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**An international publication of the
Transcampus Interdisciplinary Research and Study Group
Department of Maritime Management Technology
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IMPACT OF CUSTOMER SATISFACTION ON MOBILE TELECOMMUNICATION SERVICE PROVIDER

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Abstract

One of the purposes for the establishment of telecommunication industry is to create satisfaction for the use of the services in all spheres of life while realizing the profit motives. However, there had been complaints from customers about the quality of service delivery of the mobile telecom network (MTN) in Nigeria. In spite of the appreciable growth and expansion recorded in the industry, "the quality of service is still poor". Therefore, this study is designed to examine the effect of customer care service on customer satisfaction and examine the effect of network quality on customer satisfaction. Primary data were used, the primary were obtained through the administration of questionnaire. Multi stage sampling was employed; first, stratified sampling was used to segment Ilorin market into three (3) on the basis of socio economic consideration. Frequency distribution and multiple regression method were used to analyse the data. The result of the analysis revealed that quality customer care service and quality of network affects customer satisfaction, and that there is significant relationship between pricing policy of telecommunication organisation (MTN) and customer satisfaction. The study concluded that MTN should not just rely on profit margins as a good indicator of business performance; rather, they should develop strategies that will capture customers' perceptions of their service. In light of these, the study recommends that billing, customer care service, quality service delivery and reduction of tariff should be focused upon by the service provider so that the market share and the profit of the organization can be realized.

Keywords: Telecommunications, satisfaction, service, delivery

Introduction

Nigerian Mobile Telecommunication is the fastest growing market in Africa. Nigeria, a developing country in 1992 introduced its first mobile phone services, through the joint venture between NITEL and DSL of Canada to form Mobile Telecommunications Service (MTS). Nigerian telecommunication came into mainstream in 2001 when the deregulation of the subsector of the economy gave way to private involvement. The telecommunication system was opened up with the issuance of Global System for Mobile (GSM) unified license in 2001. Nigerian Telecommunication (NITEL) was the only operator in the market before 2001 with subscribers of about 500,000 from a population of 140million.

The regulatory body Nigerian Communications Commission (NCC), modernized and expanded the mobile telecommunication network and services by granting GSM license to three (3) service providers MTN Nigeria, ECONET Wireless (now AIRTEL), and the first national carrier, NITEL

(initially MTS, privatized to form MTEL). In 2002, the second national carrier, GLOBACOM was also granted license to commence operations. In 2007, ETISALAT acquired the unified access license from the federal government Nigeria. Since the launch of GSM, the number of subscribers in Nigeria has greatly increased. It was reported by Ndukwe in 2005 that between 1998 and 2000, the number of mobile lines was 35,000 but grew to over 11million as of March 2005, with a growth rate of more than a million lines annually since 2002. This translated to an increase from the total density of 0.4 lines per 100 inhabitants in 1998 to 9.47 lines per 100 inhabitants currently. Additionally, the sector has attracted an investment of over US\$8billion and has greatly increased the number of employed people directly (those working with the GSM companies) or indirectly (this includes various level of dealerships cell phone vendors, repair shop, suppliers of accessories, fixed and mobile call shops and street recharge card hawkers). The number of the employed people is reported to be over 300,000 Nigerians in 2005 (Ndukwe, 2005). Other benefits

include easy, affordable and quick access to phone by different categories of the population, reduced frequency of travelling, etc, and all these benefits contribute to the socio-economic development of the country.

Based on the annual growth rate of the subscribers, and increasing teledensity, Nigeria is one of the fastest growing telecoms market in Africa (Hoff, 2006). Additionally, the population count of over 140 million people and GDP per capita and PPP valuation of US \$1,776 (estimated in 2005) (OECD, 2006) presents a massive growth potential for the mobile telecoms sector and the customer base is estimated to reach 23 million subscribers in 2007 and 32 million subscribers in 2009 (Hoff, 2006). This anticipated increase in the customer base will translate into better social and economic development, resulting from more financial investments from the service operators.

