Research for National Development Conference Evaluating the Success of Connect First Information System Utilized by the Office Gurus

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Abstract

A considerable amount of research has been conducted on information systems in call centers globally, little research has been carried out here in the country of Belize. This study provides an empirical test of gaining insight into the perspective of call center agents in regard to the Connect First information system. The testing model consists of seven dimensions: information quality, system quality, technological quality, service quality, user satisfaction, use and perceived net benefits. The data collected by questionnaires – was analyzed using the SPSS program – from thirty-five customer service agents of The Office Gurus call center located in the City of Belmopan. The findings of this study provide several important implications for the call center industry, as the hypothesized relationships between the aforementioned variables are supported by the data that was collected. The research is then concluded with a discussion of the limitations of this study, the conclusion and recommendations for future research.

Keywords: Call Center, Connect First, Information System, Customer Service.

Introduction

The Office Gurus is a call center that operates with the primary goal of offering the best customer service to respond to the needs and queries of its customer base. Customers demand prompt responses and effective communication from customer agents so that their queries are addressed with clear and concise solutions. Customer service is very complex and intensive; therefore, a customer service-based company must have the proper information system in place to provide the best service possible. If a company is unable to respond and address the queries of its customers through its information system, then it is very likely that the company will fail. To avoid operational failure, the Office Gurus has trained its employees to use Connect First among other information systems they use.

For the purpose of this research, the usefulness and success of Connect First will be investigated. This research is important because the information generated will allow Office Gurus management to be

informed as to whether their information system, Connect First, is successful in allowing the call center to accomplish its main objectives. In general, employees are key determinants of a company's success. In this regard, this research is important since it will indicate how functional Connect First is for the employees to carry out their customer service duties and if the employees are well versed with the information system. All the information generated will become available to management to assist in their decision making and strategic planning to meet the needs of customers and employees.

In the customer service industry, there are many information systems and most of the time these systems are evaluated to ensure that they can meet the needs of its customers. Moreover, this research is original since it will investigate the information system from the angle of the user. The user's feedback on an information system is critical since it evaluates whether they are able to properly communicate and respond to customers. The researchers are aware that for many years Connect First has been an information system utilized by many call centers around the world. However, there is not much known on the usefulness of Connect First by call centers in Belize. Since this is a new topic to be explored, an analysis on the success of Connect First at Office Gurus, Belmopan branch will be conducted. Therefore, all information gathered will serve as new knowledge for students who will conduct future management information system research related to call centers.

Goal of the research: To evaluate the usefulness of Connect First utilized by employees of the Office Gurus.

Objectives of the research:

- To determine whether Connect First's information and system quality allows its employees to complete their daily tasks successfully.

- To evaluate whether Connect First is satisfactory and allows employees to perform at their best performance level.

To arrive at the above proposed goals, the hypothesized relationship among the variables to measure Connect First's success at the Office Gurus, was based on the theoretical framework from DeLone & McLean's success model. This study focused on the perspective of the employees at the Office Gurus by using the following hypotheses.

H1. Complementary technology quality will positively impact system quality.

H2. System quality will positively impact user satisfaction.

H3. Information quality will positively impact user satisfaction.

H4. Service quality will positively impact user satisfaction.

H5. Use will positively impact user satisfaction.

H6. Information quality will positively impact use.

H7. System quality will positively impact use.

H8. Service quality will positively impact use.

H9. User satisfaction will positively impact perceived net benefit.

H10.Use will positively impact perceived net benefit

Literature Review

Kurniali and Titan (2015), conducted a study in an Indonesian call center with the focus of understating customer satisfaction when using a new customer service information system versus their old information system. According to Kurniali and Titan (2015), the aim was to achieve several key features which included the ability to manage a technician's schedule when conducting site visits, facilitate unclosed processed problems and generating various reports for management's use. Kurniali and Titan (2015) noted issues when technicians made up their own visiting schedule which required them to make an additional customer call. The proposed solution was a web-based customer service information system which would improve the call center's service quality and efficiency simultaneously. In addition, it was noted that the mobile technicians could update the status of their work assignment letter by facilitating the mobile usage of the system, especially for those technicians who frequently visited customers. Furthermore, several reports were generated based on a certain variable set by the user. The limitation of the prototype was based on its design for a specific company as the system was unable to automatically recognize calls from previous saved customers due to the technical barrier not explored with the Cisco Telephone System.

According to, Choi (2018) organizational knowledge and Information Technology (IT) resources influence Customer Service Representatives (CSR) expertise and performance in call centers. Their research explains that although call centers provide good customer service by having their CSR communicate with their customers using kindness and courtesy as per their service manuals, from a resources-based perspective, these services allow call centers to achieve consistent competition. It is important that CSR have the service expertise (knowledge management) together with efficient Information Technology resources which play a vital role in improving the customer service department of a call center. Such IT resources allow customer service representatives to provide fast and accurate customer service over the phone in a limited amount of time.

Choi (2018) also supports his theoretical framework by stating that although firms have plenty of sensitive information stored in their management systems, many time employees fail to use that knowledge appropriately which limits the benefits for the call center. It was also discovered that although an IT resource contributes to improving CSRs' service expertise, it does not fully ensure service performance. An IT resource should be considered a key business infrastructure for developing further capabilities. The subjects of this study were mainly female customer service representatives working for inbound call centers where they dealt with incoming calls from customers. 500 questionnaires were distributed to customer service representatives at five insurance inbound call centers. A total of 300 responses were returned; totalling a 60% response rate. (Choi, 2018). The first limitation of this study is that approximately 99% of the sample consisted of female customer service representatives, limiting the results of the study to only the views of women. An important limitation in this study was the (Choi, 2018) failure to mention a specific type of information system that would assist the call center's customer service department.

