



WOLKITE UNIVERSITY COLLEGE OF BUSSINES AND ECONOMICS
DEPARTMENT OF MANAGEMENT

THE EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT ON
CUSTOMER SATISFACTION IN THE CASE OF ETHIO TELECOM ,
BUTAJIRA BRANCH

A RESEARCH PAPER SUBMITTED TO DEPARTMENT OF MANAGEMENT AS A
PARTIAL FULFILLMENT FOR THE BACHELOR OF
ART DEGREE IN MANAGEMENT

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ID NO: 1154/14

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Acronyms

ET	Ethio Telecom
CS.....	Customer Satisfaction
CSR.....	Customer Relationship Management
RM.....	Relationship Management

ABSTARCT

The main objective of these study was to investigate the effect of customer relationship management on customer satisfaction in case of Ethio Telecom company in , Butajira.

A good CRM (customer relationship management) helps the company to create , expand and maintain a good relationship with the customer which helps the company to enhance the customer satisfaction level and convert this opportunity to revenue.

Measuring customer satisfaction is an efficient method for evaluating organizational performance of firms, especially in today's competitive environment. where the industry is developing rapidly and the customer satisfaction and its antecedents have an importance for the most of the companies, it becomes crucial to explore the factors influencing customer satisfaction in the industrial sector . In this effort , different customer relationship management analysis and customer satisfaction analysis method will be used.

This study shows that customer relationship management has significant effect on customer satisfaction . Quantitative approach of study will be used to address the specific objective of the study. Structured questionnaires will be used to collect primary data from the targeted sample respondents. The study will be conducted a descriptive research design and a random sampling technique will be applied. Finally based on presented and analyzed data , findings and recommendations will be forwarded to the company or the concerned management group for their considerations and implementation of necessary measures.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Changes in an increasingly fast business world require companies to respond strategically to changes that occur. However, now a day, the main problem is how companies can attract customers and keep them in order to survive and grow in ever-changing business environment. To win customers and encourage them to stay loyal or repurchase the service, most companies have resorted to meeting and satisfying customer needs proactively and also interested in finding new means to satisfy their customers (Winer, 2011). Most companies are aiming for good customer relationship which means better service to the customer thereby preventing the customer from being promiscuous.

CRM is the process of identifying customers, creating knowledge, building customer relationships, and shaping customer perceptions of the organization and its solutions (Kotler & Keller, 2007). It is the process of managing detailed information about each customer and carefully managing all the "touch points" of customers in order to maximize their loyalty. Luke (2011) said that the success of CRM is determined by four main factors: technology, people, process, and knowledge and insight. CRM practices are the values and strategies or relationship marketing with particular emphasis on customer relationships turned into practical application - satisfying customers ultimately.

Customer satisfaction conceptually has been defined as feeling of the post utilization that the consumers experience from their purchase. Opposite to cognitive focus of perceptions, it is deemed as affective response to a products or services. A consumer is deemed to be satisfied upon the experience weighted sum total produce a feeling of enjoyment when compared with the expectation (Choi & Chu, 2013).

Customer requirements for quality products and service in service industry have become increasingly evident to professionals. Customer relationships are a strategic asset of the organization and customer satisfaction is the starting point to define business objectives (Yen & Su, 2014). In this context, positive relationships can create customer's higher commitment and increase their return rate. Long-term and reciprocally advantageous relationships between

customers and the telecom service providers is becoming progressively important as highly positive relation between subscriber's overall satisfaction levels and the probability of their demand to further services(Choi & Chu, 2011). In this regard, telecom service providers are increasing their investments to improve service quality and the perceived value for subscribers so as to achieve better customer satisfaction, thus, resulting in better relationships with each customer (Jones, 2007). Nevertheless, marketers' responses to CRM implementation appear to have neglected customers' opinion in relation to understanding consumer attitudes, even as an indirect target audience.

Some of these empirical works have focused on CRM strategy and its outcomes such as the causal relationships between CRM strategy and organizational performance and focused more of in relation to business to business (B2B) customer's loyalty .

Ethio Telecom is mainly a telecommunication service provider in the country. It has got its current status since 2010 as a part of the first Growth & Transformation Policy (GTP) following the federal government's pronouncement to focus on improving telecom services, taking them as key to national development. According to Frehiwot , CEO of Ethio telecom, the new acquisition is expected to enable the company to crowd but the fear of customer's switch-over to the new companies has become still a straining bottleneck.

In Ethiopian context, one of the pioneer companies that implement CRM practice is Ethio Telecom. It seeks to increase its service quality through offering telecom and information technology products so as to exceed the expectation of its existing and potential customers. However, though the company has already been participating in CRM initiatives for a while, the information provided for the consumer about their involvement is limited or non-existent. This action-theory gap leads to missing the opportunity to assist the consumer to think clearly or abstractly about the extent to which the company has built and manage the customer relationship with its customers (Dawit).

It worth to conduct a study to examine customer's perception towards CRM practices and its effect on customer satisfaction so as to address this concern. Specifically, the study was , conducted in Ethio Telecom by assessing the tele service subscribers' attitude towards its CRM practices and their satisfaction. The study regards the customer as a major factor to consider for effectiveness of the CRM implementation of Ethio Telecom. The study would provide insight to customers' evaluation of CRM and examines the relation between CRM and its outcome on customer satisfaction.