Gerpott et al. (2001) wrote that since 1990s, the telecommunications sector has become an important key in the development of the economy of developed countries. This results from the saturated markets, de-regulation of telecommunications industry (removal of monopoly rights, especially enjoyed by state-owned telecoms networks), and increasing number of mobile service providers, enormous technical development and intense market competition. Szyferski & Loebbecke (1999) wrote that this increasing economic importance and benefits of telecommunications firms motivated many management scholars (especially marketing experts) to devote attention to this sector. Wilfert (1999); Gerpott (1998); and Booz. Allen and Hamilton (1995) pointed out that marketing strategies are very important in telecommunications services because once customers have subscribed to a particular telecommunications service provider, their long-term link with this provider is of greater importance to the success of the company than they are in other industry sectors. Hence, service providers need to form a continuous lasting relationship with their customers to know them better and satisfy their needs adequately. Studies conducted to explore factors affecting satisfaction, loyalty and retention in mobile

telecommunications industry include: Gerpott et al. (2001) investigated customer satisfaction, loyalty and retention in the German mobile telecommunications among 684 respondents and reported that customer retention cannot be equated with customer loyalty and/or customer satisfaction, rather a two-stage causal link can be assumed in which customer satisfaction drives customer loyalty which in turn has impacts on customer retention. However, these three factors are important for superior economic success among telecommunication service providers. Kim et al. (2004) investigated the effects of customer satisfaction and switching barrier on customer loyalty among 350 respondents in Korea and reported that call quality, value-added services and customer support have significant impact on customer satisfaction. Thus, to maximize customer satisfaction, focus should be on service quality and customer-oriented services. Switching barrier on the other hand is affected by switching costs (e.g. loss cost, move-in cost, and interpersonal relationships) and was revealed to have an adjustment effect on customer satisfaction and customer loyalty. Serenko and Turel (2006) investigated customer satisfaction with mobiles services in Canada and reported that perceived quality and perceived value are the key factors influencing satisfaction with mobile services. Customer care is reported to be negatively related to customer satisfaction, which means that a more satisfied customer is less prone to complain. Hence, they concluded that customer satisfaction is the only single measure that better capture the range of services, prices and quality and moreso, this measure is an important performance indicator useful for both regulators and mobile service providers.

In summary, these studies support the theory that highly satisfied customers will stay longer, buy more, be less sensitive to price increases from their providers or price decreases from competitors.

Statement of research problem

The problem of this study is propelled by need to empirically measure customer satisfaction with service delivery of MTN Company in Nigeria. The state of customer satisfaction with service delivery is not clear as there is scanty documentation on the

issue. The goals set by government have only partly been met-especially with respect to the development in rural areas-and the quality of service is still low and has even deteriorated on some indicators. Since the past decade, the industry has witnessed a tremendous increase in subscriber growth rate for all the mobile telecom operators (ITU 2008; Africa ICT indicators 2007). This growth trend could not be attributed to customer satisfaction; it is fundamentally due to the substantial growth in investment and expansion of network access during the last decade. This seems a success story, and there are high hopes that the service quality delivered by MTN will meet customer expectations, ideal service, or satisfaction.

However, there have been many complaints from customers about the service delivery of the mobile telecom networks in Nigeria. As a result, a statement released by Nigerian Communications Commission (NCC) profusely lamented that in spite of the appreciable growth and expansion recorded in the industry, "the quality of service is still poor". Despite the economic and social benefits of the mobile telecommunications to Nigerian economy and market, unlike the developed countries, there is no marketing or management research attention to this sector. However, it is probable that the mobile operators conduct satisfaction surveys and other marketing research but contact with the mobile operators for any useful information yielded no response. Hence, there is currently no literature material on customer satisfaction as it relates to the Nigerian mobile telecoms industry. Some of the literatures available only focus on development of the telecommunications, mobile telephony, communications, (etc.) and evidently, the growth trend in the mobile telecom industry in Nigeria does not provide empirical support for the claim that customers are satisfied with the service delivery of MTN in Nigeria. Therefore, the gap created by this information necessitates a further research study that will determine the empirical effects of customer satisfaction on Nigerian mobile telecoms industry. It is against this drawback that this study was carried out to determine customer satisfaction on mobile telecommunication service

provider, using MTN Nigeria as the basis for the study.

The broad objective of this research work is to examine the impact of customer satisfaction on mobile telecommunication service provider while the specific objectives are to:

- i. examine the effect of customer care service on customer satisfaction.
- ii. examine the effect of network quality on customer satisfaction.
- iii. determine the impact of customer satisfaction on the market share of telecommunication (MTN) organization.