Call centers (CC) have constantly evolved, which results in intensive use of information technology and telecommunication; though not always positively. The research conducted by (Giao, Borini and De Miranda Oliveira, 2010) analysed the different technological applications in the interfaces of a CC environment to measure its organizational performance. Four dimensions were used to verify the technological contribution in terms of understanding its impact on financial performance. Namely: cost reduction, client relationship, communication channels and monitoring of employees. Each dimension of the framework presented a specific objective and hypothesis for the measurement of CC service performance. The research was based on a quantitative approach that surveyed 103 organizations using questionnaires done via personal and telephone interviews. The result indicated that, with increased use of digital technologies, the greater the harm was to service performance in Brazilian CCs. However, investment in the customer relationship management (CRM) tools and in the means of communicating through the internet and other media favour the company's service performance (Giao, Borini and De Miranda Oliveira, 2010). Moreover, the study revealed that one of the dimensions that influenced service performance of CCs was cost reduction.

 The cost reduction dimension indicated that the investment of technologies was not adequate to the performance service (Giao, Borini and De Miranda Oliveira, 2010). The same research also noted that the CRM technologies served as an important tool for gathering information and interaction with clients.

 A study conducted by Rowe, Marciniak & Clergeau (2011) examined technology's s role on call center productivity and measured what its contribution was compared to other factors. This research suggested that a Call center's productivity is rooted when a solid organizational design is "married" to an appropriate information technology such as the Automated Call Distribution (ACD), Computer Telephony Integration (CTI) and Email. Interviews were held in 10 call centers, for each call center a minimum of two interviews were conducted with the call centers managers. Eight hundred and sixty-three questionnaires were distributed via mail and email to center managers, of which only 155 were received and completely filled out.

Call center is a vast industry and it is continuously expanding in terms of workforce, technology and its economic scope (Abdullateef et al, 2010). This study aimed to examine and validate the preposition of the mediating impacts of First Call Resolution (FCR) on caller satisfaction within the call centers in Malaysia. One of the most underlying hypotheses in the research study, sought to measure whether there was a positive relationship between technology- based CRM and FCR and whether there was a positive relationship between technology-based CRM and caller satisfaction. A survey of 168 call center managers were analyzed throughout the study through structural equation modelling.

The result of the research study revealed that most of the hypothesis supported the conceptual framework model. The findings of the study provided empirical support that technology-based CRM positively affected both FCR and caller satisfaction. The study also stated that CRM technologies are good facilitators for customer service agents in personalizing and customizing customer service activities to the current and potential customers for call centers. Moreover, it showed how efficiently a company was able to make use of its customer's information in resolving issues on the first call which subsequently improved customer satisfaction. The limitation of the study as highlighted by Abdullateef et al (2010) cannot generalize its findings in all other counties.

Rowe, Marciniak & Clergeau (2011), concluded that the ACD was the most commonly used system and showed that information technology can have a direct effect on productivity. ACD contributes to productivity because it does not only prevent calls from going astray, but it also has an effect on the level of service given while, cutting down queuing time by efficiently distributing the calls. This study was limited by the fact that it concentrated on areas such as coordination processes, reward system, goals and individual employee characteristic instead of basing its research on employee productivity.

Sencer and Ozel (2013) suggested that a Decision Support System (DSS) should be developed to support business and organizational decision-making activities in semi-structured or unstructured situations. A properly designed DSS extends the user's decision-making capabilities through analyzing useful information from many data sources and combining them with the decision makers own insights. Therefore, the DSS is a combination of database, model base, knowledge base, and graphical user interface (GUI), which improves management performance, speeds up the decision-making process and provides better monitoring activities. The proposed DSS was developed for efficient Work Force Management (WFM) and accurate performance estimation in a call center. A general WFM problem is to optimally allocate the staff to pre-defined shifts in such a way that the service level requirements are met at all times. WFM deals with the problem of creating a daily work schedule for the call center staff at a low cost while obtaining a satisfactory service level for incoming calls.

On the other hand, Oodith, (2014) indicated that systems used by call centers must not be overly complicated. Overly complicated systems require constant training and the increase demand to perform. Constant training would prove quite costly and make the replacement of agents more cumbersome. Additionally, investment into an overly complicated system relays that staff would potentially be able to perform better, thus expectations would be greater. These higher expectations would leave agents frustrated, leading to a high employee turnover rate. Both Oodith (2014) and Cantor (2018) agree that although today's systems are able to handle and complete customers' transactions virtually, using AI seems to be no substitute for interaction with a human agent. They also agreed that the management information systems require gathering information not only from voice call/contact, but also from the live chat, social media, text and emails.

In attaining their data, both Cantor (2018) and Oodith (2014) chose a survey method and sought out their information from surveying 239 call center agents – persons lower on the hierarchical organizational chart. In their research Oodith, (2014) found that agents believed they had adequate knowledge of the systems. The agents also felt that there was no replacement for a human agent. This would mean that no matter how capable the information system would be, there would always be need for human interaction. They believed that the human element in responding to queries could not be replaced; however, they do note that the customer can use the system to resolve certain queries. As such, the system must be able to be used on both ends by customers and by agents.

Furthermore, the study conducted by Oodith (2014) only investigated a call center that performed and operated with incoming calls. It would be beneficial to focus on call centers that would conduct inbound and outbound calls as this would garner a different perspective.
As for the survey done by Cantor, (2018), there would be the need to garner the perspective of persons that would be in the "trenches". It would be beneficial to gain the perspective of the call center agent as they are the ones that would be required to be heavy users of the Information Systems.

Methodology

The DeLone and McLean (2003) success model has seven components which include information quality, system quality, technological quality, service quality, user satisfaction, use and perceived net benefits. Using the DeLone & McLean success model, the researchers will investigate the success of Connect First, the IS used by the Office Gurus employees.

