

An Overview of Service Delivery and Customer Satisfaction in the Telecommunications Industry in Nigeria

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Abstract

The study examined service delivery and customer satisfaction in the telecommunications industry in Nigeria. The study assessed the level of satisfaction of GSM subscribers and the discrepancies (if any) in the level of satisfaction among them. Data were collected using a structured questionnaire distributed to four hundred respondents in Lagos and Oyo states of Nigeria. Descriptive statistics such as frequency, percentages, weighted mean as well as inferential statistics such as analysis of variance (ANOVA) were used for analyzing the variables of interest. The results obtained showed a general mean of 3.66 on a 5-point Likert scale. This means that the customers were satisfied with the services of the GSM operators operating in the mobile telecommunications industry in Nigeria. It is recommended that players in the mobile telecommunications industry should strive to raise the level of customer satisfaction by focusing on courtesy and upgrading of their operational facilities in order to widen their coverage area. Also, regulatory authorities, especially the Nigerian Communication Commission (NCC), should step up the level of supervision, while the Government should register and grant licenses to more mobile telecommunication companies to increase competition in the industry.

Keywords: service delivery, customer satisfaction, telecommunications, GSM operators

The idea of cell-based mobile radio system was first conceived at Bell Laboratories in the United States of America in the 1970s. However, mobile cellular systems were not introduced for commercial use until the 1980s (Adegoke, Babalola, & Balogun, 2008). Telecommunication facilities were first established in Nigeria in 1886 by the colonial administration through the introduction of public telegraph services linking Lagos by submarine cable along the West Coast of Africa, Ghana, Sierra Leone, Gambia and unto England (RDC, AIAE, UNILAG Consult, 2008).

The global system of mobile telecommunication (GSM) services were introduced in Nigeria in 2001. At the inception, three GSM operators, namely Communications Investment Limited (now Globacom), Econet Wireless Nigeria Limited (now Airtel), and MTN Nigeria Communications Ltd. were registered to provide mobile telephone services to Nigerians. As at today, there are about fourteen GSM operators in Nigeria, although the operations of some of them are restricted to cities like Lagos and Abuja. Among the new entrants are Visafone, Multi Links, Etisalat, Odua Net, Starcoms, Reliance Communications, Rainbow Net Ltd., Intercellular Nigeria Ltd., MTS First Communications, and Monarch Communications among others.

Traditionally, the main players in the Nigeria telecommunications sector are the Federal Government of Nigeria (FGN), the Ministry of Communications, Nigeria Communications Commission (NCC), and the telecommunications service providers. The FGN's role in telecommunications in Nigeria has been a very direct one - it is the owner and operator of the incumbent public telecommunications firm. This was shifted with the deregulation of the telecommunications sector in 1992, with the establishment of a regulatory body, the NCC. Since then, the NCC has been in control of telecommunications licenses issued to private telephone operators, which authorizes private telephone operators to roll out telephone services.

From less than 500,000 active lines in 2001, the total number of connected (mobile and fixed) telephone lines increased to 134,913,013 in 2012, while the active telephone lines stood at 99,145,614. Out of this number, GSM lines accounted for 95.35%, CDMA 4.05%, and fixed/fixed wireless 0.60% (NCC, March 2012). With this development,

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Nigeria's telecommunication sector has received a global claim of the fastest growing mobile market in the world. This global success was mainly driven by the GSM/digital mobile service providers in which MTN, Globacom, and Airtel, formerly Zain, are the major players (Abayomi, 2011). Despite this remarkable and outstanding improvement in accessibility to telephone services, there is an avalanche of complaints of high call tariffs, poor voice signals, poor reception, errors in connection, and poor inter-connectivity with other networks among others.

The customer is the core of any business. He is an essential part of the business, and is not an outsider. Indeed, the customer is the lifeblood of every business, and deserves paramount attention if the business is to succeed. The telecommunications industry is a very typical industry, therefore, the customer's importance for the enterprise, and how to attract, develop, and maintain customers have become more and more important in the era of sharp internationalized mobile telecommunication competition (Olayiwola, 2010). Telecommunications products fall under the intangible services that are not concrete products, but their utility can be determined based on what the consumers feel towards the rendering of services by the service provider per period of time (Abayomi, 2011). Thus, customer satisfaction can be regarded as an experience based assessment made by the customer of how far his expectations about the personal characteristics or the overall functionality of the services obtained from the provider have been fulfilled. Hence, the marketing strategies to deliver telecommunications services are so important because as soon as customers subscribe to a particular telecommunication provider, their long-term link with this provider is of greater importance to the success of the company, unlike in other industry sectors. It must be noted that a satisfied customer is an asset to the organization as he is more likely to return and stay with the organization than other customers. Thus, customer satisfaction is a sine qua non to their loyalty and retention.