1.2 Statement of the problem

Customer satisfaction is an important target of marketing strategies and achieving it through quality service is a condition that is expected by service provider companies. To maximize profitability and assure sustainability in the market, firms are increasingly adopting more customer-driven initiatives that seeks to understand, attract and satisfy to retain and build long term relationship with profitable customers (Kotler, 2012). For the fact that the cost of reaching new customers is much greater than maintaining existing ones. Among the various efforts are made by business companies to achieve these goals to build competitive advantage, CRM is an effective and important tool that companies can use to gain a strategic advantage and sustainability. Thus, firms need better understanding of their customers.

CRM practices help organizations to work smarter by optimizing services to the customers for exceeding their expectation results in maximizing their revenue (Zelalem, 2018). Companies try to use unique strategies to exceed the expectation of their current customers instead of customer acquisition which needs more investments. To reach this purpose new and different tools and mindset are required. Also considering human and organizational resources as much as technological capabilities is necessary to manage good relation with the customers (Keramati, 2008).

Nevertheless, marketers' responses to CRM implementation appear to have neglected customers' opinion in relation to understanding consumer attitudes, even as an indirect target audience. Kim, Park, Dubinsky(2012) argue that to date there remains a lack of attention regarding the customer's point of versus CRM activities of firms. Although extant literature does provide helpful insight into the company's point of view, researchers have shown little concern regarding customers' attitude toward CRM activities (Kim, 2012). For those companies already participating in CRM initiatives, the information provided for the consumer about their involvement may be limited or non-existent, missing the opportunity to assist the consumer to think clearly or abstractly about the extent relationship they make with their suppliers.

Many businesses such as telecoms and other service providers realized the importance of CRM and its potential to help them acquire new customer, retain existing ones and maximize their lifetime value. In realization of this fact the companies deployed CRM besides serving their customers with range of services, to create lifetime value for customers, enhance customer relationship quality, and retain their existing customers and becoming more customer-focused. Despite the fact that CRM has emerged as a major business strategy, little research has been conducted to evaluate its effectiveness (Kim, 2003) and effect on customer satisfaction.

In Ethiopian telecom industry , Ethio Telecom has implemented CRM strategies to enhance customer satisfaction to retain and make them loyal in the long run. Some of the practices include improving network coverage and quality, creating more superior customer value, enhancing customer relational experience and the introduction of loyalty programs (Frehiwot, 2019). However, on the ground, Ethio Telecom couldn't be separated from problems related to customer satisfaction. The increase in the number of customer complaints indicates the increasing number of customers who are not satisfied with the product, service and lack of clarity of employees in conveying information to customers. Ethio Telecom should take competitive advantage in improving customer satisfaction that will ultimately increase loyalty and keep trying to minimize the weaknesses that cannot be utilized by new entrant competitors. Most of the studies done on CRM in Ethiopia are from service provider perspective. Some of these empirical works have focused on CRM strategy and its outcomes such as the causal relationships between CRM strategy and customer loyalty and company performance (Mastewal ; Dawit, 2016). Despite the importance of input from these studies, surprisingly overlooked area in CRM research has been the customer (Kim, 2012). In fact, according to Padmavathy and Sivakumar (2012) only few studies have investigated and measured CRM effectiveness from customer perspective. It is essential to know for firms how effective their CRM activity perceived by customers and its effect on customer satisfaction. Thus, the aim of this study was to investigate the effect of customer satisfaction in the case of Ethio Telecom in , Butajira. The output of this study is believed to fill the action-theory and methodological gaps through investigating the effect of CRM on customer satisfaction . Understanding of the customer's expectation in regards to company's relationship management practices and investing on its improvement would bring more customer satisfaction that leads to loyalty in the long run.

1.3 Research Question

The main research question is what will be the effect of customer relationship management on customer satisfaction in the case of Ethio Telecom ? Specifically, in the context of Ethio Telecom customers in Butajira:

1. What is the effect of Ethio Telecom's network coverage and quality on customer satisfaction?
2. What is the effect of Ethio Telecom's relational experience on customer satisfaction?
3. What is the effect of Ethio Telecom's loyalty program on customer satisfaction?

1.4 Objective of the study

1.4.1. General Objective

The main objective of this study will be to evaluate the effect of customer relationship management practices on customer satisfaction in the case of Ethio Telecom in Butajira.

1.4.2. Specific Objectives

1. To investigate the effect of network coverage and quality dimension on customer satisfaction.
2. To analyze the effect of relational experience dimension on customer satisfaction.
3. To investigate the effect of loyalty program dimension on customer satisfaction.

1.5 Significance of the study

The outcome that drawn from this study provides some empirical support for the effect of CRM practices on customer satisfaction in the Ethio Telecom service industry.

The information derived from this study guide managers in designing workable CRM practices in order to create and deliver customer value, thereby achieving customer satisfaction and customer retention.

Business students will benefit from this research as a source of literature in the customer relationship management practices. The students will also gain new knowledge and insight on the importance of customer relationship management practices and customer satisfaction.

Furthermore, the study will serve as a spring board for further research in this specific area. It will contribute in providing a ground for future research area to investigate customers' view of CRM implementation activities in large scale and in different industry as well.

1.6 Scope of the study

It is known that ethio telecom as a company provides various services and operates throughout the country. The scope, coverage area of study, will focus on assessing effect of customer relationship management practice on customer satisfaction in case of customers of Ethio Telecom in Butajira. Thus, geographically the scope was limited for the fact that it is economical and representative of the targeted study population.

Conceptually, the study will also focus on CRM theories in relation to customer satisfaction.

1.7 Limitation

The study has some limitations, some of them are,

- Large number of customers and there are different customer segmentation.
- Lack of cooperation of the respondents to feel the questionnaire.
- Unavailability of adequate and reliable material and information for reference purpose.
- Shortage of time and lack of financial are major constraints.