Modified DeLone & McLean Research MODEL (Figure 1: Updated Information Systems Success Model (DeLone & McLean 2003)
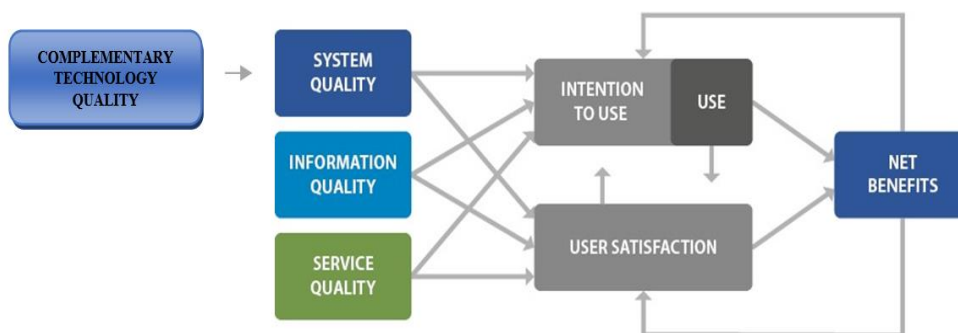
Population and Description of Participants

This chapter outlined the methodology that was used in this research. It highlighted the target population, sample size, research design, sampling method and technique, proposed analysis of data, data collection

tool, and procedure for collection. Due to the nature of the research, a quantitative approach was utilized to analyze and interpret the research data. The research was conducted at the Office Gurus, Belmopan Branch. The respondents of this survey were Call Center Agents employed by the aforementioned organization. The specificity of the investigation is based on those employees that are required to use the software Connect First. Out of the one hundred and twenty-five employees working at the Belmopan Branch, sixty employees have direct contact with the information system being analyzed.

The Office Gurus was chosen for this study as it is a local organization that uses the information system Connect First. The study seeks to measure the use of this information system and how effective and efficient it has been in meeting customer needs and maintaining customer satisfaction. In addition, to evaluate how the use of Connect First has contributed to the overall success of The Office Gurus. The participants of this research were chosen using the convenience sampling technique. This technique was selected because it enabled the researchers to distribute the surveys to the participants that were available at the moment.

Sample Size

For the purpose of this research, a sample size of thirty-five employees were selected which covers 58% of those employees who use the IS Connect First. The researchers visited the Office Gurus compound located at 2 Barton Creek Street, Belmopan. With the consent of the Branch Manager, the participants were selected based on their free time and availability and were briefed on the purpose of the research after which they were invited to participate by filling out the questionnaire. The participants were advised that their participation was not mandatory, and they could refuse to answer any of the questions or outright not participate. Thirty-three (55%) of the thirty-five (58%) issued questionnaires were then collected, and the participants were thanked for their contributions.

Instrument

The type of research design that was used to gather the information for this study was a self-administered questionnaire which consisted of thirty-four closed ended questions. Closed ended questions were utilized for the purpose of analysis from the information collected. The responses were measured using a Likert Scale. The questionnaire collected demographic information from the participants and as well as feedback on the utilization and implementation of the software Connect First. Self-Administered Questionnaires provided a sense of standardization because it entailed a set of standard questions for all the respondents and questions to not deviate based on the participants.

Data Collection and compilation

After the completion and collection of all questionnaires, the researchers reviewed them to ensure that none were incomplete or illegible. The raw data from the questionnaires were first entered into Microsoft Excel and later coded and imported into Statistical Package for Social Science (SPSS). The processed information was then used by the researchers to draw inferences from the sample and the final conclusion was made.

Data Analysis and Results

As per the DeLone & McLean IS success model, this research investigated the information quality, system quality, technological quality, service quality, user satisfaction, use and perceived net benefits received by the Office Gurus employees while using the IS Connect First. Based on the information gathered, it will demonstrate how successful this information system is, in order for employees to respond and address the queries of its customers. The Office Gurus has trained its employees to use one of their information systems known as Connect First to maintain their customer base and avoid operational failure. Using descriptive statistics to organize and describe the data collected from this survey, this study was performed using a univariate analysis to evaluate one variable from each of the sections of the survey tool.

	Gender		Age				Education		BPO Experience			Computer Literacy				
	Male	Female	18-21	22-25	26-30	>31	Associate Degree	Highschool	1-2 yrs	3-5 yrs	<1 Yr	1 Poor	2	3	4	5 Excellent
N	11	22	15	11	6	1	16	17	23	6	4		1	6	15	11
%	33.3	66.7	45.5	33.3	18.2	3	48.5	51.5	69.7	18.2	12.1		3%	18%	45%	33%
Total N	33		33				33		33			33				
Total %	100		100				100		100			100				

Table 1: Survey Population and Background Information

Analysis of Table 1:

Table 1 summarizes the population surveyed to reflect the respondents background information. The above table shows that 66.7% of the employee sample population were females. This indicates that the survey captured a greater representation of women than men. Therefore, most of the results reflected the views of women. Based on this sample, most employees of the Office Gurus are within the ages 18 to 21. This shows that majority of the employees are young persons whom are gaining experience. This can be seen since the results show that most of the employees, 69.7% have 1-2 years of BPO experience. Another important piece of information gathered is the education level of the employees at the Office Gurus. Based on the survey, it was gathered that 51.5% of the employees have a high school diploma, and 48.5% hold an associate degree. This information shows that level of education for the employees do not go beyond an associate degree. Lastly, it can be concluded that majority of the employees who use the IS Connect First are computer literate (45% good and 33% excellent). This signifies that the employees are well versed in the use of information technology hardware and software.

