Role of Artificial Intelligence (AI) and AI-Enabled Chatbots in Enhancing the Customer Experiences in e-Commerce Sector - A Theoretical Perspective

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Abstract: *In today's highly competitive, hypersensitive and digitally - driven market environment, it has become an imperative need on the part of the e-Commerce Sector to place undue importance on ensuring the convenience, anytime and anywhere accessibility and approachability to the goods and services for the customers aimed at achieving their higher level of satisfaction.*

Unless the e-Retailing business operations are streamlined, enhancement of customer experiences remains to be a daytime dream and it is exactly here, the Artificial Intelligence has a pivotal role to play in making the customer journey more exciting and enticing.

Artificial Intelligence through Machine Learning (ML) and Natural Language Processing(NLP) and by ensuring the services of Chatbots has an undeniable role to play in providing the most pleasurable shopping experiences to the customers, facilitating in turn these customers get engaged and remain loyal to the e-Retailers helping them immensely in improving the sales through the repeat purchases made by these satisfied customers.

Keeping in view the enormous importance attached by the e-Commerce Sector to the Artificial Intelligence and Chatbots, the researcher through this paper is aimed at presenting lucidly the theoretical perspective of AI, AI-Enabled Chatbots, Service Quality of Chatbots, their importance in enhancing the Customer Experiences (CEXs), Customer Engagement (CE) and Customer Loyalty(CL) resulting in the repeat purchases by the customers.

Key Words: Enhanced Customer Experiences (ECEs), Service Quality (SQ), Customer Service Strategies (CSSs), Artificial Intelligence (AI), Customer Service Representatives (CSRs), Customer Service Agents (CSAs), Customer Engagement (CE), Customer Loyalty (CL), Repeat Buying (RB), Perceived Expectations (PEs), Perceived Performance (PP), AI-Enabled Chatbots (AI-ECBs)

1. INTRODUCTION:

In the wake of Liberalization, Privatization and Globalization (LPG), economies worldwide have started witnessing sweeping changes in every field of activity viz banking and financial services, health care, retailing, tourism, education etc., with India being not an exception to this.

As a consequence of the changing industrial and business environments, Governments had to think of extending a red-carpet welcome to the private players to make their entry into the industrial, commercial and service sectors.

With the end of the License Raj Era characterized by too many restrictions placed by governments, people having enterprising skills are now enthused to take the initiative for the establishment of the commercial, industrial and service organizations with an aim to contribute to the country's economic prosperity.

Due to the technological advancements gaining momentum, different sectors of the economic activity in the world economies including India are required to ensure speed, convenience, ease of use, etc., to their customers, as they cannot aim at their long -term existence in the changed business environments without firstly being successful at winning the hearts of the customers whose buying behaviors are subject to change and are the determinants of their success.

2. Aim of the Paper:

This paper aims at exploring into the role of Artificial Intelligence and AI-Enabled Chatbots in enhancing Customer experiences in e-Commerce sector which is primarily considered as the service- based business.

With the above-mentioned main aim kept in mind, the researcher is further interested in presenting a theoretical framework on the Artificial Intelligence, AI-Enabled Chatbots which are known for playing the defined role of enhancing Customer Experiences (CEXs), resulting in their loyalty and repeat buying of the goods and services through the window of e-Commerce. It is also further aimed at analyzing the impact of AI enabled chatbots on the CEXs.

As Customer Satisfaction is a pivotal requirement playing a key role in the development of eCommerce Sector, the researcher is also further interested in presenting lucidly how the **Service Quality** (SQ) of the AI-Enabled Chatbots have a bearing on **Customer Satisfaction** (CS) which has a decisive role in determining the destiny of the e-Commerce Sector.

3. Genesis of e-Commerce in India:

With the deployment of Information and Communication Technologies (ICTs), organizations globally have started thinking in terms of transforming the way in which they conduct their business.

Business organizations in these changing environments, for making their debut into the untapped customer segments apart from retaining the existing markets are to redefine their customer service and marketing strategies, failing which they become redundant in servicing the customer needs.

Like other sectors of industrial activity, Retail Sector too had to revamp its Customer Service and Marketing Strategies with a focused attention placed on ensuring the customers the opportunity of "**Online Shopping**".

Today's customers unlike those of yester years are constrained by the time and geographical factors.