1.8 Organization of the study

This study is organized into five main chapters. Introduction part of the study, covering study background, problem statement, the research goals, hypotheses, scope and purpose of the study is stated in the first chapter. The second chapter deals with the review of the related literature. It involves theory, conceptual and analytical discussions leading to the identification and conceptual framework for addressing the identified research gap. The third chapter is all about research design along with its approach, study population, methods of sampling, sample size, data collection tools, data analysis, and presentation methods. Chapter four, finally, displays demographic features, results of the findings, and their specific interpretations. A review of the key findings summary, conclusion and recommendations are depicted in the last chapter.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

2.1 Theoretical Review

2.1.1. Concept of Customer Relationship Management

CRM practices is defined as, “systems that focuses on managing the relationship between a company and its current and prospective customer base, as a key to success. It further, means developing a comprehensive picture of customer needs, expectations and behaviors and managing those factors to affect business performance. CRM activities help in building long lasting relationships and these relationships give company’ joy of retained customers. Relationship marketing is a way to obtain trust and satisfaction, which in turn ensures sustainable success of an organization.

CRM practices have attracted the attention of both marketing practitioners and researchers over the last decade. A CRM practice is the values and strategies or relationship marketing with particular emphasis on customer relationships turned into practical application. CRM practices are a strategy view of how to handle customer relationship from a company perspective. “The strategy deals with how to establish developed and increase customer relation from profitability perspective, based upon the individual customer needs and potentials.

The basic underlying CRM practice is that the basis of all marketing and management activities should be the establishment of mutually beneficial partnership relation with customers and other partners in order to become successful and profitable” (Ghavami, 2006). “A CRM practice is the integration of customer focuses in marketing, sales, logistics, accounting i.e, in all parts of the organization operation and structure.

Most marketers view the concept of customer relationship management in a broader sense. Customer relationship management is the overall process of building and maintaining profitable customer relationships by delivering

superior customer value and satisfaction. It deals with all aspects of acquiring, keeping, and growing customers (Kotler & Armstrong, 2012).

Hence, CRM tools are activities by business organizations to manage customer interactions across channels and department, including marketing, sales, customer service and technical support (Chaney, 2013). Customers buy from the firm that offers the highest customer perceived value, the customer evaluation of the difference between all the benefits and all the costs of market offering relative to those of competing offers.

Importantly, customers often do not judge values and costs “accurately” or “objectively.”

Though the competitive advantage for any enterprise can be gained only by leveraging knowledge of customers’ expectations, preferences and behavior which involve creating an ongoing dialog with customers and exploiting the information and insight obtained at all customers touch points as argued by Payne (2005). Kotler & Armstrong (2012) indicated that mostly companies try to increase customer satisfaction by lowering price or increasing the service which results in lower profit. The philosophical rationale behind the importance of and the need for CRM lies in the importance of cooperative and collaborative relationship between buyers and sellers (Akroush, 2011).

2.1.2. Dimensions of Customer Relationship Management

CRM practices can best be described as an evolution of marketing from product or brand management to customer management (Peelen 2006). Successful companies will use customer information to build relationships on the levels that customers want them and by organizing the information about each customer a singular view can be made of each client throughout the company no matter how many customers they have.

2.1.2.1. Network coverage and Quality

Provision of a reliable service which can satisfy customers, is critical for retaining customers and a tool to protect organizations from customer churn . The relationship between service quality and customer satisfaction is somewhat reciprocal , which based on different thoughts , one considers a satisfied customer perceived high about service quality (Brown ,2001) and the other argue that service quality leads to customer satisfaction (Antreas, 2003). Nevertheless both thoughts agree that there is a strong correlation between customer satisfaction and service quality. Availability, reliability and stability of the network are key in customer satisfaction. Equally, the extent of signal coverage is an important determinant in customer loyalty. With the onset of money transfer services, real time delivery of transactional messages is now

essential. To this extent, measurement of customer satisfaction in relation to network performance is important.

2.1.2.2 Perceived Value

Perceived value has its root in equity theory, which considers the ratio of the consumer's outcome/input to that of the service provider's outcome/input. The equity concept refers to customer evaluation of what is fair, right, or deserved for the perceived cost of the offering. Perceived costs include monetary payments and non-monetary sacrifices such as time consumption, energy consumption, and stress experienced by consumers. In turn, customer-perceived value results from an evaluation of the relative rewards and sacrifices associated with the offering.

Customers are inclined to feel equitably treated if they perceive that the ratio of their outcome to inputs is comparable to the ratio of outcome to inputs experienced by the company (Oliver, 1988). And customers often measure a company's ratio of outcome to inputs by making comparisons with its competitors' offerings. Customer value is "the fundamental basis for all marketing activity" And high value is one primary motivation for customer patronage.

2.1.2.3. Customer Relational Experience

Customer satisfaction is based on experiences in the interpretation of the exchange relationship in the marketplace. The ongoing buyer seller relationships take many different forms. The buyer's perception of the effectiveness of the exchange relationship is a significant mobility barrier and potential competitive advantage for the seller that insulates from price competition.

Relationship Quality emerged from the field of Relationship Marketing (RM). Due to the importance of relationship marketing in today's businesses, relationship quality is essential for assessment of relationship strength and the satisfied degree of customer needs and expectations. Successful exchange events can finally lead to an enduring buyer-seller relationship if they are properly treated from both a buyer and a seller's perspectives (Crosby, 1990).