		IQ_1_What_You_Need	SQ_1_Easy_to_Use	CTQ_1_Adequate_System	SV_3_Prompt_Responses	US_4_Satisfied	U4_Necessary_Knowledge	NB_1_Customer_Skills
N	Valid	33	33	33	33	33	33	33
	Missing	0	0	0	0	0	0	0

Statistics

Table 2: Response rate

Analysis of Table 2:

The above table outlines the questions from each section of the survey tool that were most relevant to the statement of the problem, it also shows that 100% of the sample population responded to the questions. This shows that all the employees surveyed supported the research and they provided their meaningful contribution to ensure that the research meets its goal and objectives. For the purpose of this research the below questions were selected, and an analysis of their results were provided below.

IQ1: The Office Guru's Connect First provides information that is exactly what you need

IQ_1_What_You_Need

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 DISAGREE	1	3.0	3.0	3.0
	2	1	3.0	3.0	6.1
	3	6	18.2	18.2	24.2
	4	18	54.5	54.5	78.8
	AGREE	7	21.2	21.2	100.0
	Total	33	100.0	100.0	

Table 3: Information Quality

Analysis of Table 3:

The above results show that of the 33 (100%) sample population of employees surveyed at the Office Gurus, 18 (54.5%) agreed and 7 (21.2%) strongly agreed that the Connect First system provides the exact information required to perform their duties in the customer service department. Overall, the results show that 25 employees, which represent about 75.7% of the employees surveyed believe that the information quality of Connect First is very efficient and contributes in maintaining the best service possible to the Office Guru's customer base.
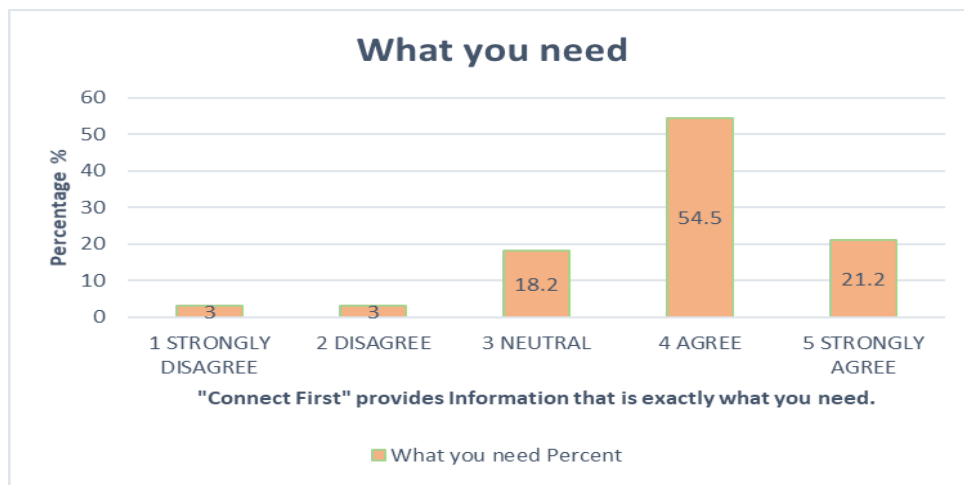
Figure 3.1: The above bar chart is reflective of the percentage of the sample population who believes that Connect First provides information that is exactly what is needed to perform their roles as employees of the Office Gurus.

SQ1: The Office Guru's Connect First system is easy to use

SQ_1_Easy_to_Use

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	5	15.2	15.2	15.2
	4	18	54.5	54.5	69.7
	5 AGREE	10	30.3	30.3	100.0
	Total	33	100.0	100.0	

Table 4: System Quality

Analysis of Table 4

Table 4 indicates that of the 33 employees surveyed at the Office Gurus, 18 (55%) agreed that Connect First is an easy to use system. 10 (30%) employees strongly agreed that the system quality of Connect First is easy to use, while 5 (15%) employees were natural about the functionality of the system.
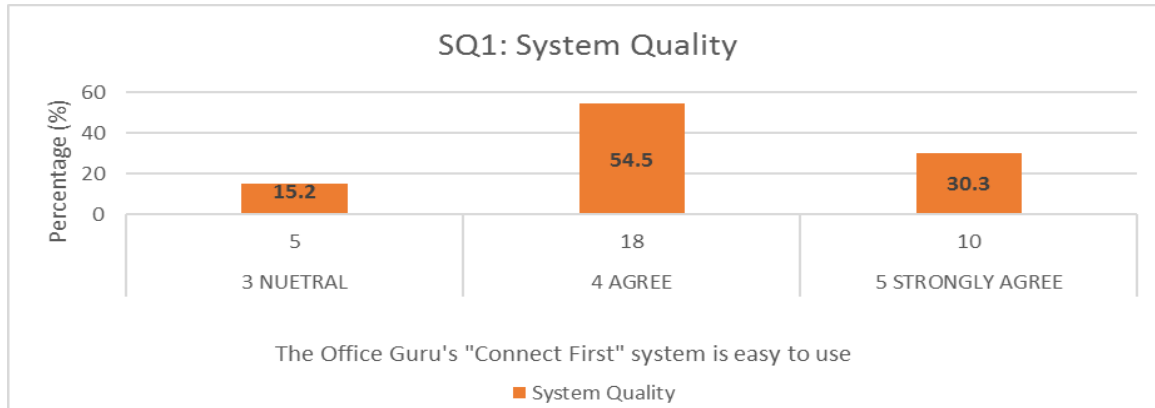

Figure 4.1: The bar graph above shows employees' response in relation to the Office Guru's Connect First system as easy to use. Based on the bar graph presented, it is seen that most employees agreed that the system is easy to use resulting in a higher percentage.