Literature review

A customer is a person or organizational unit that plays a role in the consummation of a transaction with the marketer or an entity', (Sheth et al., 1999). From this definition, customers of mobile phone companies in Nigeria could be individuals, households and organisations. Even as these companies pay more attention to meeting the needs of their individual customers, they need also to make sure that the needs of their corporate customers are met as well.

It is also worth mentioning that employees of mobile phone companies also constitute customers of these companies. A satisfied employee leaves no stone unturned to make customers satisfied. Satisfied employees tend to serve their customers better. The way the workforce or employees view the services of the service provider they work for and the satisfaction they derive from it, i.e., job satisfaction, affect their attitude towards their jobs and ultimately affect their dealings with the customer. Mobile phone companies therefore have the task of satisfying their internal as well as external customers. This notion of not focusing exclusively on external customers is supported by Baker (1999), who makes mention of the fact that, it is a gross mistake on the part of businesses to focus all their attention on 'external dimension of service, that is, customer perception'. He goes on to say that the 'internal dimension' is of equal importance.

Customer satisfaction, therefore, is an important concept in marketing research. Prior research tells us that customer satisfaction has a positive effect on loyalty (Lein-Ti Bei and Yu-ChingChiao, 2001). Vasquez-Carrasco and Foxall (2006) proved consumer satisfaction has got a positive effect on consumer retention. There have been many studies on customer satisfaction over the years. Cardozo (1965) was the first to research this concept and to introduce it into the marketing field. Since then the definition changed over time but it was always clear that satisfaction and quality are interchangeable. Parasuman, Zeithaml and Berry (1994) have provided the clearest definition for satisfaction. They suggest that satisfaction is influenced by service quality, product quality and price. They have researched satisfaction on a transactional level, which implies that the overall satisfaction is a function of transactions. Satisfaction is a consumer response that is both affective and cognitive.

Several studies have shown that it costs about five times to gain a new customer as it does to keep an existing customer (Naumann, 1995) and this result into more interest in customer relationships. Thus, several companies are adopting customer satisfaction as their operational goal with a carefully designed framework. Hill and Alexander (2000) wrote in their book that *"companies now have big investment in database marketing, relationship management and customer planning to move closer to their customers"*. Jones and Sasser (1995) wrote that *"achieving customer satisfaction is the main goal for most service firms today"*. However, increasing customer satisfaction has been shown to directly affect companies' market share, which leads to improved profits, positive recommendation, lower marketing expenditures (Reichheld, 1996; Heskett et al., 1997), and greatly impact the corporate image and survival (Pizam and Ellis, 1999).

Perceived value

Perceived value is defined as *"the results or benefits customers receive in relation to total costs (which include the price paid plus other costs associated with the purchase) or the consumers' overall assessment of what is received relative to*

what is given" (Holbrook, 1994 and Zeithaml, 1988).

Additionally, Zeithaml (1988) found out that customers who perceive that they receive value for money are more satisfied than customers who not perceive they receive value for money.

Several studies have shown that perceived value is significant determinant of customer satisfaction (Anderson et al. (1994); Ravald and Gronroos (1996); and McDougall and Levesque, 2000). Turel and Serenko (2006) in their investigation of mobile services in Canada suggested that the degree of perceived value is a key factor affecting customer satisfaction.

Past research studies suggested that there are four features, which are key drivers of the customer value of cellular services: network quality, price, customer care, and personal benefits (Booz, Allen & Hamilton, 1995, Danaher & Rust, 1996; Bolton, 1998; Gerpott, 1998; Wilfert, 1999).

- I. The network quality refers to excellent indoor and outdoor coverage, voice clarity, and no connection breakdowns.
- II. Price refers to what is paid to obtain access to use the network.
- III. Customer care refers to the quality of the information exchanged between customer and supplier or network provider in response to enquiries and other activities initiated by the network provider, for example presentation of invoices.
- IV. Personal benefits refer to the level of perception of the benefits of mobile communications services by individual customers.

It is apparent from this review that one of the factors customers use to determine satisfaction level is the benefits received from a product or service in comparison with what is spent. Perceived value is not a focus of this study (however customer satisfaction evaluation captures perceived value; the assessment shows what consumers' value in the service received). The suggested mobile services attributes (features) will be used to assess customer satisfaction in this study.

Service quality

Another factor that contributes to satisfaction is service quality. Service quality is defined as "the difference between customer expectations and perceptions of service" or "as the customers' satisfaction or dissatisfaction formed by their experience of purchase and use of the service" (Gronroos, 1984 and Parasuraman et al. 1988).