2.1.2.4. Loyalty Programs

Loyalty programs have long been an important element of customer relationship management for firms. Information technology that enables firms to practice individual level marketing has facilitated the spread of loyalty programs into such diverse industries as gaming, financial services, and

retailing (Deighton, 2000). Loyalty programs that base rewards on cumulative purchasing are an explicit attempt to enhance retention. Such programs encourage repeat buying and thereby improve retention rates by providing incentives for customers to purchase more frequently and in larger volumes (Deighton, 2000). However, dynamically oriented promotions, such as loyalty programs, represent just one possible technique for increasing customer retention. Repeat buying may also be encouraged through various means such as short-term discounts on goods .

The underlying behavioral assumption is that a reward program can motivate customers to base their purchasing decisions both on the current environment and on a long-term goal of achieving a frequent buyer reward. In other words, an effective reward program can encourage customers to make decisions that maximize expected utility over an extended time horizon.

Firms have multiple options for their promotional budgets, so models that can quantify the long-term effects of loyalty programs and other options (e.g., pricing, coupons) can help the firm justify its choices. The current research focuses on customers' response to a range of marketing instruments over an extended period. The model provides the means to support multi-campaign direct marketing in environments in which customers have a dynamic orientation. In terms of substantive findings, the results suggest that the loyalty program under examination is successful in changing customer behavior and in motivating customers to increase purchasing (Nicholls, 1989).

2.1.3. Concept of Customer Satisfaction

Customer satisfaction is considered very important now a days, it shows how firms are committed to provide quality product or services to their customers that eventually increase customer loyalty. It means that customer needs , wishes and expectations are met or overcome during the product or service period , giving way to re purchasing and customer loyalty.

According to Anton (1996) customer satisfaction is the assessment of the re purchasing expectations from the product , with the result reached after the act of purchasing. Customer satisfaction plays various important roles in the sustainability and success of the business organization. For example , customer satisfaction provides organization with a leading measure of customer loyalty , purchase intentions and advocacy for the product or organization .Customer satisfaction is considered as important outcome of a buyer-seller interaction.The notion of customer satisfaction is part of a wider focus on building total customer value. Customer satisfaction is defined as follows: "Satisfaction is the customer evaluation of a product or service in terms of whether that product or service has met their needs and expectations".

Customer satisfaction as the main performance indicator and the key to success for any business organization. **CS** also increases the lifetime value of customers as it plays a vital role in determining the amount of money generated by the customer for the business ; while the costs of retaining existing customer is also lower than the cost of acquiring new customers (Sun & Kim , 2013).

Finally customer satisfaction also reduces the potential for negative word of mouth since unsatisfied customers tend to complain about their experience to other potential customers, thus harming the organization or brand reputation and sales (kaura , 2013)

2.1.4. Customer Relationship Management and Customer Satisfaction

Customer relationship management is the overall process of building and maintaining profitable customer relations by delivering superior or value and satisfaction (Kotter and Armstrong , 2006). All business is based on relationships , the firm has to make them visible and meaningful for its customer provided that the customers want them. According to Mithas (2005), CRM applications are likely to have an effect on customer satisfaction for different reasons. First, CRM applications enable firms to customize their offerings for each customer. By accumulating information across customer interactions and processing this information to discover hidden patterns, CRM applications help firms customize their offerings to suit the individual tastes of their customers. Customized offerings enhance the perceived quality of products and services from a customer's viewpoint. Because first, quality is a determinant of customer satisfaction, it follows that

CRM applications indirectly affect customer satisfaction through their effect on perceived quality. In addition to enhancing the perceived quality of the offering, CRM applications also enable firms to improve the reliability of consumption experiences by facilitating the timely, accurate processing of customer orders and requests and the ongoing management of customer accounts. An improved ability to customize and a reduced variability of the consumption experience enhance perceived quality, which in turn positively affects customer satisfaction. CRM applications also help firms manage customer relationships more effectively across the stages of relationship initiation, maintenance, and termination (Reinartz, 2004). In turn, effective management of the customer relationship is the key to managing customer satisfaction. Armstrong and Kotler (2009) considered relationship marketing

as a kind of index for customer satisfaction, and they believed that the maintenance of excellent relationship marketing between the firm and customers would be beneficial in increasing customer satisfaction.

2.2. Empirical Review

Availability, reliability , coverage and stability of the network are key in customer satisfaction. Equally, the extent of signal coverage is an important determinant in customer loyalty. With the onset of money transfer services, real time delivery of transactional messages is now essential. To this extent, measurement of customer satisfaction in relation to network performance is important.

Best (2002) indicated that network coverage and quality in the telecom industry is the most basic elements which is intended to bring customer satisfaction in industry reflecting in the company's revenue. Delivering a service performance, which can satisfy customers, is critical for retaining customers and a tool to protect organizations from customer churn . Marketing scholars and practitioners equally emphasize on the issue of customer satisfaction through server satisfaction in the telecom industry. Thus, through CRM strategies, customers daily faced with issues related to network quality against the service charge they paid. He found out that customers in developing countries in particular complained or do not believe that the value-for-money of telecom services due to their poor infrastructure. From the above discussions, it is established that, a good customer relationship management practice in the insurance industry can lead to customer satisfaction.

Whitten and Green (2007) illustrated that, especially in the context of service markets, high relationship quality perceived by customers is achieved through customer trusts and customer satisfaction, which are two key points for service providers to consolidate stable long-term relationship with their customers, and in turn achieve customer retention and loyalty behavior.

In contrast, Bolton and Kannan (2000) show that loyalty programs have a significant, positive effect on customer satisfaction. This study builds on the theoretical argument in favor of the positive effect that loyalty programs have on customer satisfaction.