Literature Review

Conceptual Framework for Analysis

❖ **Services** : Services are attitudes, processes, and functions (Zeithaml, Bitner & Gremler, 1996). Service is an intangible task that satisfies the need of the customer and business uses (Boone & Kurtz, 2004). A service is a process consisting of a series of more or less intangible activities that normally, but not necessarily always, take place in interactions between the customer and service employees, and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to the customers' problems (Grönroos, 2000). Service is an act or activity necessarily immovable and intangible suggested by one transaction party to another - one that would lead to ownership of no external object. Service production may or may not attach to physical goods (Kotler & Armstrong, 1990). Services include recognizable and necessarily immovable activities, which meet a need and its attachment to goods sale or other services that are not a necessity (Stanton & Miller, 1985).

Services have many characteristics that distinguish them from physical goods. As stated by Grönroos (2000), some of the main differences between services and physical goods are that services are processes, they are intangible and heterogeneous, they cannot be kept in stock, and there is no transfer of ownership; production, distribution, and consumption are simultaneous processes in the service context; the core value is produced in buyer-seller interactions and most importantly, in service contexts, customers participate in the production process. The last characteristic of services is that customers participate in the production process, which is of utmost importance when the issue of service quality is discussed. The reason is that because of the participation of the customers in the production of the service, the quality of the service is directly perceived by the customer at the time of production. That is why service quality can be defined as the quality as it is perceived by the customers (Grönroos, 2000) and, therefore, the measurement of service quality has been a real challenge for service providers. According to Kotler (1980), services have a number of characteristics that must be considered when designing their marketing programmes. These include intangibility, inseparability, and variability.

❖ **Customer Satisfaction** : Customer satisfaction is the extent to which customers are satisfied with their purchased goods and services (Boone & Kurtz, 2004). Customer satisfaction is a cognitive state of the buyer about the appropriateness or inappropriateness of the reward received in exchange for the service experienced (Howard & Sheth, 1969). It is an experience-based assessment made by the customer of how far his own expectations about the individual characteristics or overall functionality of the services obtained from the provider have been fulfilled (Homburg & Bruhn, 1998). Customer satisfaction can be defined using the transaction-specific perspective and

cumulative perspective. The transaction-specific perspective indicates that customer satisfaction is the evaluation based on the recent purchase experiences (Boulding, Kalra, Staelin, & Zeithaml, 1993). Compared with the transaction-specific perspective, the cumulative perspective stresses overall evaluations, indicating that evaluations of customer satisfaction should be based on all the purchase experiences of the customer, disregarding any specific purchase experience (Johnson & Fornell, 1991). Parasuraman, Zeithaml, and Berry (1988) argued that the cumulative perspective is more capable of evaluating the service performance of firms, and is more effective in predicting consumers' post-purchase behaviors (Wang, Lo, & Yang, 2004).

Telecommunications products fall under intangible services that are not concrete products, but their utility can be determined based on what the consumers feel towards the rendering of the service by the service provider(s) per period of time (Abayomi, 2011). Customer satisfaction is generally understood as the satisfaction that a customer feels when comparing his preliminary expectations with the actual quality of the service or product acquired. Satisfaction is a widely accepted concept despite real difficulties in measuring and interpreting typical approaches to its assessment. The most common approach is the use of general satisfaction surveys undertaken every few years and designed to track changes over time. There are, however, a number of difficulties with the concept of satisfaction (Communities Scotland, 2006, p. 20). It is not static, but changes over time; new experiences and levels of awareness will alter the potential levels of satisfaction that could be achieved. It is likely to be complex and is the result of a mix of experiences before, during, and after the point at which it is measured. It occurs in social contexts, which are varied and changing and may be unpredictable or inexpressible to the service user. It may be difficult to express the reasons for satisfaction; particularly, where less tangible aspects of services are being considered. It may be easier to express the reasons for dissatisfaction, particularly if this is the exceptional state. Without understanding the causes of satisfaction, there is a danger that we might treat a "good result" as a reason not to change anything, seeing it largely as a PR tool. If experience of the service greatly exceeds the expectations clients had of the service, then satisfaction will be high, and vice versa. In the service quality literature, perceptions of service delivery are measured separately from customer expectations, and the gap between the two, $P(\text{Perceptions}) - E(\text{Expectations})$, provides a measure of service quality and determines the level of satisfaction.

