer's expectations.

According to Juran (1985), quality is the performance which results in customer satisfaction and freedom from product deficiencies, which avoids customer product dissatisfaction. Quality is the extent to which the customer or users believe the product or service surpasses their needs and expectations (Gitlow, Gitlow, Oppenheim and Oppenheim 1989). Quality is the totality of features and characteristics of a product that bear on its ability to satisfy stated or implied needs. In another study, Deming (1986) states that good quality means a predictable degree of uniformity and dependability at a low cost with a quality suited to the market. Feigenbaum (1986) explained that quality is the total composite product and service characteristics of marketing, engineering, manufacture, and maintenance through which the product use will meet the expectations of the customer. Quality is also defined as the "cost to the producer and price to the customer" or as "meeting the customer's requirements in terms of quality, price, and availability". However, Imai (1986) states that quality is anything which can be improved. Quality is the degree or grade of excellence. Shewart (1981) defined quality as the positive attribute of conformance to specified standards.

5.4 Dimensions of Service Quality

Service quality involves and consists of some dimensions. It means that service quality can be measured by its dimensions.

5.4.1 Reliability

Reliability is defined as the ability to perform the promised service dependably and accurately (Parasuraman, et al. 1988). Reliability refers to an absence of errors, precision of filling, and precision in transactions. Gilbert, Churchill, and Paul (1999) added that customers want performance to be consistent and dependable.

Reliability involves consistency of performance and dependability. It means that the firm performs the service right first time. It also means that the firm honors its promises. Specifically it involves accuracy in billing, keeping records correctly, and performing the service at the designated time (Parasuraman, Zeithaml, & Berry 1985).

In terms of organizations, reliability is measured by efficiency, a high degree of service, customer satisfaction, and the quality of their public relation. Their approach and image facilitate effective communication with customers and employees, therefore people outside as well as within the service provider have confidence on each other. According to Dabholkar, Thorpe, and Rentz (1996), reliability means the extent to which the retail service provides what was promised when it was promised.

5.4.2 Responsiveness

According to Zeithaml et al. (1990), responsiveness refers to the motivation to help the customers and provide prompt service to them. Gilbert, Churchill, and Paul (1999) added that customer must see service provider as ready and willing to perform.

Responsiveness is defined as the willingness to help customers and provide prompt service (Parasuraman, et al. 1988). It concerns the willingness or readiness of employees to provide services.

According to Philip Kotler (1999); Bitner, M. j., and Zeithaml, V.A (2003) responsiveness is the willingness to help customers and provide prompt service. Gilbert A. Churchill, Jr. & J. Paul peter (1999) added that customer must see service provider as ready and willing to perform.

5.4.3 Assurance

Assurance refers to the friendliness and courtesy of employees-personalized attention to the customer and the ability of employees to inspire confidence. (Bahia & Nantel, 2000). Zeithaml et al. (1990) defined assurance as the awareness and good manners of the employees and their ability to convey trust and confidence to the customers. According to Kotler (1999); Bitner, and Zeithaml (2003), assurance means the knowledge and courtesy of employees and their ability to convey trust and confidence. Assurance involves trustworthiness, believability, and honesty. It involves having the customer’s best interest at heart.

5.4.4 Empathy

Empathy is defined as caring and individualized attention provided to customers (Parasuraman, et al. 1988).Empathy refers to politeness, respect, concern, and friendliness of contact persons including service desk employees, receptionist, call center operators, etc. According to Kotler (1999); Bitner, and Zeithaml (2003), empathy means the provision of caring, individualized attention to the customer.

5.4.5 Tangibles

Bitner, and Zeithaml (2003) stated that the appearance of physical facilities, equipment, and personal and communication material of an organization is the tangibles. Gilbert, Churchill, and Paul (1999) added that customer look for quality in the equipment facilities, and communication materials used to provide the service. Bahia & Nantel, (2000) stated that tangibles assessed the appearance and cleanliness of a service provider's physical facility. According to Parasuraman, et al. (1988) tangibles are the physical facilities, equipment, and appearance of personnel in services. It includes all the physical evidence of the service like the facilities, appearance of the employees, tools or equipment used to provide the service, physical representations of the services, and even other customers.

6.0 Research Methodology

6.1 Research design

The current study requires a descriptive study to fulfill the main purpose of the study. The main objective of the study to make a comparative analysis of service quality of different private telecommunication service providers, therefore descriptive research was undertaken to fulfill the main purpose of the study. The current study has compared the customers' perception of service quality of Grameenphone with the other private telecommunication service providers such as Banglalink, Robi, Airtel, & Citycell. The comparison was based on five key service quality dimensions such as reliability, responsiveness, assurance, empathy, and tangibles. Therefore the study is characterized as a descriptive study, which was administrated by collecting primary and secondary data.

Descriptive research has an important objective which gives description of something marketing characteristics of function and also description of phenomenon or characteristics associated with an object population. (Malhotra, 2001).

6.2 Sampling Method and Sample Size

For the current study, the customers of five different private telecommunication service providers such as Grameenphone, Banglalink, Robi, Airtel, & Citycell are considered as the sample for the study.

The researcher has utilized stratified random sampling to assemble the sample for this study. In some recent studies, researchers have also utilized this sampling method to make a comparative analysis on customers perception of service quality in the service sector (Cooper & Schindler, 1998; Sureschchandar, Rajendran, & Anantharaman, 2003). Moreover, researchers have also utilized this method to assemble the sample to measure service quality in the telecommunication industry (Wal, Pampallis, & Bond, 2002).

The stratification has done based on the five different private telecommunication service providers. From each of the service providers, about 20 customers have randomly selected and

thus the sample size for the current study is 100. Data have been collected using the "personal contact" approach, i.e. the respondents have been approached personally and given a brief explanation about the survey.