☒

Customer Relationship Management (CRM) - is a set of customer-oriented activities supported by organizational strategy and technology, and is designed to improve customer interaction in order to build customer loyalty and increased profit over time. Customer relational experience has significant and positive effect on customer satisfaction .

☒

Network quality - Is the availability , coverage , reliability and stability of the network which provides customer satisfaction. Equally, the extent of signal

coverage is an important determinant in customer loyalty (Brown & Gulycz, 2001). Network Quality has significant and positive effect on customer satisfaction.

☒

Customer experience dimension

Perceived value - refers to customer evaluation of what is fair, right, or deserved for the perceived cost of the offering (Padmavathy). Perceived Value has significant and positive effect on customer satisfaction .

☒

Relational experience - This is the process of consumer behavior that describes the basic step that an ultimate consumer goes through in satisfying what customer want in the market which is problem recognition to information search and choice and post decision evaluation (Pine and Gilmore, 1990).

☒

Loyalty programs - A reward program offered by a company to customers who frequently make purchases. A loyalty program may give a customer advanced access to new products, special sales coupons or free merchandise. Customers typically register their personal information with the company and are given a unique identifier, such as a numerical ID or membership card, and use that identifier when making a purchase (Padmavathy). Loyalty program has significant and positive effect on customer satisfaction .

☒

Customer satisfaction - Customer satisfaction refers to the extent to which customers are happy with the products and services provided by a business. Customer satisfaction levels can be measured using survey techniques and questionnaires. Gaining high levels of customer satisfaction is very important to a business because satisfied customers are most likely to be loyal and to make repeat orders and to use a wide range of services offered by a business (Zeithaml & Bitner ,2000).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

Based on the purpose of the research there are three types of research design. These are exploratory, descriptive and explanatory research studies. The researcher used explanatory research design. Explanatory research is conducted in order to identify the extent and nature of cause-and-effect relationships. It focuses on analysis of a situation or a specific problem to explain the patterns of relationships between variables.

In order to meet the objectives of this study, quantitative research approach will be applied as it was appropriate for the reason that quantitative research approach involves studies that make use of statistical analyses to obtain their findings.

3.2 Source of Data and Data Collection Method

There are two types of data sources that the researcher used. These are primary and secondary data sources. Primary data is data which is gathered by the researcher himself for the first time. These data are obtained for the reliability of the research output. Because it helps the researcher to generate clear, accurate, reliable and more detailed understanding of the problem. While secondary data would be collected by somebody else and also gathered from published and unpublished books, company manuals and related journal. It would be used to support and coordinate primary data in appropriate manner.

3.3 Target population and Sampling technique

The population of this study was comprising all customers who are getting service from Ethio-Telecom; Butajira branch. It was difficult for researcher to know their exact number. So, in this study their total numbers were assumed to be infinite.

3.4 Sample Size

Sampling is the process of selecting a number of study units from a defined study population (Zikmand, 2010) but the total population of ET customers are infinite or unknown. It will be economical to take representative sample for the intended investigation when conducting census is unrealistic. The sample size in the study depends on the nature of the population and the purpose of the study. As the nature of the study population, the total number of customers of ET ; Butajira branch are unknown. As a result, the researcher was used sample size determination formula in case of infinite population to come up with sufficient sample size. So, researcher used (Cochran formula 1997) formula to determine sample size in case of unknown (infinite) population size.

$$n = Z^2(p \cdot q) / e^2$$

where n = Sample size
 p = estimated proportion
 e = error

z = confidence level,
 $q = 1 - p$ = is desired level of precision,

$$Z = 90\% = 1.64$$

$$P = 0.5$$

$$Q = 1 - p = 0.5$$

$$E = 10\% = 0.1$$

$$n = z^2 (p \cdot q) / e^2$$

$$n = (1.64)^2 (0.5) (0.5) / (0.1)^2$$

$$n = 2.6896(0.25) / 0.01$$

$$n = 0.6724 / 0.01 = 67.24 = 67$$

3.5 Sampling Technique

The technique for selecting the sample from the population was simple random sampling. This technique is used because it gives each element in the population an equal probability of being selected, and it is appropriate because the population elements are highly homogeneous.

3.6 Method of Data Analysis and Interpretation

To analyze the data gathered through the different data-gathering tools, the researcher will use different data analysis techniques. In general, there are two methods of data analysis, these are qualitative and quantitative data analysis. But the method used for data analysis is determined based on the type of data what the researcher have on his/ her hand according to state in data collection method part. For this research paper, the researcher would used qualitative and quantitative data analysis techniques, because the verbal data gathered through questionnaires, observation and interviews were mostly qualitative and quantitative in nature. These data indicate what people have in their word about their experiences and interaction in natural setting and after careful analysis, the data provide the useful and depth answer to the research questions of decision makers and information users.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter deals with the major findings of the study. That the research objective and problem can be analyzed and interpreted based on data collected from the sample of the population (customers of ET) towards the investigation of effects of customer relationship management and satisfaction , a case of ET , butajira branch. Then customer's level of agreement and disagreement for each dimension and the dependent variable, customer satisfaction, presented.

4.1. Demographic Characteristics of the Respondents

The first part of the questionnaire consists of the demographic characteristics of the respondents. It requested a limited amount of information related to their personal and socio - demographic status. Accordingly, the following variables such as sex, age and education level , were summarized and described in the subsequent figures below.

Table 4.1 Gender of Respondents

Gender	No. of respondent	Percent
Male	37	63.8%
Female	21	36.2%
Total	58	100%

Source; own survey (2025)

As it can be shown From a Table 4.1., we can understand that 63.8% of respondent are male and the remaining 36.2% are females. From this most of the respondents are male customers than females , but it does not mean that large number of ET customers are male. The male respondents are just selected randomly.