Besides this, their tastes and preferences are getting altered at a galloping rate.

In order to better serve the diversified needs of the above-mentioned customers with changing profiles, e-Retailers are to realize that the existing customer service and marketing strategies are of no avail to reach them, unless they are ready to fine tune their strategies.

Owing to the increased Internet user base and favorable market conditions, India has lot of potential in the e-Commerce industry.

From the foregoing explanation, it is now very much clear that, for the satisfaction of New-Age Customers, Retailers have no other choice, except to intensifying their efforts and gear up their machinery to provide shopping experiences to the customers opening them the **Window of Technology-Based Shopping** also known as **e-Commerce** and **Online Shopping**.

Thus, Online Shopping has become an indispensable tool for the retailers to reach many unreached market segments who prefer to enjoy the benefits of convenience, Anytime and Anywhere Approachability and Affordability during their journey of Online Shopping.

3.1 Concept of e-Commerce:

E-Commerce also known as Electronic Commerce is a marketing tool made available in the Retail Sector (RS) by the Service Providers (SPs) to the Customers enabling them avail shopping services via Internet / IT Platform fetching them the facility of having goods and services on 24×7 basis. By definition, e-Commerce stands for electronic Commerce (eC). Dealing in goods and services through electronic media and the Internet is known as e-Commerce. E-Commerce involves carrying on a business using Internet and Information Technology. In case of e-Commerce, both buyer and seller interact electronically not physically as found in Offline Mode i.e. Stores.

As there is no involvement of the human interfaces in e-Commerce, customers enjoy unique customer experiences through speedier, efficient and accurate customer services provided at their doorsteps, ultimately making

their journey of Online Shopping more exciting, enticing and enjoyable. This situation made the customers remain loyal encouraging them continue their "**Re-Use Intentions**", benefitting the e-Commerce industry in stepping up their business efficiency and profitability.

Through e-Commerce, customers are enabled to avail digital information with value creation facilitating them enjoy **Enhanced Customer Experiences** (ECEs) leading to their maximum satisfaction with the goods and services purchased via "**Online** "mode.

Further, e-Commerce also has become the facilitating tool for customers and are enthused to enjoy the uninterrupted flow of goods and services and thus has become an enabling force to the customers improving their Quality of Life (QoL).

E-Commerce has thus become the "**Gate Way**" for the e-Commerce Industry enabling it to reshape the destiny by laying a solid foundation for enhancing its productivity and efficiency through profitability achieved by it with the support of loyal customer groups, who are interested in immensely benefitting the e-Commerce industry through repeat purchases of its goods and services.

3.2 Key-Drivers of e-Commerce Industry in India:

E-Commerce which has become the way of life for many customer segments and backbone of our country had registered a monumental growth caused by the influence of multiple factors. Among them, digitization of the economy fueled by the LPG Policies had been the most strategic factor altogether altering the economic life of our country through e-Commerce Sector.

Apart from the digitization, penetration of the most affordable Internet has further supplemented the efforts of the e-Commerce industry in touching the lives of millions of people through online supply of goods and services ensured to them in an uninterrupted manner.

With the entry of Mobile Technology, it had become very much easy for the customers to do shopping via Online Mode and as per the available statistics; India has emerged as the destination point for many customers to go for M-Commerce which accounted for 41% in the global market.

Especially, the contribution of Jan Dhan Yojana Scheme launched by Sri Narendra Modi, Hon'ble Prime Minister had further fueled the e-Commerce industry in our country in getting its entry felt by the Rural India, as about 110 million Debit Cards Holders take the help of e-Commerce platform, making their payment experiences more fulfilling with the emergence of Digital Payment Gateway (DPG).

Other factors contributing to the substantial growth of e-Commerce Sector include growing middle class, entry of Foreign Direct Investments (FDIs), SMEs, MNCs, into the field of e-Commerce, flagship programs launched by the Union Government viz Start -Up India, Digital India, Skill India, P.M's Innovation Fund, explosion of Social Media Platforms, rising standard of living of the people, increasing number of Younger-Generation Customers (Y-GCs) with high disposable incomes, infrastructure developed in the logistics, restricted mobility of people during Corona Pandemic etc.

As a result of the influence of the above-mentioned multiple factors, the e-Commerce Industry is now positioned in our country enjoying the unique privilege of touching the lives of millions of people in changing their lifestyles.