6.3 Survey instrument

In the current study the researcher has utilized a structured questionnaire to collect the data from the sample. The questionnaire used in this study is comprised of two parts. The first part contains questions about personal profiles of the respondents including age, occupation and types of connection they are using. Then the next and final part includes questions on perceptions of the respondents on five service quality dimensions. These dimensions are reliability, responsiveness, assurance, empathy, and tangibles. Structured questionnaire is utilized to complete the survey.

A seven point likert scale ranging from "strongly Disagree = 1" to "strongly agree = 7" was used to measure the 21 items of service quality dimensions. This 21- items SERVQUAL scale is developed by Parasuraman, Zeithaml, & Berry (1988). Since Parasuraman, et al. (1988) introduced the SERVQUAL instrument, many researchers have also used, extended and developed this scale to study service quality in different sectors of the service industry (Cronin & Taylor, 1992; Smith, 1995; Buttle, 1996; Fick & Ritchie, 1991; Babakus & Mangold, 1992; Coyle & Dale, 1993; Lam, Wong, & Yeung, 1997; Lim &Tang, 2000; Oldfield & Baron, 2000; Wal, Pampallis, & Bond, 2002; Johnson & Sirikit, 2002; Gounaris, Stathakopoulos, & Athanassopoulos, 2003)

SERVQUAL can serve as an effective diagnostic tool to guide management in its service quality improvement efforts by focusing attention in the areas that are most needful (Berry, Parasuraman, Zeithaml, & Adsit, 1994). Moreover, according to Parasuraman et al. (1988), a service quality measure like SERVQUAL could potentially be used as a tool for competitive analysis.

6.4 Period of survey

The survey period for the current study was April 2012

6.5 Data collection

6.5.1 Sources of data

The study was conducted on the basis of both primary and secondary sources of information.

6.5.2 Primary data

Primary data were collected through a structured questionnaire from the customers of Grameenphone, Banglalink, Robi, Airtel, & Citycell.

6.5.3 Secondary data

Different types of secondary data are included in this study. Sources of secondary information are given as follows

- Newsletters
- Annual reports
- Service provider projects profile
- Web pages

7.0 Data analysis procedure

This study is a comparative study that intended to compare the service quality of Grameenphone with other private telecommunication service providers. As a result, after collecting the data the researcher has used mean score for each of the five dimensions of the service quality measurement to make the comparison with other private telecommunication service providers. Earlier studies have also utilized the mean value to measure the service quality dimensions (Dotchin & Oakland, 1994, Allred & Addams, 2000; Cuthbert, 1996, Joseph & Stone, 2003). Microsoft Excel 2010 has been utilized to analyze the data for the current study.

8.0 Comparative Data Analysis and Interpretation

The SERVQUAL asks the respondents to indicate their “expectations” as well as their “perceptions” on core service quality attributes like reliability, responsiveness, assurance, empathy, and tangibles. According to Parasuraman, et al. (1988), a service quality measure could be used as a tool for competitive analysis.

The perceived service quality scores given by the customers of Grameenphone, Banglalink, Airtel, Robi, and Citycell are analyzed in the current study. By analyzing the mean value of the results, the researcher has intended to find the comparative result of the five studied private telecommunication service providers in Bangladesh. The customers were provided a structured questionnaire to give the score on the service quality dimensions for the five private telecommunication service providers. Then the mean score of the actual score was calculated for each of the service quality dimensions.

8.1 Comparison on Reliability dimensions

According to the SERVQUAL scale developed by Parasuraman, et al. (1988), the reliability dimension of service quality consists of five items. The following Table 2 shows the comparative result in the reliability dimension for Grameenphone, Robi, Banglalink, Airtel, and Citycell. In terms of scale item 1, the customers of Grameenphone have relatively high perception than the customers of other private telecommunication service providers as the service provider does the work within the promised time. Grameenphone receives a mean score of 5.45 in this aspect whereas Robi, Banglalink, Airtel, and Citycell obtain 4.25, 5.30, 3.6 and 3.5 respectively.

Grameenphone receives a mean score of 4.95 as the telecommunication service provider shows sincere interest to solve the problems of the customers than the other private than the other private telecommunication service providers do. During the observation period, it has been also identified that Grameenphone shows sincere interest to solve the problems of their customers. The customers of Grameenphone also perceive relatively higher in the aspect that the service provider performs the right service at first time basis. In this item, Grameenphone obtains mean

score of 5.00 in this item which is higher than the other four private telecommunication service providers.

Table 1: Perceived mean scores for Reliability Dimension

Service Quality items in Reliability Dimension	Grameen phone	Robi	Banglalink	Citycell	Airtel
1. When your telecommunication service Provider promises to do something by a certain time, it does so.	5.45	4.25	5.30	3.5	3.6
2. When you have a problem, your telecommunication service provider shows a sincere interest in solving your problem.	4.95	4.7	4.30	4.1	3.65
3. Your telecommunication service provider performs the right service at first time.	5.00	3.8	4.75	3.7	3.75
4. Your telecommunication service provider provides its services at the time it promises to do so.	5.15	4.1	5.15	3.6	3.35
5. Your telecommunication service provider keeps you informed about when services will be performed.	5.20	4.4	5.18	3.8	3.85

(n=100)

Grameenphone also receives a comparatively high mean score in the aspect of that the service provider keeps customers informed about when service will be performed. Thus, the mean score of Grameenphone for item 5 is 5.20, which is higher than all other studied telecommunication service providers. During the observation period, it has been also noticed that the customers receive a particular time frame from the service provider for any of the services. The service provider uses phone calls, SMS services, letter etc, to inform the customers about the time when the service will be performed.