Oliver (1993) reported that service quality is a causal antecedent of customer satisfaction, due to the fact that service quality is viewed at transactional level and satisfaction is viewed to be an attitude. Dabholkar et al. (1996) and Zeithaml et al. (1996) reported that the service quality dimensions are related to overall service quality and or customer satisfaction. Fornell et al., (1996) expressed that satisfaction is a consequence of service quality. Hurley and Estelami (1998) argued that there is causal relationship between service quality and satisfaction, and that the perceptions of service quality affect the feelings of satisfaction.

There are various classifications of the components of service quality in marketing science. Gronroos (1984) stated that "in service environments, customer satisfaction will be built on a combination of two kinds of quality aspects; technical and functional". Technical quality or quality of the output corresponds to traditional quality of control in manufacturing. It is a matter of properly producing the core benefit of the service. Functional quality or process quality is the way the service is delivered. It is the process in which a customer is a participant and co-producer, and in which the relationship between service provider and customer plays an important role (Wiele et al., 2002).

Technical quality is related to what customer gets (transaction satisfaction); functional quality is related to how the customer gets the result of the interaction (relationship satisfaction). Lewis (1987) suggested that service quality can be classified as essential and subsidiary. Essential refers to the service offered and subsidiary includes factors such as accessibility, convenience of location, availability, timing and flexibility, as well as

interactions with the service provider and other customers.

The classification can also be the core (contractual) of the service, and the relational (customer-employee relationship) of the service. The core or the outcome quality, which refers to what is delivered and the relational or process quality, which refers to how it is delivered are the basic elements for most services. (Gronroos, 1984; McDougall and Levesque, 1992; Parasuraman et al., 1991b; Dabholkar et al., 1996).

McDougall and Levesque (2000) in their direct approach investigation on four service firms (dentist clinic, automobile shop, restaurant, and haircut salon) demonstrated that both core and relational service quality classes have significant impact on customer satisfaction. Heskett et al. (1997) conducted studies on several service firms, such as airline, restaurants, etc and reported that service quality, solely defined as relational quality, has consistent effect on satisfaction and is regarded as key factor in delivering customer satisfaction. Parasuraman et al. (1988) identified five dimensions of service quality (SERVQUAL) that must be present in any service delivery. SERVQUAL helps to identify clearly the impact of quality dimensions on the development of customer perceptions and the resulting customer satisfaction. SERVQUAL include:

- I. Reliability - the ability to perform the promised services dependably and accurately.
- II. Responsiveness - the willingness to help customers and provide prompt service.
- III. Assurance - the knowledge and courtesy of employees as well as their ability to convey trust and confidence.
- IV. Empathy - the provision of caring, individualized attention to customers, and
- V. Tangibles - the appearance of physical facilities, equipment, personnel and communication materials.

The model conceptualizes service quality as a gap between customer's expectations (E) and the perception of the service providers' performance (P). According to Parasuraman et al. (1985), "service quality should be measured by subtracting

customer's perception scores from customer expectation scores ($Q = P - E$). The greater the positive score mark means the greater the positive amount of service quality or the greater the negative score mark, the greater the negative amount of the service quality.

Zeithaml et al. (1990) proposed a comprehensive perception of quality assessment and claimed that they are other factors apart from the dimensions of Parasuraman et al. (1988):

- a) Access – how easy it is to come into contact with the supplier. This is where position, opening hours, supplier availability, and other technical facilities belong.
- b) Communication – the ability to communicate in an understandable way that is natural to customer.
- c) Credibility – referring to being able to trust the supplier
- d) Courtesy – refers to the supplier's behaviour, e.g. politeness and kindness

Parasuraman et al. (1988), assurance dimension is a combination of the credibility and courtesy dimensions of Zeithaml et al. (1990). Pizam and Ellis (1999) stated that the gap that may exist between the customers' expected and perceived service quality is a vital determinant of customer satisfaction or dissatisfaction, and not just only a measure of the quality of the service. Previous studies on mobile telecommunication services, measured services quality by call quality, pricing structure, mobile devices, value-added services, convenience in procedures, and customer support (Kim, 2000; Gerpott et al., 2001; Lee, Lee, & Freick, 2001). Customers determine satisfaction level of any purchased service by the perceptions of quality received. Therefore, customer satisfaction assessment captures service quality and in this study, the previous factors used to measure service quality (call quality, billing, customer support, etc) of mobile telecoms will be used to assess customer satisfaction.