Table 4.2 Age of respondents

Age Interval	No. of respondent	Percent
20-30	24	41.4%
30-40	15	25.9%
40-50	13	22.4%
Above 50 years	6	10.3%
Total	58	100%

Source; own survey (2025)

As shown in the table above 4.2 , majority of the respondent (41.4%) belongs to the age group 20-30 years. 25.9% respondent belongs to the age group of 30-40 years and the 22.4% the age group of 40-50 years and 10.3% respondent are above 50 years. This finding is relevant in its indication that customers of ET are respondents from all age groups, young to the elders. It is noteworthy to acknowledge that this phenomenon is largely due to the nature of the telecom service category, as communication has become necessity to users regardless of their age.

Table 4.3 Educational level of respondents

Educational level	No. of respondents	Percent
10 and 12 completed	18	31%
Diploma	7	12%
Degree	22	38%
Masters and Above	11	19%
Total	58	100%

Source; own survey (2025)

From the table 4.3. above , Respondents educational backgrounds reflected that the majority 22(38%) of the respondents were first degree holders followed by 18(31%) are 10th and 12th certificate holders , 7(12%) diploma and the rest 11(19%) Master's and above respectively. Almost all of the respondents were well-educated and it was a good opportunity to get respondents with possibility of understanding the questions and overall purpose of this survey would be higher.

Finally, the respondents were individual customers. It is evident that the company's individual customers are more in number. In general, it can be concluded that the overall demography of the respondents was characterized by domination of both male and female respondents, well-educated adults under individual customer category.

Table 4.4 Ethio telecom providing adequate network coverage

Question	Option	No of respondent	In percentage
Does ethio telecom provides adequate network coverage?	Strongly disagree	-	-
	Disagree	14	24.1%
	Neither	6	10.34%
	Agree	27	46.6%
	Strongly agree	11	18.96%
	Total	58	100%

Source; own survey (2025)

As depicted in the table 4.4 , large number of respondents agreed that or have positive response regarding **ET** adequate network provision (coverage). Based on the number of respondents , 18.96% of respondent strongly agrees that **ET** is providing adequate network coverage , 46.6% respondents agreed , 10.34% of respondents neither agreed or disagree (neither) and the rest 24.1%of respondents disagreed that **ET** is not providing adequate network coverage. Based on the above analysis large number of respondents or around 65.56% respondents agreed that network coverage performance is good and should have to be revised a little.

Table 4.5 Employee have technological knowledge and skill in solving problems

Question	Option	No of respondent	In percentage
Does Employees of ET have adequate technological knowledge and skill in solving problems?	Strongly disagree	-	-
	Disagree	7	12.1%
	Neither	6	10.34%
	Agree	28	48.26%
	Strongly agree	17	29.3%
	Total	58	100%

Source; own survey (2025)

As indicated in the above table , 29.3% strongly agree that employees have adequate knowledge , 48.26% agree , 10.34% of the respondents neither agreed nor disagree and the rest 12.1% disagree. So this manifests that based on the customers response most of ET employees are skillful and have adequate technological knowledge to serve the customers and provide the service they need.

Table 4.6 Ethio telecom have good value for money

Question	Option	No of respondent	In percentage
Is Ethio telecom have good value of money?	Strongly disagree	4	6.8%
	Disagree	22	38%
	Neither	18	31%

	Agree	14	24.2%
	Strongly agree	-	-
	Total	58	100%

Source; own survey (2025)

As table 4.5 shows 6.8% of the respondents strongly disagreed , 38% respondents disagree , 31% respondents neither agreed or disagree and 24.2% of respondents agreed that **ET** is good value for money. Here large number of the respondents or around 44.8% disagreed which means **ET** is not good value for money. While 31% of respondents does not agreed or disagree . The rest or [small number of respondents agree 24.1%. This implies that the value of money , which is service price , Ethio Telecom providing is need to be revised and have to meet customers demand and satisfaction.

Table 4.7 Did you feel safe with ethio telecom

Question	Option	No of respondent	In percentage
Did you Feel safe with ethio telecom?	Strongly disagree	-	-
	Disagree	8	13.8%
	Neither	12	20.7%
	Agree	28	48.3%
	Strongly agree	10	17.2%
	Total	58	100%

Source; own survey (2025)

The above table reflected that 17.2% of the respondents strongly agree that they feel safe with ethio telecom . 48.3% and 20.7% of the respondent's is agreed and disagree respectively and 20.7% of respondents neither agreed or disagreed and there is no respondents which are strongly disagreed. This indicates that large number of customers feel safe with the services that ET is providing .

Table 4.8 Ethio telecom accumulates reward points for its customers

Question	Option	No of respondent	In percentage
Does Ethio telecom accumulates reward point for its customers?	Yes	43	74.1%
	No	15	25.9%
	Total	58	100%

Source; own survey(2025)

As shown in the above table, from total of fifty eight(58) respondents 74.1% (43) respondents say **YES** which means **ET** is provides or accumulate reward points for its customers and the rest 25.9% (15) respondents didn't agreed or say **NO**. This implies that **ET** is doing great toward its customer by accumulating and providing different reward points to its customers.