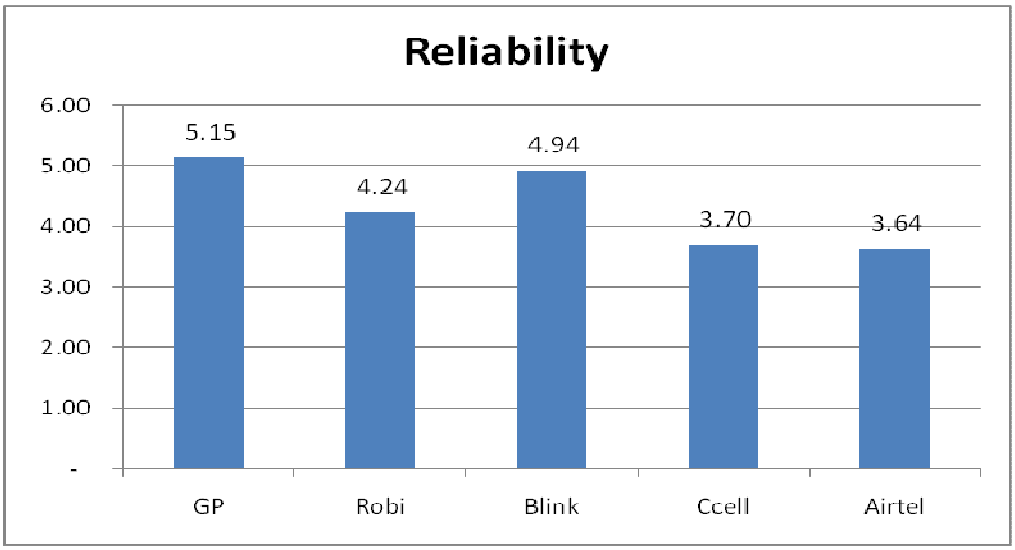


Figure 1: Overall mean scores for the Reliability Dimension.

From the above chart the figure shows that in current market scenario Grameenphone receives subscriber of the highest score in terms of reliability. The subscriber of Grameenphone still believes that it is quite reliable as a telecommunication service provider. But on the other hand it has been identified that Banglalink is relatively pacing ahead by disseminating the future plans to their customers and they perform it accordingly where it scored 5.30 and 5.18 accordingly.

The results derived from the mean scores of Citycell and Airtel shows its poor level of reliability among the user groups but partially appreciated for its enthusiasm to solve the problems from the customer complaints which is 4.1and 3.65, whereas GP, Robi, Banglalink, receives the mean scores of 4.95, 4.7,and 4.30 accordingly.

8.2 *Comparison on Responsiveness dimensions*

Responsiveness requires enthusiastic and capable employees and in this aspect, request must be handled promptly with a respectful and cheerful attitude. The responsiveness dimension consists of three items. The following Table 3 shows the comparative results in the

responsiveness dimensions for the telecommunication service providers. The consequence shows that Grameenphone receives comparatively low scores in two items of the dimensions.

Table 2: Perceived mean scores for the Responsiveness dimension

Service Quality items in Responsive Dimension	Grameen phone	Robi	Banglalink	Citycell	Airtel
6. The employees in your telecommunication service provider give you prompt service.	5.05	4.6	4.80	4.3	4.2
7. The employees in your telecommunication service provider always willing to help you.	4.75	4.9	4.60	3.8	3.8
8. The employees in your telecommunication service provider never too busy to respond your request.	4.85	3.8	5.00	2.9	4.2

(n=100)

The mean score of Grameenphone for scale item 6 is 5.05 which are higher than Robi, Airtel, Citycell and Banglalink in the aspect of prompt service provided by the respective service providers. Robi, Banglalink, And Airtel receive the mean scores of 4.60, 4.80, and 4.20 correspondingly in this item. However Citycell receives a mean score of 4.30 in item 6.

The customers of Robi perceive more about the willingness of the employees to help them than the customers of Grameenphone do perceive. Grameenphone receives a mean score of 4.75 in this particular item. For the item 8, Grameenphone receives a mean score of 4.85 whereas the mean score for Banglalink is 5.00. The employees of Robi are never too busy to respond customers' request. The customer care department and activation authorities should emphasize more on the responsiveness because if the subscriber find the employees late response to their problems it may make them dissatisfied.

Since a result, Grameenphone receives relative low score in two items of responsiveness dimension than the other studied private telecommunication service providers. The aspects like willingness to help customers and busy to response to customers request declining from its

satisfactory level. The customers of Grameenphone also reported that employees were not only unwilling to do what was required but also they were sometimes unfriendly, snobby, rude and pompous.

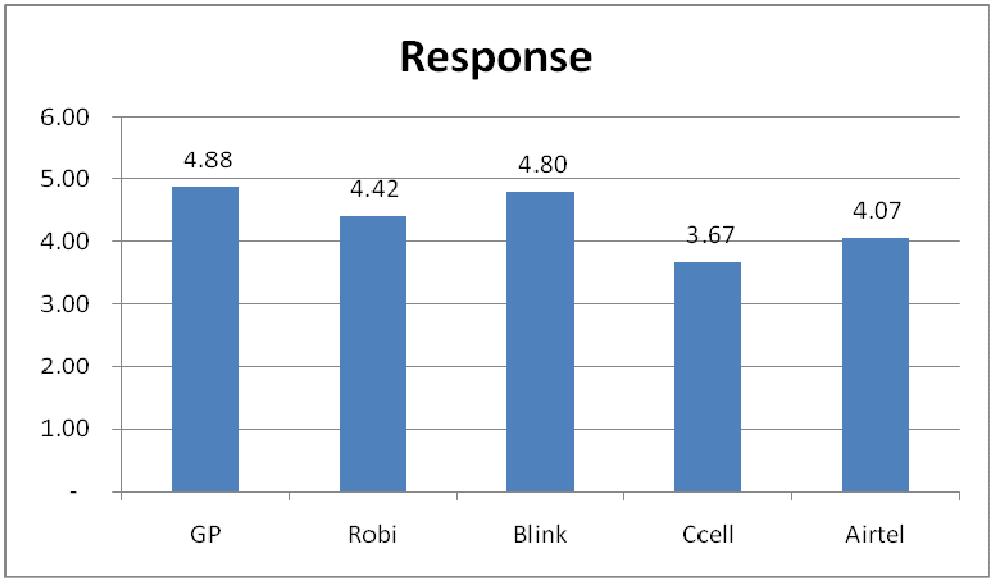


Figure 2: mean scores for the Responsiveness dimension

8.3 *Comparison on Assurance dimension*

Assurance need to be given some extra care because in telecommunication service, customers seek for confirmation that his/her transactions and problems are going to be performed confidently and safely. Assurance involved trustworthiness, believability, and honesty. It involves having customers' best interests at heart. In assurance dimension, customers were asked to give score about their perception on four scale items. The following Table 3 shows the comparative results in the assurance dimensions for the preferred telecommunication service providers.