The rationale of internal satisfaction

Research works have shown the importance and the link of internal (employee) satisfaction to the external (customer) satisfaction. Hill and

Alexander (2000) stated that there is a positive relationship between employee satisfaction and customer satisfaction and this is achieved in companies that practice employee motivation and loyalty. They reported that "employees that are more motivated to achieve customer satisfaction tend to be more flexible in their approach to their work, make fewer mistakes and use more initiative". Fečíková (2004) conducted studies on the index method for customer satisfaction measurement with chairs in Slovakia and reported that the satisfaction of internal customers is one of the basic factors to satisfy the external customer. Thus, she suggested that employee motivation and loyalty can be achieved through:

- I. Daily leadership – Top management officials motivate others through their performance.
- II. Top management communicates their expectations to the employees.
- III. Development of competencies – feedback on employees performance, work efforts, opportunity for development and improvement of competencies.
- IV. Corporation and employee retention, and
- V. Good working conditions

Benefits of customer's satisfaction

Several research works have shown that customer satisfaction is positively associated with desirable business outcomes namely; Customer Loyalty, Customer Retention, and Customer Profitability. Gerpott et al. (2001) reported that these consequences are important goals for telecommunications operators to have superior economic success.

Customer loyalty

Coyne (1989) stated that customer satisfaction has measurable impact on customer loyalty in that when satisfaction reaches a certain level; on the high side, loyalty increases dramatically; at the same time, when satisfaction falls to a certain point, loyalty reduces equally dramatically. Yi (1990) expressed that the impact of customer satisfaction on customer loyalty by stating that "customer satisfaction influences purchase intentions as well as post-purchase attitude". In other word, satisfaction is related to behavioural loyalty, which includes continuing purchases from the same company, word of mouth

recommendation, and increased scope of relationship.

Fornell (1992) found out that there is a positive relationship between customer satisfaction and customer loyalty but this connection is not always a linear relation. This relationship depends on factors such as market regulation, switching costs, brand equity, existence of loyalty programs, proprietary technology, and product differentiation at the industry level. Jones and Sasser (1995) proposed that link between satisfaction and loyalty can be classified into four different groups: loyalist/apostle (high satisfaction, high loyalty), defector/terrorist (low satisfaction, low loyalty), mercenary (high satisfaction, low loyalty), and hostage (low satisfaction, high loyalty).

Roger Hallowell (1996) confirmed the link between customer loyalty (in the context of behavioural loyalty) and customer satisfaction. Oliver (1999) stated that the relationship between satisfaction and loyalty is that satisfaction is transformed into loyalty with the assistance of a myriad of other factors. However, this relationship is complex and asymmetric. High levels of satisfaction lead to high levels of attitudinal loyalty. Attitudinal loyalty involves different feelings, which create a customer's overall attachment to a product, service, or company (Lovelock et al., 2001). Gerpott et al. (2001) in their study of the German mobile telecommunication found that customer satisfaction is positively related to customer loyalty, and both factors are important parameters in the mobile telecommunications industry. Turel and Serenko, 2006, in their study of Canadian mobile telecommunications also confirmed this finding.

Customer retention

Research works have shown that there is positive relationship between customer satisfaction and customer retention; customer satisfaction has a direct effect on customer retention (Rust and Subramaman, 1992); customer satisfaction is positively related to customer retention (Anderson and Sullivan, 1993); to retain a customer, it is necessary to satisfy him. Satisfied customer is more likely to return and stay with a company than

a dissatisfied customer who can decide to go elsewhere (Ovenden, 1995); satisfaction leads to retention and the retention is not simply because of habit, indifference or inertia (Desai and Mahajan, 1998); customer retention is central to the development of business relationships, and these relationships depend on satisfaction (Eriksson and Vaghult, 2000); customer satisfaction is an antecedent of customer retention (Athanasopoulos, 2000); customer satisfaction is a central determinant of customer retention (Gerpott et al., 2001); customer satisfaction is positively related to customer retention and the effect varies by customer size and the customer's current level of satisfaction (Niraj et al., 2003).