Businesses have learnt to collect data on a number of dimensions to create external data or customer satisfaction. External data are gathered to gain insight into customers' or clients' preferences for products or services provided by the organization, customers' views of strength and weaknesses of the organization, and to find what improvements are desired. Sales figures and whether the trend is up or down over time are important. Sales and customer satisfaction are correlated (University of Texas survey of excellence). Customer satisfaction involves an orientation that takes care of all parts of the process that develops a good or service for the ultimate consumer.

Theoretical Framework

❖ **The Exit-Voice and Loyalty Theory :** In *Exit, Voice and Loyalty : Responses to Decline in Firms, Organizations, and States*, Hirschman (1970), an economist intrigued by diverse consumer strategies in market situations, argued that when a consumer encounters poor performance from a firm, he has three basic options .He could remain *loyal* and tolerate the "lemons" the organization provides in exchange for some future reward or in hope of improvement. He could raise his voice, demanding a better product. Or, he could *exit* - opt to walk out and patronize competing firms. Exit and voice thus constitute the two alternative means of expressing grievances. In pluralistic market situations, exit is the most common consumer response.

❖ **Assimilation Theory :** Festinger's (1957) dissonance theory forms the basis of assimilation theory. Dissonance theory posits that consumers make some kind of cognitive comparison between expectations about the product and the perceived product performance. If there is a discrepancy between expectations and perceived product performance, then dissonance arises. This view of the consumer post-usage evaluation was introduced into the satisfaction literature in the form of assimilation theory (Anderson, 1973). According to Anderson (1973), consumers seek to avoid dissonance by adjusting perceptions about a given product to bring it more in line with expectations. Consumers can also reduce the tension resulting from a discrepancy between expectations and product performance either by distorting expectations so that they coincide with perceived product performance, or by raising the level of satisfaction by minimizing the relative importance of the disconfirmation experienced (Olson & Dover, 1979).

❖ **Contrast Theory :** Contrast theory, first introduced by Hovland, Harvey, & Sherif (1957) presents an alternative view of the consumer post-usage evaluation process than was presented in assimilation theory, where post-usage evaluations lead to results in opposite predictions for the effects of expectations on satisfaction (Cardozo, 1965). The approach holds that when consumers experience disconfirmation, they seek to minimize the discrepancy between prior expectations and actual product performance by shifting their evaluations away from the expectations. It is the tendency to magnify the discrepancy between "one's own attitudes and the attitudes represented by opinion statements" (p. 281) endorsed by persons with opposing views. Contrast theory holds that a surprise effect occurs leading to the discrepancy being magnified or exaggerated.

❖ **Expectancy Disconfirmation Theory :** This theory which was developed by Oliver in 1997, holds that satisfaction/dissatisfaction results from consumers' comparison of performance of a product or service with pre-determined standards of performance. According to postulation, the pre-determined standards are the customers' predictive expectations. Three possible outcomes of comparison are possible. Positive disconfirmation occurs when performance is perceived to be better than the pre-determined expectations. In this scenario, the customers are delighted. Zero disconfirmation occurs when performance is perceived to be equal to expectations - customers are likely to be satisfied. Negative disconfirmation occurs when performance falls below expectations. This leads to dissatisfied or unhappy customers. Expectancy disconfirmation theory therefore concludes that customer's attitudes and purchase intentions decrease when product experience fails to meet prior expectations.

❖ **Empirical Review :** Eniola (2006) investigated the overall customer satisfaction of the mobile telecom industry in Nigeria, the factors influencing satisfaction, and the relationship between satisfaction and demographics. The results obtained in the research indicated that 57% of the respondents were satisfied and 5% of the respondents were highly satisfied. The combination of network quality, billing, validity period, and customer support (mobile services attributes) showed a strong relationship with satisfaction, while age, gender, location, and employment variables showed a weak relationship.

Abayomi (2011) investigated the level of satisfaction that subscribers of GSM service providers have enjoyed in the seven years of operations in Nigeria. In testing this empirically, MTN, Globacom, and Zain (now Airtel) were selected as case studies. Six hundred questionnaires were administered to the subscribers of these GSM service providers in the six states of south-western Nigeria. The study concluded that the subscribers in Nigeria were dissatisfied with the services of their service providers. He suggested that the GSM service providers should reposition themselves to give adequate value to subscribers' money that is commensurate with their own gains from the Nigeria telecommunications market.

Ojo (2010) investigated the relationship between service quality and customer satisfaction in the telecommunication industry with a focus on mobile telecommunication network (MTN) in Nigeria. A total of 230 respondents participated in the study. The study revealed that service quality had an effect on customer satisfaction and that there was a positive relationship between service quality and customer satisfaction. He recommended that organizations should focus more attention on service quality, because of its effects on customer satisfaction.