The customers of Grameenphone perceive that the behavior of the employees does not inspire enough confidence in them. Thus, the mean score of Grameenphone for item 9 is 4.40, which is lower than all other telecommunication service providers except Citycell and Airtel. Robi and Banglalink received relative high score than Grameenphone in this item which are 4.75 and 4.70 accordingly. However, in terms of safe transactions, Grameenphone receives higher scores than

other telecommunication service providers. The customers of Grameenphone perceived that they feel safer while transacting with the service provider than that of other telecommunication service providers.

Table 3: perceived mean scores for the Assurance dimension

Service Quality items in Assurance Dimension	Grameen phone	Robi	Banglalink	Citycell	Airtel
9. The behavior of the employees of the telecommunication service provider inspires confidence in you.	4.40	4.75	4.70	3.1	3.9
10. You feel safe in your bill transaction with your telecommunication service provider.	5	4.1	4.65	3.55	3.8
11. The employees in your telecommunication service provider have the knowledge to right answer your question.	4.00	4.55	5.15	3.7	3.85
12. You receive a solution of your problem within a very short period of time.	4.50	4.7	4.15	3.7	3.6

(n=100)

In another item, it is found that the employees of Grameenphone are not knowledgeable to answer customers' questions. The customers perceive that the employees of Banglalink customer care are more knowledgeable (5.15) than that of Grameenphone (4). Again, Robi scores relatively higher which is 4.7 in problem solving lead time, where Citycell, and Airtel are step behind for a prompt action by scoring 3.70, and 3.6 accordingly.

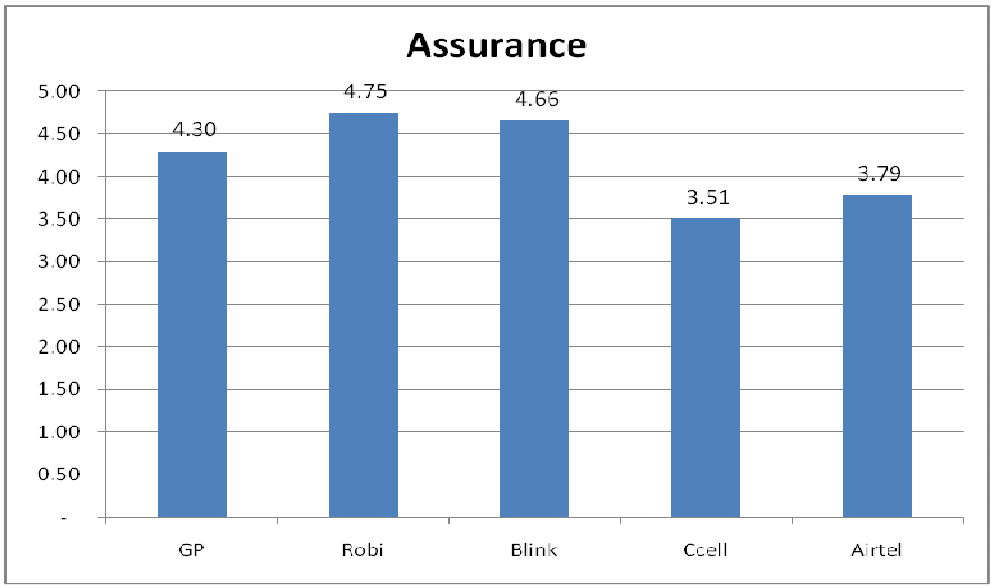


Figure 3: Overall mean scores for the Assurance dimension

8.4 Comparison on Empathy dimensions

The following Table 4 shows the customers perception on empathy dimension of service quality, which consists of four items. The comparative analysis evaluates that the customers of Grameenphone perceives high individual attention from their service provider. In this aspect, Grameenphone receives a mean score of 4.50 whereas Robi, Banglalink, Airtel and Citycell receive 4.01, 4.40, 4.10, and 3.70 respectively.

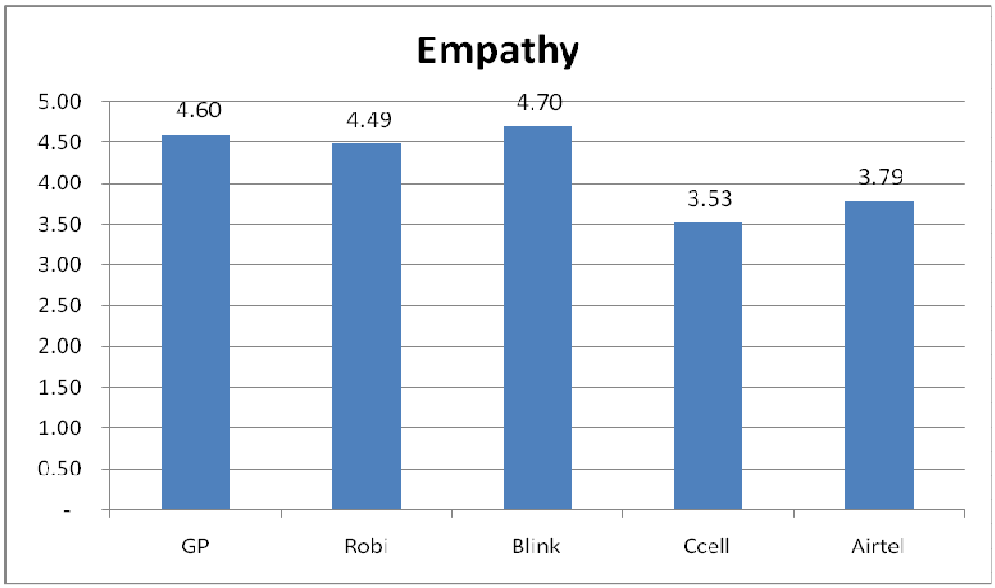


Figure 4: Overall mean scores for the Empathy dimension.