Table 4.9 Ethio Telecom offers discounts or incentives to its customers

Question	Option	No of respondent	In percentage
Does Ethio Telecom offers discounts or incentives for its customers?	Yes	48	82.8%
	No	10	17.2%
	Total	58	100%

Source; own survey (2025)

As we can see from the above table, out of the total 58 respondents, 48(82.8%) were replay **YES** that **ET** does offer discounts and incentives to its customers , **ET** offers discounts during holiday and special events , new customer offers , special rates or packages for new subscribers. The rest 10(17.2%) of the respondents were says **NO**.

Table 4.10 Recommend Ethio Telecom service to others

Question	Option	No of respondent	In percentage
Do you recommend ethio telecom service to others ?	Yes	50	86.2%
	No	8	13.8%
	Total	58	100%

Source; own survey (2025)

As we observe from the above table , 86.2% of respondents says YES and 13.8% says NO. So majority of respondents have positive attitude and recommend ethio telecom service to others . The service of ethio telecom and also want others to get services that they are using.

Table 4.11 Ethio telecom has met your expectations

Question	Option	No of respondent	In percentage
Does Ethio telecom has met your expectation?	Yes	37	63.8%
	No	21	36.2%
	Total	58	100%

Source; own survey (2025)

As observed in the above table 4.11, 37(63.8%) of respondents are agreed to that the organization has met their expectation , 21(36.2%) of respondent were disagree to the service that the organization is providing and have some complaints about the service. So organization need to check and follow their customer satisfaction and they can observe their weakness.

Table 4.12 Satisfaction level of customers with ethio telecom service

Question	Option	No of respondent	In percentage
How satisfied are you with ethio telecom service ?	Very dissatisfied	-	-
	Dissatisfied	4	6.9%
	Neutral	6	10.3%
	Satisfied	42	72.5%
	Very satisfied	6	10.3%
	Total	58	100%

Source; own survey (2025)

As observed in the table 4.12 , 6(10.3%) of respondents were highly(very)satisfied in the service of the organization, 42(72.5%) of respondents were satisfied in the service of the organization , 6(10.3%) of respondents were neutral with service of the organization, 4(6.9%) of respondents were dissatisfied in the service of the organization ,and no highly dissatisfied customers in the service of the organization.

The survey off the study implies that majority of respondents are satisfied with the service of the organization. The reason for this is that the organization is working hard to satisfy its customers by providing different packages and using different technological improvements in its network system like installing 4th generation(4G) and 5th generation (5G) networks and expanding its capacity in further in remote areas etc.

Table 4.13 The Employees are courteous

Question	Option	No of respondent	In percentage
How would you rate the courtesy of ethio telecom employees ?	Very Poor	-	-
	Poor	7	12%
	Average	12	20.7%
	Good	26	44.8%
	Excellent	13	22.5%
	Total	58	100%

Source; own survey(2025)

As observed from the above table 4.10 , 22.5% of respondents agreed that the employees courtesy are excellent , 44.8 % good and 20.7% average and 12% poor . So majority or almost all employees are willing to assist , answer questions , resolve issues and have self-interest and initiatives to help customer . As the study conclude that most employees are polite to help customers. For this reason customers of the organization are satisfied and they become loyal to company service.

CHAPTER FIVE

SUMMARY , CONCLUSIONS AND RECOMMENDATION

This is the final part of the study and which provides general summary, conclusion and recommendations of the study based on the above analysis and interpretations .

5.1 Summary

The major findings of the study are summarized as follows:

- Most of the respondents were male which comprises 63.8%(37) from total respondents of 58 and the number of female respondents is 36.2%(25) out of 58.
- Majority of respondents 41.4%(24) age group is between 20-30 interval.
- Based on the educational level of respondents , large number respondents were first degree and re grade 10th and 12th certificate holders which comprises total of 37.93%(22) and 31%(18) respectively.
- In this study, both primary and secondary data were used as a source of information. Based on research objective , English and Amharic questionnaires were prepared.From the total of 67 survey questionnaires 58 are completed and returned, this is 86.6% rate.
- The research questions are classified into dimensions of customer relationships management. This dimensions are, Network coverage and quality, Customer perceived value , Customers loyalty program and Customer relational experience.
- ET provides adequate network and employees have adequate technological knowledge and skill in solving customer problems. Majority of respondents agreed on it that ET provides adequate network coverage and quality. And also respondents agreed that ET employees have adequate knowledge and skill in solving customer problem.
- Majority if respondents 55.5%(38) agreed that they feel safe with ET. Regarding courtesy of ET employees 67.3% of respondents agreed that ET

employees are courteous and willing to assist , answer questions and resolve issues to help customers.

- Loyalty program offers discounts and gifts, Accumulate reward to its loyal customers and majority of respondents (82.8%) agreed that ET provides those loyalty programs to retain its customers.

- Customer satisfaction was found to be 82.8%.Which implies that majority of the respondents were satisfied with overall service provided by ET.

5.2 Conclusion

The aim of this study was to investigate the effect of customer relationship management practices on customer satisfaction in the case of Ethio Telecom company in Butajira , butajira branch. Some of the recommendations made might help the effective implementation of customer relationship management marketing practices so as to bring improvement in retaining the existing customers as well as create or attract new customers. The objectives of the study were to investigate the influences of network coverage and quality, perceived value, loyalty program of CRM on customer satisfaction of ET customers in Butajira.

Results of the findings illustrated that network coverage and quality was found to be the significant variable of ET customer satisfaction. Adequate network coverage , speed , innovation and employee skills to solve problems have significant impact on satisfaction of customers in the context of ET service customers. Delivering a service performance is critical for satisfying customers. Customer satisfaction through service (network) quality helps in exceeding subscriber's expectation results in maintaining existing profitability.