CTQ1: The computer (desktop, laptop, mobile device) you normally use to access The Office Gurus Connect First system is adequate

CTQ_1_Adequate_System

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 DISAGREE	1	3.0	3.0	3.0
	3	5	15.2	15.2	18.2
	4	20	60.6	60.6	78.8
	5 AGREE	7	21.2	21.2	100.0
	Total	33	100.0	100.0	

Table 5: Complementary Technology Quality

Analysis of Table 5:

The above table depicts that 20 (60.6%) and 7 (21.2%) of the total 33 (100%) employees of the sample population agreed and strongly agreed respectively, that the equipment or mobile device utilized as part of their workstation to access the information system Connect First at the Office Guru's is adequate.

CTQ1 - Adequate System
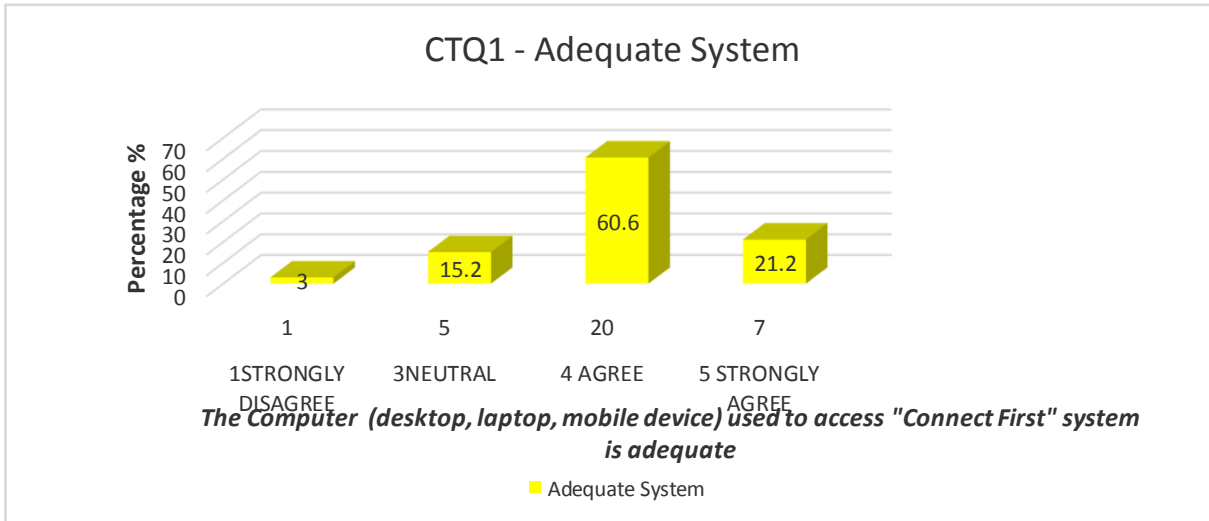
Figure 5.1: The above bar chart shows by percentage, the sample population who believes that the computer (desktop, laptop, or mobile device) equipment used to access the Connect First system at the Office Gurus is adequate.

SV3: The Office Gurus Connect First system support staff respond promptly when users

have a problem

SV_3_Prompt_Responses

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 STRONGLY DISAGREE	2	6.1	6.1	6.1
	2 DISAGREE	3	9.1	9.1	15.2
	3 NEUTRAL	6	18.2	18.2	33.3
	4 AGREE	14	42.4	42.4	75.8
	5 STRONGLY AGREE	8	24.2	24.2	100.0
	Total	33	100.0	100.0	

Table 6: Service Quality

Analysis of Table 6:

As presented in Table 6, 14 employees which represents 42% of the sample population agreed that Office Gurus Connect First system support staff responded promptly when users experienced any sort of problems. 8 (24%) employees strongly agreed that their system support staff answered immediately when they encountered a problem. On the contrary, out of the 33 employees 6 (18.2%) were neutral and 5 (15.2%) were in disagreement in regard to the prompt responses received by the support staff.

SV3: Service Quality
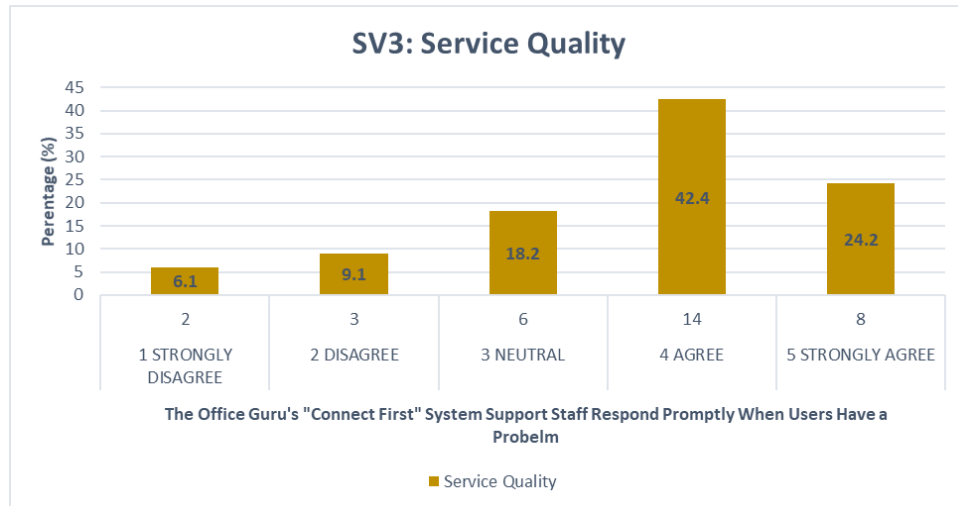
Figure 6. 1: The figure above illustrates employees' response to the overall service quality of Connect First system support staff at Office Gurus. The bar graph rates the response of each employee in percentages. It can be seen that 66% of the employees agreed that the system support staff responded promptly when they encountered a problem. However, there was a 33% of the sample population that were neutral and in disagreement with this statement.