Citycell receives the lowest score in item 13 which is 3.50 in terms of employees' courteousness. Grameenphone again receives a mean score of 4.70, which is lower than Robi and Banglalink but higher than Airtel and Citycell. The customers of Grameenphone are not satisfied enough as they expect that as a leading telecommunication service provider the employees should be more courteous and friendly while providing the services.

The customer of Grameenphone also perceives more in the aspect that the service provider has their best interest at heart than the customers of other telecommunication service providers do. Grameenphone receives a mean score of 4.75 in this item. On the other hand, the mean score of Grameenphone for item 16 is 4.45 whereas Robi, Banglalink and Airtel receive mean scores of 4.30, 4.85 and 3.65 respectively. Grameenphone receives a relatively low mean score in case of employees understanding of customers' specific needs. Citycell stands behind in all aspects in these issues.

Table 4: perceived mean scores for the Empathy dimension

Service Quality items in Empathy Dimension	Grameen phone	Robi	Banglalink	Citycell	Airtel
13. The employees in your telecommunication service provider are courteous with you.	4.70	4.79	4.85	3.5	3.9
14. Your telecommunication service provider has employees who give you individual attention.	4.50	4.01	4.40	4.1	3.7
15. Your telecommunication service provider has your best interests at heart.	4.75	4.3	5.70	3.4	3.9
16. The employees in your telecommunication service provider understand your specific needs.	4.45	4.3	4.85	3.2	3.65

(n=100)

8.5 Comparison on Tangibles dimensions

The next table shows the comparative result in the tangibles dimension for the telecommunication service providers. The tangibles dimension of service quality consists of four items. Grameenphone receive relatively high score of 5.15, than the other service providers as the customers perceive that the service provider has modern-looking and hi-tech equipments. Robi, Banglalink, Airtel and Citycell receive mean scores of 4.90, 4.95, 3.95 and 3.20 respectively in this item.

The result also explains that the physical facilities of Grameenphone are more visually appealing than the other service providers. In this aspect, Grameenphone receives a mean score of 5.00, which is higher than the scores of the other service providers.

Table 5: Perceived mean scores for the Tangibles dimension

Service Quality items in Tangibles Dimension	Grameen phone	Robi	Banglalink	Citycell	Airtel
17. The telecommunication service provider has modern-looking premises and hi-tech equipments.	5.15	4.9	4.95	3.2	3.95
18. The telecommunication service provider's physical facilities are visually appealing.	5.00	4.4	4.35	3.9	3.65
19. The employees of the telecommunication service provider appear neat.	4.75	4.7	5.35	3.7	3.9
20. Materials associated with the service are visually appealing at the telecommunication service provider. (Signs, Banners).	5.45	4.8	5.05	4.4	3.9

(n=100)

The customers of Robi perceive less about the employees' appearance than the customers of Grameenphone do. in this aspect the, Grameenphone receives a mean score of 4.75 while robi receives 4.70.the customers of Grameenphone also perceive more that materials associated with the service are visually appealing at the service provider than the customers of the other telecommunication service providers do. In this aspect, Grameenphone receives a mean score of 5.45 whereas Robi, Banglalink, Citycell and Airtel receive 4.8, 5.05, 4.4 and 3.9 respectively.