Methodology

The present study which covered the period from 2010-2012 utilized primary sources of data, which were obtained through the administration of a structured questionnaire on respondents in order to assess their level of satisfaction with the services of GSM operators in Nigeria. Purposive sampling was used to choose four local government areas for the study. These included Kosofe and Alimosho local government areas of Lagos State, and Ibadan north east and Ibadan south west local government areas of Oyo State of south-western Nigeria. Accidental sampling was used to select the respondents. In all, a total of 400 questionnaires were distributed to the respondents in the cities of Lagos and Ibadan in south-western Nigeria.

❖ **The Demographic Characteristics of the Respondents :** The sex distribution showed that 53.8% of the respondents were male, while 46.2% of the respondents were female. The age distribution showed that 19% of the respondents belonged to the age bracket of 16-25 years, 59.5% of the respondents belonged to the age group of 26-40 years, 12.5% of the respondents belonged to the age group of 41-50 years, 8% of the respondents belonged to the age group of 56-65

years, and 1% of the respondents belonged to the age bracket of 66 years and above. 13.5% of the respondents possessed the SSCE Certificate, 32% of the respondents possessed the NCE/OND, 31.8% of the respondents possessed the BA/BSc/HND degree, 18.8% of the respondents were educated up to the masters level, while 4% of the respondents possessed the Ph.D degree. With reference to marital status, 48.2% of the respondents were single, 49.8% were married, while 2% were divorced. 77.2% of the respondents were Christians, while 22.8% were Muslims. The 5 point weighted likert scale was used to measure the satisfaction level of the respondents : (1) No opinion, (2) Extremely dissatisfied, (3) Dissatisfied, (4) Satisfied, (5) Extremely Satisfied.

The student t-test was used to test the difference between means of responses, while the weighted mean was used to test the null hypothesis that subscribers were not satisfied with the services provided by the GSM operators. ANOVA was used to test the hypothesis that the level of satisfaction of GSM subscribers was the same across all networks.

Results and Discussion

The level of customer satisfaction was analyzed based on the following parameters : Courtesy, Adequacy of Facilities, Reliability, Prompt Service, Network Availability, Billing Cost, Browsing Plan, Call Quality, Coverage Area, Customer Care, Ease of Recharge, and Value-added Services.

It can be observed from the Table 1 that 83% of the respondents were satisfied with Courtesy, 73.3% were satisfied with the Adequacy of Facilities, 61% were satisfied with the Reliability, 65.7% were satisfied with the Prompt Services, 68.6% of the respondents were satisfied with the Network Availability of GSM operators, and 48.8% of the respondents were satisfied with the Billing Cost respectively. Furthermore, it was also revealed that 61% of the respondents were satisfied with the Browsing Plan offered by the GSM operators, 77% of the respondents were satisfied with the Call Quality, 76.5% were satisfied with the Coverage Area, 59.5% were satisfied with the Customer Care Services, 83.5% were satisfied with the Ease of Recharge, and 45% were satisfied with the Value Added Services respectively.

Based on the weighted mean of 3.66 rated on a 1 to 5 Likert scale, as displayed in the Table 1, it can be inferred that the subscribers were satisfied with the services of the GSM operators, and that they had a positive viewpoint about the ability of the GSM service providers to meet their changing needs.

Table 1 : Distribution of the Respondents as per their Satisfaction Levels												
Variables	No Opinion (1)		Extremely Dissatisfied (2)		Dissatisfied (3)		Satisfied (4)		Extremely Satisfied (5)		Mean Score	Rank
	F	%	F	%	F	%	F	%	F	%		
Courtesy	27	6.8	7	1.8	34	8.5	198	49.5	134	33.5	4.113	1
Adequacy of Facilities	12	3.0	26	6.5	69	17.2	211	52.8	82	20.5	3.813	5
Reliability	4	1.0	26	6.5	126	31.5	162	40.5	82	20.5	3.730	6
Prompt Service	18	4.5	20	5.0	99	24.8	205	51.2	58	14.5	3.663	8
Network Availability	12	3.0	26	6.5	88	22	207	51.8	67	16.8	3.728	7
Billing Cost	10	2.5	88	22	107	26.8	147	36.8	48	12	3.338	11
Browsing Plan	64	16	36	9	56	14	182	45.5	62	15.5	3.355	9
Call Quality	16	4	18	4.5	58	14.5	218	54.5	90	22.5	3.870	3
Coverage Area	10	2.5	38	9.5	46	11.5	220	55	86	21.5	3.835	4
Customer Care	8	2	76	19	78	19.5	174	43.5	64	16	3.525	10
Ease of Recharge	10	2.5	34	8.5	22	5.5	174	43.5	160	40	4.100	2
Value Added Services	90	22.5	74	18.5	56	14	124	31	56	14	2.955	12
Mean Score	3.66											
Source: Primary Data												