US4: You are satisfied with The Office Gurus Connect First system

US_4_Satisfied

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 DISAGREE	1	3.0	3.0	3.0
	2	3	9.1	9.1	12.1
	3	6	18.2	18.2	30.3
	4	13	39.4	39.4	69.7
	5 AGREE	10	30.3	30.3	100.0
	Total	33	100.0	100.0	

Table 7: User Satisfaction

Analysis of Table 7:

The information presented in Table 7 indicates that 13 (39%) employees agreed to the overall satisfaction of Office Gurus Connect First system and 10 (30%) employee strongly agreed. Based on the consistency of the employees' response, the above makes up 69% of the population who are satisfied with the overall use of the system Connect First at the Office Gurus.

US4: User Satisfaction
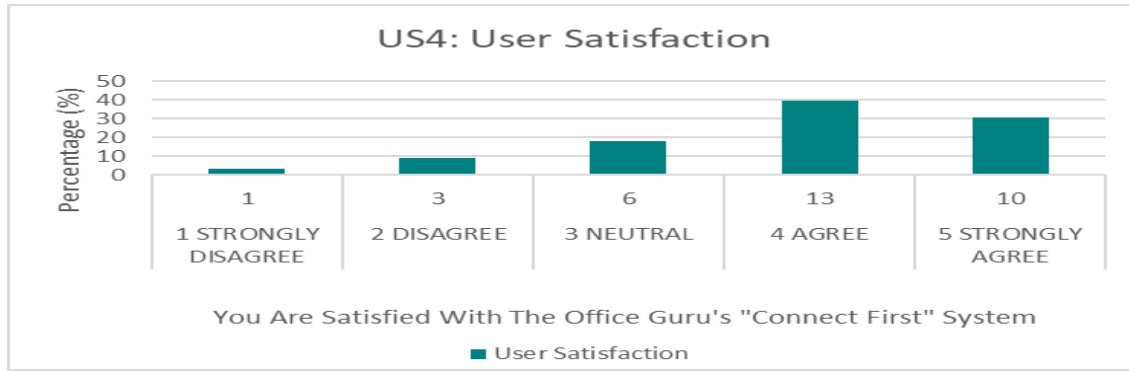
Figure 7.1: The Bar graph above demonstrates employees' satisfaction with the Office Gurus Connect First system. Based on employees' response, it is apparent that they are satisfied with the system. This implies that with employees' satisfaction of the system, and their expectation of Connect First is fulfilled. Therefore, providing greater service and value to customers.

U4: You have the knowledge necessary to use The Office Gurus Connect First system

U4_Necessary_Knowledge

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 NEVER	1	3.0	3.0	3.0
	2	1	3.0	3.0	6.1
	3	3	9.1	9.1	15.2
	4	17	51.5	51.5	66.7
	5 OFTEN	11	33.3	33.3	100.0
	Total	33	100.0	100.0	

Table 8: Necessary Knowledge to Use

Analysis of Table 8:

Table 8 shows that 52% of the sample population, which represents 17 employees at Office Gurus, occasionally have the necessary knowledge to use Connect First system. Moreover, 11 (33%) employees indicated that they often have the necessary knowledge to fully utilize the system for executing their duties.

U4: Use
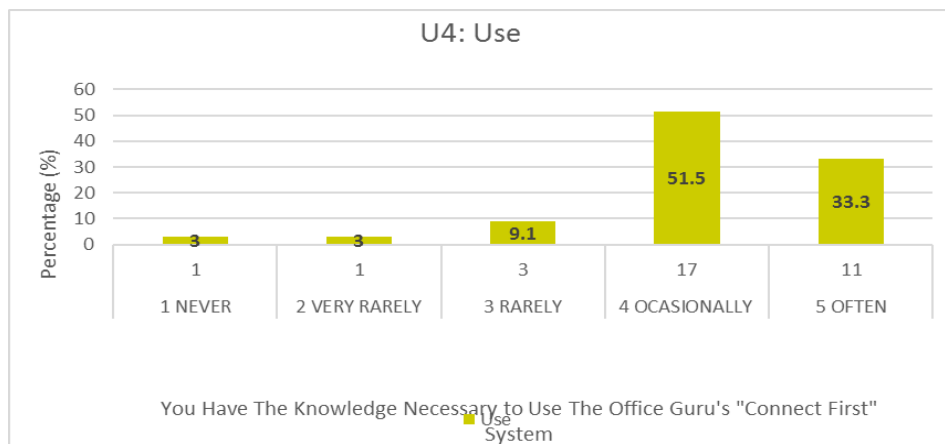
Figure 8.1: The figure above summarizes the response of employees in percentages regarding their knowledge to use Connect First system at Office Gurus. According to the bar graph, the majority of the employees occasionally have the necessary knowledge about the effective use of Connect First System.

Perceived Net Benefits

NB1: The Office Gurus Connect First system helps you improve your customer skills

NB_1_Customer_Skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 NEVER	2	6.1	6.1	6.1
	2	4	12.1	12.1	18.2
	3	6	18.2	18.2	36.4
	4	6	18.2	18.2	54.5
	5 OFTEN	15	45.5	45.5	100.0
	Total	33	100.0	100.0	

Table 9: Customer Skills

Analysis of Table 9:

One of the most important areas that captures the statement of the problem is the perceived net benefits on the use of Connect First information system. As presented in Table 9 above, it can be seen that 15 employees (45.5%) of the sample population agreed that Connect First helps them to improve their customer skills. In comparison to the other results, for those that believe it helps them occasionally (18.2%), rarely (18.2%), very rarely (12.1%) or never (6.1%).
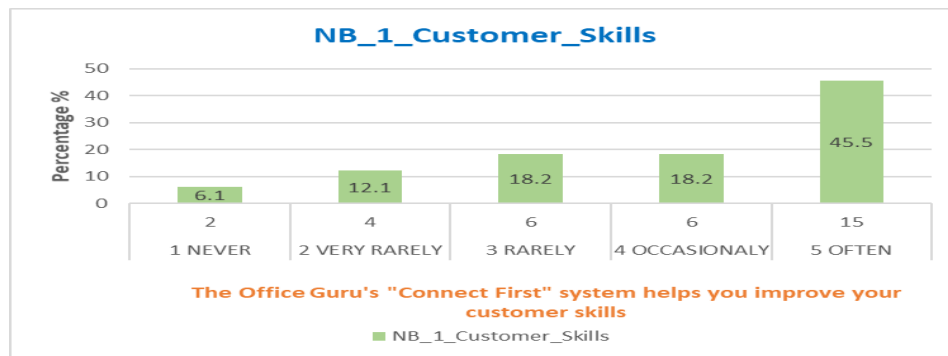
Figure 9.1: The above bar chart shows by percentage, how the agents at the Office Gurus believe that the system Connect First helps them improve their customer skills.

Discussion

Based on the above results and analysis, this study has evaluated the usefulness of the Information System Connect First utilized by the Office Gurus. As per the DeLone & McLean IS success model, the survey instrument was broken down in seven areas which are the components of information quality, system quality, technological quality, service quality, user satisfaction, use and perceived net benefits; for the purpose of this research one specific question of each was selected. The results indicated that the relationship between the eight success variables of the hypothesis have been supported.

The results indicated that Connect First is a useful tool since it provides essential and critical information required for employees to successfully accomplish their customer service tasks. Based on this, it can be said that information quality has a positive effect on user satisfaction. Furthermore, the system quality of Connect First is an easy to use system by the employees of the Office Gurus. The employee's consistency in response to the ease of use of Connect First showed that the system connects effectively with the Office Gurus customer base. Therefore, it can also be attested that system quality has a positive impact on the use of the IS.

Under complementary technology quality, most employees believe that the technology quality used at the Office Gurus is appropriate. If the technology quality was a poor quality, then employees would not be able to utilize Connect First in an efficient manner to carry out their customer service tasks. Moreover, having a fast and reliable equipment plays a vital role in offering the best customer service to address the needs and queries of the customers. In addition, it was found out that the staff are properly trained to utilize the equipment provided by this BPO center; this is to carry out their assigned tasks while using this information system Connect First.

Moreover, it can be implied that the overall service provided by the support staff is efficient. The efficiency of the system support staff allows employees to cater to its customers adequately with hardly any issues. Therefore, allowing the smooth flow of the business operation. Nevertheless, it can also be discussed that some employees are in disagreement or have expressed neutrality regarding prompt response given by the IT support staff when system issues arise. This is an issue that needs to be addressed. Still, the service quality provided by the information technology team at the Office Gurus, has a positive impact on the use and user satisfaction of the employees but there is need for improvement.

The results show that most employees are satisfied with Connect First, and as a result they will be more productive to serving the Office Gurus customer base. This also affirms that most of the employees at Office Gurus are knowledgeable and well versed on the use of Connect First system. With the acquired knowledge, employees are better able to meet the demands of its customers.

Customer service skills is one of the most important characteristics that all employees of a call centre should have. In order for a call centre such as the Office Gurus to be operational and self-sustainable, it requires the proper use of an information system that would allow its employees to perform their tasks efficiently and effectively. Therefore, the researchers also found out that the overall use and user satisfaction have a positive impact on the perceived net benefits of the employees.

Limitations of study

The findings of this study have to be seen in light of some limitations. The sample size does not reflect the general population or appropriate population concerned because the San Ignacio branch was not incorporated into the research. Moreover, the time granted was not enough to expand on the research hence findings cannot be generalized. Likewise, a total of thirty-five surveys were distributed to the sample population, however, only thirty-three were returned and completed. As previously mentioned, the sample population surveyed consisted of more females than males. This was as a result of management's permission to disseminate the questionnaires based on staff free time and availability. Therefore, most responses were based and reflective of a females' perspective rather than a male.

Conclusion

Most call center employees from the Office Gurus interact daily with external customers with the support of modern information systems. Prior research on the effectiveness of service quality and customer satisfaction in response to the success of Information System, contributed to the theorical knowledge of this study. The researchers' objective in this study was to measure the overall success of Connect First at the Office Gurus. Based on the critical analysis of the data, the Office Gurus IS allowed its employees to complete their daily tasks efficiently and effectively. Based on the theoretical framework adopted from DeLone and McLean, the researchers were able to successfully achieve the goal of the research- "To evaluate the usefulness of Connect First by employees of the Office Gurus". The findings from the data gathered revealed that all the hypothesis had a positive relationship among the variables that measured the success of Connect First.

The implications of the results unveiled that there were no significant issues with the usage of the existing system at Office Gurus. The perceived net benefit derived from the customer service information system facilitated employees' usage in handling wide range and complex customer enquiries. In turn, improving the effectiveness of their customer service skills. Although Connect First enhanced the performance of the customer service employees, their training contributed to the total customer service satisfaction. Overall, it can be concluded that the call center agents at Office Gurus are satisfied with the quality of the system and they feel they are equipped with the right information system and device to connect with their customers and solve their queries. Therefore, proving that Connect First is a successful information system used by the Office Gurus.