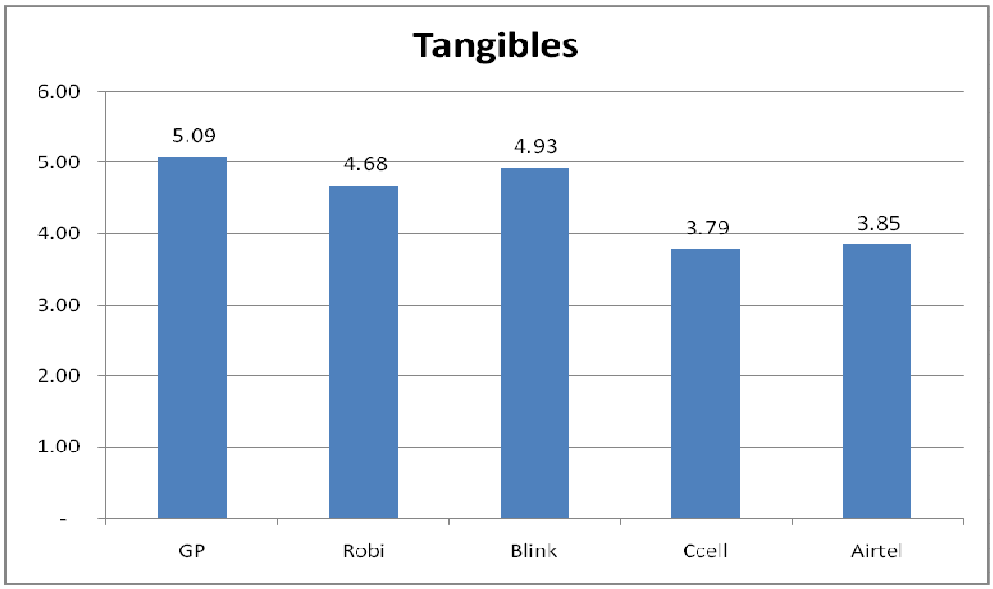


Figure 5: Overall mean scores for the Tangibles dimension

9.0 Final Evaluation On The Basis Of Grand Mean Scores

The following table represents the grand mean scores of Grameenphone, Robi, Banglalink, Citycell, and Airtel for the five service quality Dimensions. Zeithaml et al. (1990) defined reliability as the ability to perform the promised service dependably and accurately. The customers of Grameenphone think the service provider is highly reliable than the customers of other private telecommunication service providers do. In the reliability dimension Grameenphone obtains the highest grand mean score of 5.15 while in the same service quality dimension Robi, Banglalink, Citycell, and Airtel receive 4.24, 4.94, 3.71, and 3.64 respectively.

In the responsiveness dimension which refers to willingness of the employees to help customers and provide prompt service, Grameenphone obtains a moderate grand mean score of 4.88 in this dimension. Robi and Banglalink receive 4.42 and 4.80 respectively. This result evaluates that the customers of other operator are now getting adequate (GP as Benchmark) and prompt response from the employees. According to Parasuraman, Zeithaml, and berry (1988), assurance means that the knowledge and courtesy of employees and their ability to convey trust and confidence. In this dimension of service quality Grameenphone obtains a grand mean score

of 4.30 whereas Robi receives a grand mean score of 4.75, however, Banglalink, Citycell, and Airtel receive grand scores of 4.66, 3.51, and 3.79 in this dimension.

Table 6: Grand Mean quality scores of the telecommunication Service providers

Service Quality Dimensions	Grameen phone	Robi	Banglalink	Citycell	Airtel
Reliability	5.15	4.24	4.94	3.71	3.64
Responsiveness	4.88	4.42	4.80	3.67	4.67
Assurance	4.30	4.75	4.66	3.51	3.79
Empathy	4.60	4.49	4.70	3.53	3.78
Tangibles	5.09	4.68	4.93	3.79	3.85

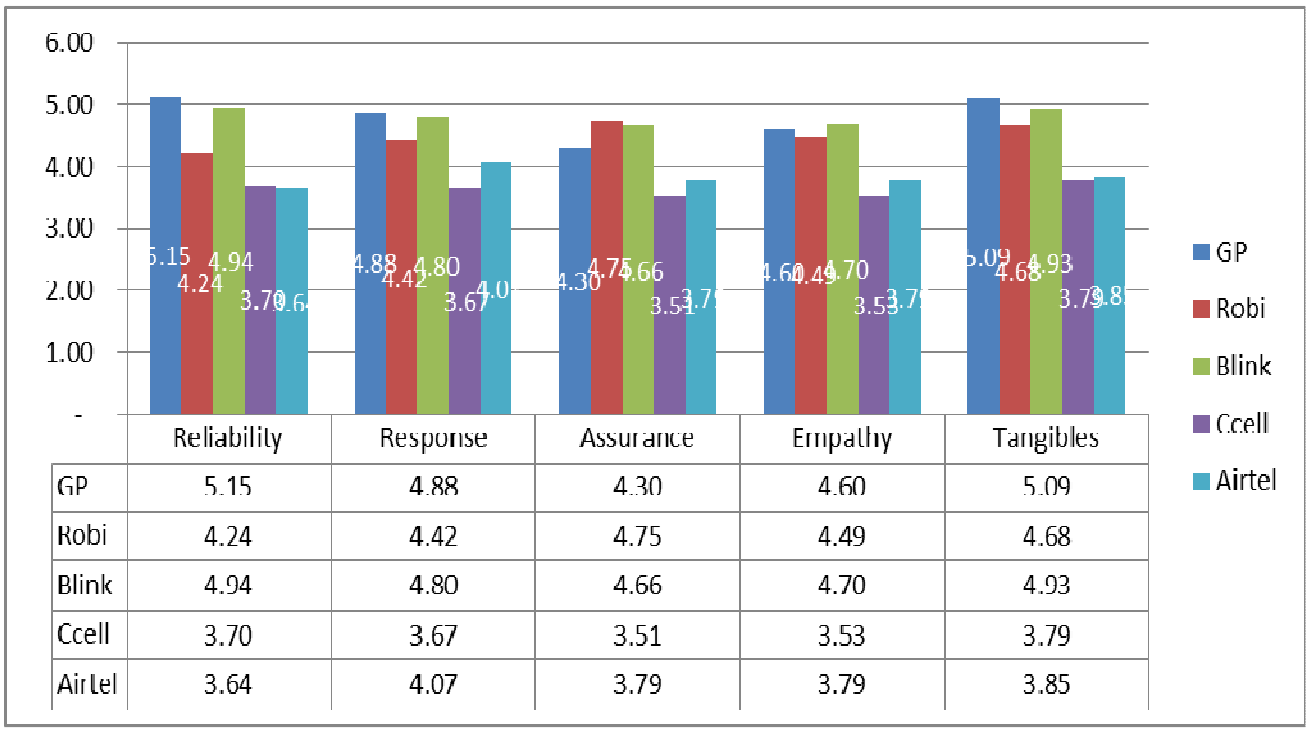
The next service quality dimension is empathy, which is defined as caring and individualized attention provided to customers (Parasuraman et al., 1988).In empathy Grameenphone obtains a grand mean score of 4.60 whereas Banglalink is slightly higher than that 4.70. According to Parasuraman et al. (1988), Tangibles refers to the appearance of physical facilities, equipment, personnel, and communication material of an organization. The customers of Grameenphone think that the service provider has adequate modern looking and hi-tech equipments and the physical facilities are visually appealing. Therefore, the Grameenphone obtains a grand mean score of 5.09 in tangibles dimension while in the same service quality dimension Robi, Banglalink, Citycell and Airtel receives 4.68, 4.93, 3.79 and 3.85 respectively.