Customer profitability

Research studies conducted by Gale (1992) and Fornell (1992) showed that higher customer satisfaction translates into higher than normal market share growth, the ability to charge a higher price, lower transaction costs, and a strong link to improved profitability. Nelson et al., (1992) also demonstrated that customer satisfaction is related to higher profitability and proved his findings statistically. Andersson et al., (1994) found a significant association between customer satisfaction and accounting return on assets. Ittner and Larcker (1996) found that shareholder value is highly elastic with respect to customer satisfaction. Fornell et al., 1996, found out that customer satisfaction is significantly related to firms' financial performance.

The volume of business conducted with a firm is directly related to customer satisfaction, which in turn affects profitability (Ittner and Larcker, 1998).

Other empirical findings further demonstrated that; customer satisfaction has greater influence on repurchase intentions and profits for service companies (Edvardsson et al., 2000b); customer satisfaction affects share-of-wallet (SOW) positively (Braun and Scope, 2003; Keiningham et al., 2003); customer satisfaction leads to increased profits (Fečiková, 2004); and customer satisfaction is strongly associated with improved share-of-spending (Keiningham 2005).

The significance of this sub-section to this study is that it helps to provide better understanding that

customer satisfaction to some extent affects loyalty which in turn may affect retention and profitability. The literature review fails to evaluate and measure this topic and this is what this study attempts to cover by looking at the various factors that constitute customer satisfaction and how they affect the performance of network provider.

Research methodology

The study adopted the descriptive survey, using questionnaire to collect required data. Specifically, close ended questionnaire were used to collect primary data, in other to streamline responses for easy analysis. Random sampling technique was used in selecting the respondents who are staff and Customers of MTN. The four retail branches located within Ilorin metropolis were used as a case study. A total of 200 copies of questionnaire were distributed to the respondents, i.e 50 copies of the questionnaire to staff and 150 copies to customers. However, on return 40 copies and 132

copies questionnaire were retrieved from the respondents respectively, making a total of 172 altogether. The data were analyzed by means of descriptive and inferential statistical tools. Precisely, simple regression model was developed and applied in testing the research hypotheses.

The mathematical model for simple regression analysis is given as: $Y = a + bx$

Where Y is performance of telecommunication service provider the dependent variable, and X is customer satisfaction the independent variable. Both a and b are the regression co-efficients known as the intercept and slope respectively.

The variables to be considered for analysis include:

- X₁: Customer satisfaction
- X₂: Network quality
- X₃: Pricing policy
- X₄: Market share

Data presentation and analysis

Testing of hypothesis and interpretation of results

Decision rule

Reject H₀ if the P value is less than α (0.05) if otherwise accept H₀.

H₀₁: Quality customer care service does not affect customer satisfaction.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.562 ^a	.549	.532	0.662

Field Survey, 2013

a. Predictors: (Constant), The customer care services offered by MTN meet up to ideal standard

Table reveals the summary of the fitted model of R-square which is used to determine the percentage of variability in the dependent (customer satisfaction) variable that can be accounted for by a change in the independent variable (Quality customer care services).

The R-square value is 0.549 (54.9%). This implies that the variability changes in customer satisfaction of the organization can be accounted for by

approximately 54.9% in Quality customer care service. This simply established that a positive relationship exist between Quality customer care service and customer satisfaction of the organization. This indicates that for the organization to increase its customer satisfactions there is need to focus on Quality customer care service.

Table 2: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.986	1	1.986	1.761	.004 ^a
	Residual	146.643	130	1.128		
	Total	148.629	131			

Field Survey, 2013

- a. Predictors: (Constant). The customer care services offered by MTN meet up to ideal standard
b. Dependent Variable: The attitude and response of MTN customer care attendants affect customer satisfaction.

The statistical decision rule of p- value states that the Null hypothesis should be accepted if P- value is greater than alpha value (i.e level of significant which is 0.05) otherwise it should be rejected while the Alternative hypothesis is adopted. From Table 4.3.3, it can be observed that the P-value is 0.004 which is less than alpha value (0.05).

Therefore, the null hypothesis which states Quality customer care service does not affect customer satisfaction is rejected while the alternative hypothesis which posits that Quality customer care service affects customer satisfaction is hereby adopted.

H₀₂: Quality of network does not affect customer satisfaction.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 ^a	.662	.646	.502

Field Survey, 2013

- a. Predictors: (Constant). The quality and quantity of network availability is a major factor influencing customer satisfaction.