Empirical research by Bolton & Drew (1991) showed that, Perceived value has been identified as a major determinant of customer satisfaction in ET service context. Perceived value have least effect on customer satisfaction increase level of customer satisfaction by using enhancing the value of ease of using service, value ease of convenience. In this case, CRM positively influenced customer satisfaction in the telecom service as it is expected that customers often faced with issues related to network quality against the service charge they paid. Since it has an implication that the existence of relationships among customer value-orientation, CRM could enhance the implementation of customer-related strategies results in assuring customer satisfaction resulted in improving customer repurchase intention and profitability at large.

Other significant factor influencing customer satisfaction is relational experience. Ethio Telecom customers have good attitude regarding to procedures in the transaction, courteous employees and provide reliable information lead to an increase satisfaction level of ET service subscribers. Relationship quality reflected the intensity of information sharing, communication quality, staff's competency and long-term orientation of the company. Especially in the context of service markets, customer satisfaction is achieved through high relationship quality perceived by customers which can be taken as key point for service providers to consolidate stable long-term relationship with their customers. Customers perceived ET positively that the company has good implementation in offering discount, low charge offer and update their customers when any change done on service change.

Finally, loyalty program offered by the company had significant and positive effect on customer's satisfaction. Ethio Telecom loyalty programs base rewards on seasonal purchasing (holiday gifts and sales discounts) are an explicit attempt to enhance customer satisfaction. Such programs improve profitability of the company by providing incentives for customers. Loyalty programs is one of possible technique for increasing customer satisfaction.

It can be concluded that customer relationship management had positive and significant effect on customer satisfaction in ET company's. Improvement in CRM practices will have the influence to improve the level of customer satisfaction. Ethio Telecom makes its CRM as strong and reliable, then the customer would be more satisfied. The increase in the satisfaction level will allow the customer to come again and again to use the company's products and that will increase the sales level of the company which causes the increase in organizational profit.

5.3. Recommendations

Based on the conclusions drawn in the previous section, the following measures are recommended for ET in order to reach the ultimate benefits from the implementation of CRM activities and enhance customer satisfaction. In order to enhance customer satisfaction, the company should make continuous effort to enhance the CRM dimensions specially the Network coverage and quality, customers loyalty program, customer relational experience, which has significant effect on customer satisfaction.

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As the findings of the study showed the network coverage and quality has the highest influence on customer satisfaction. Hence customer service department should enhance the awareness of front line employees regarding CRM through frequent staff training the current customer request handling pace trained to act in a manner that recognizes customers as a valuable asset.

Utilize the company technology and the CRM implementation activities in collecting the necessary customer data that will help in customizing the service offered by the company.

The loyalty program dimensions also have strong effect next to network quality on customer satisfaction. Customer journey department should focus on loyalty program by offering discount, gift, and low charge during holidays in order to increase brand loyalty of the company. In order to increase the perceived value, marketing department were advised work hard in identifying the important values like ease of using, ease of convenience from the customer's perspective and try to make more customers satisfy on the company service.

It is recommended that need investment on relational experience dimension this can be done through providing reliable information by making employees more treating their customers properly.

5.4 Further Research

Further research is suggested on investigating regarding the effectiveness of CRM on either the individual customers or corporate customer's perspective. Besides, more customers and other stakeholders from different regional states need to be assessed to have a clear picture regarding the impact of CRM practices on consumer behaviour.

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Appendix

WOLKITE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

Dear Respondent,

My name is Pipilu Hido , BA degree graduate student in the field of management. I am conducting my study entitled "the effect of customer relationship management practices on customer satisfaction in the case of Ethio Telecom in Butajira. Ethio Telecom is one of the main government institutions which plays significant role in the development of telecommunication and Information technology infrastructures of the country. The company implemented customer relationship management for a decade but it suffers from escalating customer complaints. It needs to examine or evaluate the network quality, relational experience, perceived value and loyalty program effectivity on customer satisfaction. Your valuable feedback would enhance the ability of the company's management in better understanding of the consumers' perception and preference in regards to improving the scope and quality of its social obligations. The study is purely for academic purpose and thus does not affect you in any case. Your genuine, frank, timely response is vital for the success of the study. Therefore, I kindly request you to oblige and respond to each question item carefully. Note: - No

needs of writing your name; where alternative answers are given and put “x” mark on your choice where necessary; and please return the completed questionnaire in time.

Thank you!

Part I. Personal Information

Note: - Please mark [X] in the appropriate box to indicate your choice

1. Sex

Female

Male

2. Age

20 – 30 30 – 40 41 – 50 51 >

3. Education Level

High school (10 & 12 certificate) Masters & Above

Diplomma

Other, please specify _____

Degree

Part II. Study Variables –

Customer relationship management and customer satisfaction .

Please rate the extent to which you perceive the company’s practices by ticking “√” the appropriate number against each statement. There are no right or wrong answers. What is expected from you is to select the best choice among given alternatives in order to show your perceptions about the aforementioned variables.

Score Level -

Strongly Agreed (SA)=5,

Neither agreed or disagreed (N)=3,

Agreed (A)=4,

Disagreed (DA)=2, and

Strongly disagreed (SDA)=1

Questions	SDA	D	N	A	SA
Providing adequate network coverage					
Employee have technological knowledge/ skills in solving customer problem					
Ethio Telecom is good value for money					
I value the ease of using Ethio Telecom service					
Ethio Telecom to satisfy my wants and needs is high Overall, the value of Ethio Telecom					
I feel safe with Ethio Telecom					
The employees are courteous					
Ethio Telecom always accumulates reward points for its customers					
Ethio Telecom offers discounts(economic incentives) to its customer					