9.1 *Overall positions of the service providers in the service quality dimensions*

According to the results of grand mean scores, Figure 1 represents the overall positions of the five private telecommunication service providers in five different service quality dimensions and which is prepared on the basis of customers' perceptions on the service quality dimensions.

Customers of Grameenphone have more positive perception on reliability, responsiveness, and tangibles dimensions than the customers of other telecommunication service providers have. The Figure 1 shows that Grameenphone is in the higher position in reliability, responsiveness, and tangibles dimensions than the other private telecommunication service providers.

Reliability involves consistency of performance and dependability. It means that Grameenphone performs the service right first time. It also means that Grameenphone honors its promises. Empathy refers to politeness, respect, consideration, and friendliness of contact personnel. The customers of Grameenphone perceive more about the employees' politeness and friendliness than the customers of other service providers perceive. Physical facilities, equipment, personnel, and communication material of Grameenphone are also satisfactory enough.



	Reliability	Response	Assurance	Empathy	Tangibles
GP	5.15	4.88	4.30	4.60	5.09
Robi	4.24	4.42	4.75	4.49	4.68
Blink	4.94	4.80	4.66	4.70	4.93
Ccell	3.70	3.67	3.51	3.53	3.79
Airtel	3.64	4.07	3.79	3.79	3.85

Figure 7: overall positions of the service providers in the service quality dimensions

However, in terms of responsiveness Grameenphone is in the first position while Banglalink is in extremely close position. This dimension is a major issue for Grameenphone because the competitors are heading with same scores. Again, in terms of the assurance dimension, Grameenphone is in the second position whereas Robi is in the first position. The behavior, courteousness, and knowledge of the employees are the key issue here and Grameenphone needs to improve in these items to compete with the other private telecommunication service providers.

10.0 Significance of the Study

The findings from the current study are significantly important. This may also be able to provide guidelines to the service provider to reshape their strategy in the competitive telecommunication industry. Findings from the analysis are given as follows:

10.1 Willingness to help, promptness, and courteousness of the employees

The current study identified that the service quality of Grameenphone not significantly competitive in all the five dimensions of the SERVQUAL scale developed by Parasuraman, Zeithaml & Berry (1988). Among the customers in regard to responsiveness and assurance the perceived service quality of Grameenphone is satisfactory enough. But the results shows that the customers of Robi and Banglalink perceive quality of service from their respective service providers that is competitive to Grameenphone. The result shows that Grameenphone receives comparatively low scores in many of the factors of these dimensions. It has been identified that courteousness, promptness and attitude of the employees toward their work are the critical issues and need to improve significantly to provide better quality service to the customers.

10.2 Inadequate systems to obtain data

The best judges weather service delivery actually is meeting or exceeding customer expectations are, of course, customers. Grameenphone is a service oriented service provider where customer satisfaction leads to profitability and long term benefits. Thus customer feedback

is a key issue to track down the service quality of the service provider. It has been identified that Grameenphone doesn't have adequate systems to keep the records of customer feedback on service quality. The customer data, their complaints and also equipments are not gathered by the service provider effectively and regularly.

10.3 Scope for service quality improvement

In the current research, it is clearly found that there are scopes to improve the service quality of Grameenphone in all the dimensions. Figure 1 shows that Grameenphone doesn't reach to a significant level in any of the service quality dimensions than the other private telecommunication service providers.

10.4 Lack of understanding specific needs

From the survey result and observation it has been identified that Grameenphone doesn't have effective workforce who give individual attention to the customers and able to understand specific needs of them. This often compels the customers to compare the service provider with the other private telecommunication service providers, which is not a good indication for the reputation of the service provider. The regular customers ask for more individualize service especially quick and accurate service from Grameenphone.

10.5 Lack of good cooperation

Lack of good cooperation is identified among the work procedures and among the employees of the service provider which results in lengthiness and ineffective service. The employees of the customer service department did not seem to work as team to provide effective and efficient service to the customers.

11.0 Recommendations

- As a result of the intangible and interactive nature of services, customers often rely of the behavior of service employees when judging the quality of a service. Consequently, the employees' level of social skills and technical skills are considered as important factors for service firms' economic success. One of the major findings of the current study states that there are lack of willingness to help, lack of promptness, and lack of courteousness of the employees of Grameenphone. Therefore, the concern authority must be aware and monitor about an employee's individual skills; his or her motivation to serve customers; and his or her self perceived decision making authority.
- To understand customers' views of service quality sufficiently, Grameenphone must understand their service at a much finer level of detail. A simple method to measure customer reaction to ask selected customers to audit actual service delivery. Auditing systems include comments or rating cards available at service-delivery points, postcard style questionnaires mailed to recent customers, and routine telephone research. Service delivery personnel may ask for comments and ratings to the customers and then record them in front of customers. Regardless of the form of the data, customer satisfaction tracking systems should tabulate the information quickly and distribute it to the employees responsible for the service being measured.
- Customer complaints provide valuable information regarding service quality problems. A problem resolution situation should be viewed as an opportunity to learn how to improve service. The greatest risk is that customers will not bother to complain but will simply generate negative word-of-mouth advertising and take their business elsewhere. Grameenphone should take necessary steps to welcome complaints and make it easy for customers to complain. Once a complaint is lodged, fast response is the key. This can be achieved by tracking complaints by type (e.g. poor employee attitude, slow service), by frequency, and by department. Customers should not have to wait weeks to get an answer or to get a problem resolved.
- Customer compliments provide an opportunity to increase employee motivation and improve service quality. Verbal compliments should be recorded and the written comments should and the written comments should be passed on to all employees who contributed to the service complimented and to their immediate supervisors.