The R-square value is 0.662 (66.2%). This implies that the variability changes in customer satisfaction of the organization can be accounted for by approximately 66.2% in the quality of network. This simply established that a positive relationship

exist between the quality of network and customer satisfaction of the organization. This indicates that for the organization to increase its customer satisfaction there is need to focus on quality of network.

Table 4: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.417	1	.417	1.652	.006 ^a
	Residual	9.583	38	.252		
	Total	10.000	39			

Field Survey, 2013

- a. Predictors: (Constant). The quality and quantity of network availability is a major factor influencing customer satisfaction
b. Dependent Variable: Adequate network coverage enhances customer satisfaction

The statistical decision rule of p- value states that the Null hypothesis should be accepted if P- value is greater than alpha value (i.e level of significant which is 0.05) otherwise it should be rejected while the Alternative hypothesis is adopted. From Table 4.3.7, it can be observed that the P-value is

0.006 which is less than alpha value (0.05). Therefore, the null hypothesis which states that Quality of network does not affect customer satisfaction is rejected while the alternative hypothesis which posits that Quality of network affects customer satisfaction is hereby adopted.

H₀₃: Customer satisfaction will have no significant effect on the market share of telecommunication organisation (MTN).

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557 ^a	.547	.536	.497

Field Survey, 2013

a. Predictors: (Constant), Customer satisfaction increases market share of organisation

The R-square value is 0.547 (54.7%). This implies that the variability changes in market share of the organization can be accounted for by approximately 54.7% in customer satisfaction. This simply established that a positive relationship

exist between customer satisfaction and market share of the organization. This indicates that for the organization to increase its market share, there is need to focus on customer satisfaction.

Table 6: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.013	1	.047	.011	.035 ^a
	Residual	9.375	38	.247		
	Total	9.375	39			

Field Survey, 2013

a. Predictors: (Constant), Customer satisfaction increases market share of organization

b. Dependent Variable: The ultimate goal of every service provider in telecommunication industry should be customer satisfaction

The statistical decision rule of p- value states that the Null hypothesis should be accepted if P- value is greater than alpha value (i.e level of significant which is 0.05) otherwise it should be rejected while the Alternative hypothesis is adopted. From Table 4.3.15, it can be observed that the P-value is 0.035 which is less than alpha value (0.05). Therefore, the null hypothesis which states that Customer satisfaction will have no significant effect on the market share of telecommunication organisation (MTN) is rejected while the alternative hypothesis which posits that Customer satisfaction will have significant effect on the market share of telecommunication organisation (MTN) is hereby adopted.

Conclusion

The implication of this study for mobile operators is that operators should not just rely on profit margins as a good indicator of business performance. Rather, they should develop strategies that better capture customers' perceptions of their service offerings and these strategies can complement the internal perceptions of service offering. Customer satisfaction strategy helps companies to compare their performance against customer standards, compare customer

standards against internal process and identify opportunities for improvement.

The study concluded that quality offerings should take the most important place satisfying customers. Quality which includes efficient and effective communication, attractive and appealing products, offering of products that are relatively the best in the industry, ability of getting connected to the internet at the lowest rate, impressive response after dialing up, efficient and effective voice mailing, good hints on the maintenance of lines should represent areas of strength around which strategies can be built in order to develop sustainable competitive advantage.

Recommendation

In the light of the above findings, the following recommendations are made.

1. It is a known fact that companies are concerned about their market share and by implication their profit margins. Since they cannot use price to manoeuvre easily and as observed in this study, network availability and quality factor are the options left for

increasing their market shares and also their profit

2. Secondly, billing, customer care service and tariff should also be improved upon. In fact, the whole factors, that is quality, network availability, billing, customer care service, and tariff should be giving holistic approach, so that the market share and the profit of the organization can be improved.
3. Service provider should avail themselves of best practices worldwide in the area of customer care and establish contact with a view to knowing how their companies are performing relative to their promises and customers expectation. They would also know from customers how they could do better.

In terms of quality, government should do more on the mode of operations for the telecommunication companies to achieve a good conformance quality. Standard Organization of Nigeria (SON) should be more empowered, more dedicated, sincere and committed. For technical quality there is need for agency to enforce compliance in order to protect the customers.

Moreover, in taking care of these quality offerings, attention must be given by MTN to the demographic factors. Initiative must be centered on males particularly with small income earners and encourage with the proper quality offerings, their commitment to the company will be guaranteed.

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