3.3 Rise of e-Commerce Platforms:

The e-Commerce Sector has been registering an unprecedented growth playing a key role in the incredible transformation of our country. This could become possible due to the influx of many organizations into the e-Commerce Platforms, as the Retailers in e-Commerce Sector are very much willing to reach many customer groups through Online Shopping by taking the support of e-Commerce Platforms, despite having their own websites providing opportunities to the customers to trade Online.

Apart from the own websites, e-Retailers have been taking the support of social media and Live Commerce to reach innumerable number of customers inspiring them avail speedier, accurate and efficient customer services delivered to them.

Though Amazon and Flipkart are the front runners in e-Commerce platforms, many other organizations also made their way into the e-Commerce platforms aimed at bringing qualitative changes in the lives of many people through convenience, ease of use, affordability, scalability etc., assured to the Retail Customers via Online Shopping.

Other organizations strengthening the e-Commerce Sector through satisfying customer experiences provided to the online retail customers include Myntra, Snapdeal, Paytm Mall, Shop clues, Wall Mart, Jio Mart etc., and due to the

proactive role played by these organizations, e-Commerce Industry has now emerged as the strongest and matured one not only in our country, but also globally.

3.4 Customer-Centricity in the e-Commerce Sector - A Call of the Hour:

As discussed elsewhere, today's customers unlike their counterparts of yester years are more enlightened having a higher level of inclination to lead a quality life. For making this dream come true, they are to be enabled to have access to the shopping services on 24 × 7 basis. Apart from enjoying Anytime and Anywhere Accessibility to the goods and services via Online Shopping, customers further expect that, retailers also take due care of their urge for convenience, affordability, scalability, ease of use etc., during service delivery.

Unless the Customers are made to enjoy their journey of Online Shopping through the above features assured to them, they are most likely to get frustrated with the customer services, resulting in their willingness to shift their loyalty to other e-Retailers, causing irreparable loss to the present retailer suffered on account of the Customer Churn (CC).

As the loss of existing customers is heavily going to affect the e-Retailers plan to go for enhancement of the profitability and business efficiency through expansion of retail business and these customers who want to shift their loyalty to other retailers on account of the frustrated customer experiences undergone by them are likely to spread negative propaganda, there is a dire necessity for these retailers to seriously think of revamping their existing **Customer Service Strategies** (CSSs), with due attention paid on "**Customer-Centricity**" for providing customized services aimed at enhancing the customer experiences. With these proactive and customer-friendly approach, existing customers not only simply get enhanced satisfaction enabling them to remain loyal through repeat purchase of goods and services via Online Shopping but would prefer to become the **Word-of-Mouth** (WoM) Advertisers to the prospective customers and as such are highly helpful to the e-Retailers in the recruitment of our customers.

For making the customer journey happy through several customer experiences, the e-Retailers are in a crying need to keep an eye on the quality aspects of the services provided to the customers, as customers go by service differentiation factor only, and not by any other considerations for deciding whether to continue with the existing e-Retailer or to switch over to any alternative e-Retailer.

In the light of the above discussion, it is now crystal clear that, e-Retailers willing to flourish and prosper in a war of competition with their counterparts are to accept the ground reality that, there is no short route available with them to reach higher levels of excellence in customer services and have to keep in their mind that, service differentiation achieved through improvisation of customer services alone would be an answer for all the issues confronted by them in the customer service front.

As customers in the present-day context want everything on fingertips and are willing to take purchase decisions beyond the time zone and want to feel excitement through Anywhere and Anytime Shopping made by them, online shoppers are to pay concentrated attention on tapping the untapped customer segments, besides carefully retaining the existing customers. This becomes possible only through welcoming the technology interventions into their business activities.

3.5 Artificial Intelligence in e-Commerce Sector - A New Era in Customer Service:

With the entry of **Artificial Intelligence** (AI), e-Commerce Sector in our country like every other sector started witnessing a sea change in its performance characterized by the **improved Customer Relationships** (CRs), elevated levels of customer satisfaction, enhanced customer experiences, increased customer loyalty and re-use intentions etc.

As discussed earlier, since today's customers are placed in an altogether a new environment with their tastes and preferences undergoing changes from time-to-time resulting in treating the goods and services enjoyed by them yesterday as obsolete, service providers, therefore are in an inescapable situation to think of bringing qualitative improvements in the **Customer Service Quality** (CSQ) provided to these customers.