Recommendations and Future Direction

Although the employees admitted to receiving prompt assistance from the IT support staff in regard to fixing system issues, there is still area for improvement. One of the recommendations would be to increase the readiness of the IT support staff so that issues can be solved almost immediately. Subsequently, avoiding any future issues with their customer base. Also, in the future, it would be ideal to expand the research by incorporating the entire Connect First users at both the San Ignacio and Belmopan branches in order to make an accurate generalization about the population. The contribution of this study will open doors for future research and the findings will serve as new knowledge for future researchers. Also, the findings of this research will sensitize future researchers as it will allow them to choose the direction they see fit to take on their study.

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Appendix 1:

Questionnaire– Evaluating the Success of Connect First to its users at the Office Gurus

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Purpose

This questionnaire requests information about the experience with The Office Gurus Information System Connect First and how effective it is to you as a user. This survey seeks to measure the use of this system and how effective and efficient it has been in meeting customer needs and maintaining customer satisfaction. In addition, this questionnaire seeks to evaluate how the use of Connect First has contributed to the overall success of The Office Gurus.

Please answer the questions in relation to your personal experience. Your individual responses to the questionnaire will be strictly confidential.

Instructions

This is a survey, not a test; there are no right or wrong answers. Please tick the boxes to mark your answers.

Indicate your agreement with each statement by rating it from (1) Poor to (5) Excellent. Where applicable.

1. Background Information	Answers:
Please indicate your gender:	Male ☐ Female ☐
Please indicate your age:	18-21 ☐ 22-25 ☐ 26-30 ☐ >31 ☐
Please indicate highest education level attained:	PhD ☐ Masters ☐ Bachelors ☐ Associates ☐ High School ☐ Primary School ☐
Please indicate your Call Center/BPO working experience (years):	1-2 ☐ 3-5 ☐ 6-9 ☐ >10 ☐
Where would you rate yourself in terms of computer literacy?	**Poor-----------------------------------Excellent** 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

2. Information Quality	Strongly Disagree --------Strongly Agree				
	(1)	(2)	(3)	(4)	(5)
IQ1: The Office Gurus' "Connect First" provides information that is exactly what you need	1 □	2 □	3 □	4 □	5 □
IQ2: The Office Gurus' "Connect First" provides information you need at the right time	1 □	2 □	3 □	4 □	5 □
IQ3: The Office Gurus' "Connect First" provides information that is relevant to your duties	1 □	2 □	3 □	4 □	5 □
IQ4: The Office Gurus' "Connect First" provides sufficient information about customers	1 □	2 □	3 □	4 □	5 □
IQ5: The Office Gurus' "Connect First" provides information that is easy to understand	1 □	2 □	3 □	4 □	5 □
IQ6: The Office Gurus' "Connect First" provides up-to-date information	1 □	2 □	3 □	4 □	5 □

3. System Quality	Strongly Disagree --------Strongly Agree				
	(1)	(2)	(3)	(4)	(5
SQ1: The Office Gurus' "Connect First" system is easy to use	1 □	2 □	3 □	4 □	5 □
SQ2: The Office Gurus' "Connect First" system is user-friendly	1 □	2 □	3 □	4 □	5 □
SQ3: The Office Gurus' "Connect First" system provides interactive features between users and the system	1 □	2 □	3 □	4 □	5 □

4. Complementary Technology Quality	Strongly Disagree --------Strongly Agree				
	(1)	(2)	(3)	(4)	(5)
CTQ1: The computer (desktop, laptop, mobile device) you normally use to access The Office Gurus' "Connect First" system is adequate	1 □	2 □	3 □	4 □	5 □
CTQ2: The computer (desktop, laptop, mobile device) you normally use to The Office Gurus' "Connect First" system has a fast and reliable internet connection	1 □	2 □	3 □	4 □	5 □

5. Service Quality	Strongly Disagree --------Strongly Agree				
	(1)	(2)	(3)	(4)	(5
SV1: The support staff keeps The Office Gurus' "Connect First" system software up to date	1 □	2 □	3 □	4 □	5 □
SV2: When users have a problem the Office Gurus' "Connect First" support staff are competent in solving it	1 □	2 □	3 □	4 □	5 □
SV3: The Office Gurus' "Connect First" system support staff respond promptly when users have a problem	1 □	2 □	3 □	4 □	5 □
SV4: The Office Gurus' "Connect First" system support staff tell users exactly when services will be performed	1 □	2 □	3 □	4 □	5 □

6. User Satisfaction	Strongly Disagree --------Strongly Agree				
	(1)	(2)	(3)	(4)	(5
US1: You have a positive attitude towards The Office Gurus' "Connect First" system	1 □	2 □	3 □	4 □	5 □
US2: You think that The Office Gurus' "Connect First" system is useful	1 □	2 □	3 □	4 □	5 □
US3: The Office Gurus' "Connect First" system has met your expectations	1 □	2 □	3 □	4 □	5 □
US4: You are satisfied with The Office Gurus' "Connect First" system	1 □	2 □	3 □	4 □	5 □

7. Use	Never---------------------------------------Often				
U1: Your frequency of use of The Office Gurus' "Connect First" system is high	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
U2: You depend upon The Office Gurus' "Connect First" system to execute your duties	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
U3: You are able to complete a task using the Office Gurus' "Connect First" system even when there is no one around to tell you what to do	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
U4: You have the knowledge necessary to use The Office Gurus' "Connect First" system	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
8. Perceived Net Benefits	Never ----------------------------------Often				
NB1: The Office Gurus' "Connect First" system helps you improve your customer skills	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
NB2: The Office Gurus' "Connect First" system helps you save time and costs	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
NB3: The Office Gurus' "Connect First" system helps you achieve your financial targets	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
NB4: Using the Office Gurus' "Connect First" system improves your customer level satisfaction	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
NB5: Overall, using The Office Gurus' "Connect First" system enhances your productivity	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐

Indicate your agreement with each statement by rating it from (1) Disagree to (5) Agree.

Please return this survey to the person who gave you the form.

Thank you for your participation.