- Grameenphone is one of the leading private telecommunication service providers in Bangladesh. The customers of Grameenphone thus expect prompt and accurate service from the service centers. In this circumstance, teamwork is essential for delivering quality service. The demanding and repulsive behavior of the customers is often demoralizing for the front-line employees. The concerned authority should encourage employees to share success and frustrations with their colleagues.
- To understand the specific needs of the customers, the employees of Grameenphone require adequate training on customer orientation. As a telecommunication service provider, there is a define need of customer oriented culture within the organization. In order to adopt a customer oriented-culture Grameenphone must develop customer –oriented values and behavior at all levels of the organization structure.
- As customer contact employees play an important role in affecting customers' perception of service, managers need to ensure that all tangible attributes related to employees performance create a desirable impact on guest perception of quality and value for money. This is important as customers continue to seek tangible cues as a means to describe the service encounter.
- Finally the recruitment policy of Grameenphone should be more efficient while hiring the personals for customer service and arrange high end training for them. Appropriate tests should be held to judge the knowledge, competency, and social skills of the applicants, as because understanding the customers form multidimensional approaches is a challenging task.

12.0 Conclusion

In the context of service oriented organization responsiveness, assurance, reliability, empathy, and tangibles have great importance in the service marketing to ensure the customer loyalty and satisfaction.

I strongly believe this research is the pure reflection of the service quality of Grameenphone and other private telecommunication service provider in Bangladesh. It is the indication of which sectors of the service quality Grameenphone should put more emphasis. Grameenphone can use this research as a parameter to measure customer satisfaction and it can be used to mark out the major critical flaws of the service. It will give Grameenphone the right direction to find out the million dollar question “what is the crap for the organization in terms of giving quality customer service? And what should be the best action plan to Bust and mitigate those craps”. As a market leader Grameenphone should fill up the gaps of the service quality attributes in order to retain its position and to stay competitive in the market. If we look to the trend of the industries service quality score, it is visible that there is little gap exist between other operators service quality scores with Grameenphones service quality scores. Other service provider organizations are trying heart and soul to copy Grameenphones strategy to gain Excellency in this field of service quality. If we take a look in the overall service quality dimension of all operator in this industry it can be seen that there is very close completion exist in the reliability, responsiveness & tangibles dimension. Though grameenphone scores high among the all operators in this dimensions but the gap is very close with Banglalink & Robi. On the other hand Grameenphone is lagging behind in Assurance & Empathy dimension where Banglalink & robi has been taken the lead. To stay more competitive and holds its position as a market leader Grameenphone must focus to improve in the Assurance and Empathy dimension to take the lead. On the other hand Grameenphone should focus on the core service delivery process like positive employee mindset to serve the customer, Handle customer complaints with empathy, after receiving complaints concern should take prompt action and prompt feedback should be give on time. Therefore, from this study Grameenphone can get the indications on which of the issues they have to pay more attention to hold the market share, to raise it and to increase the usages as because customer service is the key driving factors. Finally this research will encourage further study and useful guidelines for these types of researches.

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Appendix-1
Survey Questionnaire

DEAR SIR/MADAM

I need your valuable opinion for my internship research project that I am currently doing in Grameenphone Limited. It will be an immense help if you take the time to fill in this questionnaire. This study will be used to improve the service quality of Grameenphone Limited and my academic purposes. I thank you in advance for your kind co-operation.

General Information

Name: _____ Age: _____.

Address: _____.

Occupation: _____.

Contact number: _____ Email: _____.

Type of connection currently holding: _____.

(PLEASE CIRCLE THE NUMBER OF YOUR PREFERRED ANSWER)

Perception Statements in the Reliability Dimension

	Strongly Disagree						**Strongly Agree**
1. When your telecommunication service Provider promises to do something by a certain time, it does so.	1	2	3	4	5	6	7
2. When you have a problem, your telecommunication service provider shows a sincere interest in solving your problem.	1	2	3	4	5	6	7
3. Your telecommunication service provider performs the right service at first time.	1	2	3	4	5	6	7
4. Your telecommunication service provider provides its services at the time it promises to do so.	1	2	3	4	5	6	7
5. Your telecommunication service provider keeps you informed about when services will be performed.	1	2	3	4	5	6	7

Statements in the responsiveness Dimension

	Strongly Disagree						Strongly Agree
6. The employees in your telecommunication service provider give you prompt service.	1	2	3	4	5	6	7
7. The employees in your telecommunication service provider always willing to help you.	1	2	3	4	5	6	7
8. The employees in your telecommunication service provider never too busy to respond your request.	1	2	3	4	5	6	7
Statements in the Assurance Dimension							
9. The behavior of the employees of the telecommunication service provider inspires confidence in you.	1	2	3	4	5	6	7
10. You feel safe in your bill transaction with your telecommunication service provider.	1	2	3	4	5	6	7
11. The employees in your telecommunication service provider have the knowledge to right answer your question.	1	2	3	4	5	6	7
12. You receive a solution of your problem within a very short period of time.	1	2	3	4	5	6	7
Statements in the Empathy Dimension							
13. The employees in your telecommunication service provider are courteous with you.	1	2	3	4	5	6	7
14. Your telecommunication service provider has employees who give you individual attention.	1	2	3	4	5	6	7
15. Your telecommunication service provider has your best interests at heart.	1	2	3	4	5	6	7
16. The employees in your telecommunication service provider understand your specific needs.	1	2	3	4	5	6	7

Statements in the Tangibles Dimension

	Strongly Disagree						Strongly Agree
17. The telecommunication service provider has modern-looking premises and hi-tech equipments.	1	2	3	4	5	6	7
18. The telecommunication service provider's physical facilities are visually appealing.	1	2	3	4	5	6	7
19. The employees of the telecommunication service provider appear neat.	1	2	3	4	5	6	7
20. Materials associated with the service are visually appealing at the telecommunication service provider.(signs, Banners).	1	2	3	4	5	6	7