Unless, the e-Retailers have a futuristic vision and are able to closely watch the changes happening in the customer behaviors caused due to their ever-changing preferences and accordingly revise their **Customer Service Strategies** (CSSs), these e-Retailers are likely to lose the customer support, which ultimately will endanger their very existence in today's hyper-sensitive market environment.

As retention of the existing customers is more beneficial to the e-Retailers than the recruitment of new ones, these e-Retailers are in a need to take all the required measures for closely watching the customer behaviors during three stages i.e. pre-purchase stage, purchase stage and post-purchase stage.

Unless, the e-Retailers accept the naked truth that, the Customer Relationship just begins with the purchase of goods and services by the customers and would continue even after the completion of the sale due to the fact that the customers still need some support in the form of "**After-Sales Service**", e-Retailers are further required to be strategic in their thinking for ensuring enhanced customer experiences and making customer journey more enjoyable. Unless, customers are happy with the e-Retailers' services, they think that, they are under no obligation to continue their relationship and this frustration developed by the customers due to the callous attitude of e-Retailers will undoubtedly take them to an unpleasant situation to seriously think of saying **Good Bye to the e-Retailers**, and to switch over to new eRetailers to get their expectations met.

Therefore, e-Retailers are to seriously think of updating their Customer Service Strategies and Service Quality, with the incorporation of the required dimensions into them.

For becoming successful in their endeavor of customer retention and attraction of new customers through WoM of the existing customers who are the "**Brand Ambassadors**", e-Retailers are to constantly watch the ongoing changes happening in the e-Retail Markets and Customer behaviors, and it is exactly at this stage, **Artificial Intelligence** is going to play the strategic role, enabling these e-Retailers getting their efforts materialized in customer retention and recruitment of new customers.

3.6 Customer Service in e-Commerce Sector - Need of the Hour:

With the advent of ICT accompanied by the Artificial Intelligence, as the e-Commerce Sector has simplified the job of shopping by the widely scattered customers via e-Commerce Platforms, it has become essential for the e-Retailers to think of arranging the customer support through the "Customer Service Representatives" (CSRs).

Unless the customers are supported through "**Customer Service Representatives**" having human touch and empathy, the customers are less likely to patronize the e-Commerce Sector. This results in the failure of the e-Retailers in not only the retention of the existing customers, but also in the attraction of the new customers through the well satisfied existing customers who are considered to be the "**Brand Ambassadors**" by the e-Retailers.

Thus, ensuring speedier, accurate, reliable, efficient and effective customer services has become the most important and formidable task for the e-Retailers to succeed in today's competitive environment so as to become the winners over their rivals, in the war of not only the retention of the existing customers, but also in the recruitment of the new customers.

3.7 Customer Service Representatives (CSRs):

Customer Service Representatives also known as the "**Customer Service Assistant**" (CSA), are known for their yeoman services namely handling customer interactions, resolving the customer complaints, responding to the phone calls received from the customers, and e-mail requests raised by the customers , maintenance of the customer service records etc., Customer Service Representatives by attending to these duties will play a strategic role in improving the customer connectivity through enabling the customers in getting maximum value from the e-Retailers.

By possessing excellent interpersonal and active listening skills, clear communication skills with a strong command over the language skills, excellent CRM Skills, ability to work in a team, multi-tasking and good organizational skills and lastly with abundant skills to work in the most high-stress situations, these CSRs will play a decisive role in making the customer journey more exciting through enhanced experiences provided to the customers.

Though CSRs have an important role in the e-Commerce Sector, due to their rigid working hours, they are unable to ensure all the time availability to the customers, e-Retailers are in a dire necessity to think of evolving an alternative mechanism to provide customer services on 24×7 basis. Therefore, it is exactly here, the e-Retailers are to take the support of the Artificial Intelligence to ensure the uninterrupted customer services aimed at enhancing the customer experiences for developing customer satisfaction and also to make Customer Engagement and Loyalty easier and thereby to develop Re-Use Intentions among the customers willing to go for the repeat purchases. Thus, AI has become an enabler for the e-Retailers aim at achieving the expansion and sustainable development of the e-Commerce business.

Though the CSRs due to the rigid working hours are unable to service the changing needs of the customers by leaving the job of attending to the customer queries which are of routine nature to the AI-Enabled Chatbots, still these CSRs occupy an important place in the e-Commerce Sector, as they concentrate on the resolution of the customer queries which are of complex nature and as such, the e-Retailers are to understand the equal importance that the CSRs and Chatbots enjoy in the e-Commerce Sector in ensuring the customers the opportunity of enjoying the enhanced customer

experiences and satisfaction, which are the pivotal requirements for the e-Retailing Sector to become more stronger and matured, especially in the wake of ever-rising competition coming from not only the domestic e-Retailers, but also from abroad

3.8 AI-Enabled Chatbots in e-Commerce Sector --A Marketing Tool for Making Customer Journey Exciting & Enticing:

With the installation of AI-Architecture in every field of economic activity including the e-Commerce Sector, noticeable changes are seen in the very functioning of these sectors. In the context of eCommerce Sector, AI is considered to be the most viable tool having enormous ability to find solutions for variety of issues confronted by the e-Retailers and customers in their unending journey of Customer Relationship Management (CRM).

The employment of AI-Enabled Chatbots in place of front -line human personnel serving consumers is a novel development aimed at enabling the e-Retailers and customers enjoy immensely with a variety of services made available to them by these human-like Chatbots.

By stimulating human interactions through utilization of Machine Learning (ML), Natural Language Processing (NLP) Sentiment Analysis (SA) and Predictive Analytics (PA), AI-Enabled Chatbots have been playing a critical role in facilitating customers enjoy instantaneous responses for various service-related queries raised by them during three stages of buying process i.e. pre-purchase, during purchase and post-purchase.

By ensuring personification, social orientation, agility, security, reliability, scalability and confidentiality in their services, Chatbots are able to immensely benefit the customers in e-Commerce Sector, resulting in customer loyalty and Re-Use Intentions and finally the repeat purchase of goods and services by them enabling e-Commerce Sector to penetrate deeply into the lives of millions of people through improved quality of living dreamt by them, thus drastically bringing improvements in their standard of living.

Despite the fact that, the Chatbots have the immense potential to address a variety of customer queries unlike a Customer Service Agent, these AI-Enabled Chatbots are still in an infancy requiring the e-Retailers to pay a serious thought on this, so as to enable the AI-Enabled Chatbots resolve every service-related query with lot of care and diligence facilitating the customers avoid the idea of taking the support of w (CSA), especially in the present day Digital-Era.

AI-Enabled Chatbots besides making customer journey easier and more interesting also have become pivotal in supporting the e-Retailers, especially in providing customized goods and services thereby helping them become successful in **Customer Engagement** (CE).

Above discussion takes us to a conclusion that, AI -Enabled Chatbots have emerged as the effective marketing tools facilitating the e-Retailers and customers enjoy the benefit of enduring Customer Relationship Management.

3.9 Impact of Service Quality of AI -Enabled Chatbots on Customer Satisfaction and Re-Use Intentions in e-Commerce Sector:

As the AI-Enabled Chatbot services are system based and designed with the support of Information Systems without the involvement of any human interface aimed at providing accurate, speedier and efficient customer services - the pre-requisite conditions for converting the customer journeys into the most exciting experiences, in an attempt to satisfy the customers who subsequently would become "**Repeat Purchasers**" through "**Re-Use Intentions**", these e-Retailers are to understand the immediate necessity of making the **Service Quality Dimensions** more satisfying to their customers. Therefore, **Service Quality** assumes lot of importance for improving the customer acceptance for AI Enabled Chatbot Services-the most time and cost saving tool to be used by both the e-Retailers and Customers in getting their expectations met by them.

In general sense, Service Quality is known as comparison of **Perceived Expectations** (PEs) with **Perceived Performance** (PP) and with this understanding, customers have a general tendency to compare the service they expect and gap they feel, when their expectations don't match with each other.

As e-Retailers are not visible to the customers during their journey of buying, and it's not possible for customers to see the goods and services physically as they are not visiting the stores, as they make purchases electronically, it is the bounden duty of the e-Retailer to ensure the customers to have the feeling of same satisfaction like the satisfaction that they derive from off-line shopping.

Therefore, it is mandatory for the e-Retailers to take all the required steps to see that, Service Quality has all the dimensions i.e. Reliability, Tangibility, Responsiveness, Empathy, Assurance etc.

As customers in e-Retailing look at service differentiation to decide whether to continue with the same e-Retailer or to switch over all together to a new e-Retailer, e-Retailers are required to give a serious thought on these dimensions of Service Quality in respect of different aspects of e-Retailing and more particularly the AI-Enabled Chatbot Services, failing which they have to lag behind their counterparts in e-Commerce Sector.

Thus, Service Quality with the necessary care taken by the e-Retailers to incorporate the necessary dimensions discussed now are of paramount importance for enabling both e-Retailers and Customers have enduring relationship which is of prime importance for the e-Commerce Sector to flourish.

3.10 Role of AI-Enabled Chatbots in Enhanced Customer Experiences, Re-Use Intentions & Enhanced Customer Satisfaction:

Chatbots as AI-Enabled Communication Software, to respond to the customer queries in an appropriate manner with the dimensions incorporated in their Service Quality for enhancing the customer experiences, increasing the re-use intentions are of immense importance for the e-Commerce Sector to become successful in its endeavor of providing enhanced satisfaction, which is the edifice on which the survival of the e-Commerce Sector hinges.

Therefore, it is of utmost importance for the e-Retailers to see that, devising appropriate and user -friendly Customer Service and Marketing Strategies is the need of the hour for e-Commerce Sector to reach to the greater heights, especially in the present-day context of digitization.

For becoming successful in ensuring enhanced experiences resulting in increased re-use intentions and finally for taking the satisfaction to the customers to the elevated level, it is an important responsibility on the part of the e-Retailers to see that, due attention is paid on increasing the quality in respect of various aspects viz Usability, Information, Interaction, Personalization, fun of browsing and site security features.

e-Retailers to become successful in the above aspects mentioned are to understand the undue importance attached to the various factors which include Personification, Social Orientation, Agility, Service Guarantee, Reliability, Scalability and Security.

For ensuring Personification and Social Orientation, the e-Retailers through Chatbots are to focus on enabling these Chatbots to appear like humans enabling these Chatbots communicate with customers in a friendly manner, to increase their acceptability by the Customers, who still prefer to have the interactions with **Customer Service Representative** (CSR).

For getting the reception of the Customers for Chatbots, e-Retailers are further required to make the services of the Chatbots more agile through quick and correct responses arranged to the customer queries, besides maintaining the confidentiality of the information provided by the Customers.

In addition to above steps, e-Retailers are further needed to take necessary action for increasing the capability of the Chatbots to attend any challenging situation posed by the customers through posing innumerable number of questions, failing which there is a possibility for the customers to encounter frustrated experiences with the services of AI-Enabled Chatbots.

With the systematic planning of the e-Retailers aimed at ensuring user-friendly Customer Services through AI-Enabled Chatbots, the herculean task of providing enhanced experiences to the customers become easy resulting in their increased re-use intentions.

4. CONCLUSION:

From the above discussion, it is now clear that the e-Commerce Sector to better serve the varying and diversified customer needs has to think of refining customer service and marketing strategies with a thrust placed on enhancing the customer experiences. Further this sector is required to aim at achieving customer engagement and loyalty, so as to see that these loyal customers are converted into Repeat Buyers.

The e-Commerce Sector in its endeavor of achieving customer experience, engagement and loyalty is placed in an unavoidable situation to take the help of Artificial Intelligence which immensely helps this sector in understanding the vast amount of Customer Data, enabling it in-turn improve its efficiency through increased sales and smarter data-driven decisions.

Through this study, it has become crystal clear that the Artificial Intelligence through ensuring 24/7 Customer Service through Chatbots has been playing a pioneering role in achieving higher level of customer satisfaction leading to repeat buying by the highly satisfied customers.

This study has further enabled those concerned with e-Commerce Sector to understand that the AI-Enabled Chatbots are capable of answering the queries raised by the customer beyond the time zone, these chatbots are still in an infancy due to lack of customer awareness towards the potential benefits that accrue from these Bots to them.

For making the Chatbots to gain wider acceptability from the customers, the e-Commerce Sector is required to pay a focused attention on improving the service quality dimensions of AI-Enabled Chatbots, failing which the customers are to sail with the Customer Service Representatives (CSRs) whose services are available during the rigid working hours resulting in the Customer dis-satisfaction.

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