Test of Hypotheses

❖ **One Sample T-Test of Difference between Means of the Responses :** The t- test of statistics was used to test the

null hypothesis that subscribers were satisfied with the services provided by the GSM operators in Nigeria. The Table 2 depicts the output results based on the analysis of the responses from the respondents on the 12 specific questions posed to them to determine the level of customer satisfaction. The measurement variable ratio used for the Likert scaling was between 1 and 5 in this order : (1) *No opinion* , (2) *Extremely dissatisfied*, (3) *Dissatisfied*, (4) *Satisfied*, (5) *Extremely Satisfied* . Therefore, the mean of the above ratios is 3 that is [15/5].

❖ **Decision Rule**

If $\mu \leq 3$, Accept H_0

If $\mu \geq 3$, Reject H_0 .

Where μ = the population mean

❖ **Ho 1: The quality of services rendered by the GSM operators are not satisfactory.**

The results presented in the Table 2 show that $\mu = 3.68$ and >3 . Based on the results obtained and displayed in the Table 2, it is inferred that the subscribers were satisfied with the services offered by the GSM operators. This implied that the respondents in this study had a positive impression about the ability of the GSM service providers to meet their changing needs.

	T-Test (One-Sample Test)Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Courtesy	77.232	399	.000	3.93500	3.8348	4.0352
Adequacy of facilities	75.328	399	.000	3.77250	3.6740	3.8710
Reliability	85.262	399	.000	3.78750	3.7002	3.8748
Prompt Service	75.416	399	.000	3.61500	3.5208	3.7092
Network Availability	79.532	399	.000	3.69000	3.5988	3.7812
Billing Cost	72.250	399	.000	3.49750	3.4023	3.5927
Browsing Plan	52.228	399	.000	3.39250	3.2648	3.5202
Call Quality	80.249	399	.000	3.84500	3.7508	3.9392
Coverage Area	77.764	399	.000	3.79750	3.7015	3.8935
Customer Care	76.625	399	.000	3.64000	3.5466	3.7334
Ease of Recharge	80.205	399	.000	4.03750	3.9385	4.1365
Value Added Services	48.199	399	.000	3.20250	3.0719	3.3331

Source: Primary Data

❖ **Ho2: The level of satisfaction of GSM subscribers was the same across the networks.**

The following are the results of the analysis as displayed in the Table 3. Courtesy ($F=3.93, p < 0.05$) ; Adequacy of facilities ($F=2.96, p > 0.05$), Reliability ($F=0.978, p > 0.05$), Prompt service ($F=2.49, p > 0.05$), Network Availability ($F=1.70, p > 0.05$), Billing Cost ($F=32.65, p < 0.05$), Browsing Plan ($F=1.539, p > 0.05$), Call Quality ($F=9.114, p < 0.05$), Coverage Area ($F=13.198, p < 0.05$), Customer Care ($F=6.533, p < 0.05$), Ease of Recharge ($F=22.636, p < 0.05$), Value Added Services ($F=38.283, p < 0.05$). Based on the results (Table 3), it is concluded that customers differed in their level of satisfaction in the areas of Courtesy, Billing Cost, Call Quality, Coverage Area, Customer Care, Ease of Recharge, and Value Added Services among the various operators (MTN, GLO, and Airtel), while their level of satisfaction was the same across the three networks on the dimensions of Reliability, Adequacy of Facilities, Prompt Service, Network Availability, and Browsing Plan.

Table 3 : One Way Analysis of Variance

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Courtesy	Between Groups	8.588	2	4.294	3.934	.020
	Within Groups	398.431	365	1.092		
	Total	407.019	367			
Adequacy of facilities	Between Groups	5.157	2	2.579	2.963	.053
	Within Groups	317.644	365	.870		
	Total	322.802	367			
Reliability	Between Groups	1.525	2	.763	.978	.377
	Within Groups	284.779	365	.780		
	Total	286.304	367			
Prompt Service	Between Groups	4.711	2	2.356	2.490	.084
	Within Groups	345.286	365	.946		
	Total	349.997	367			
Network Availability	Between Groups	2.949	2	1.475	1.700	.184
	Within Groups	316.518	365	.867		
	Total	319.467	367			
Billing Cost	Between Groups	53.351	2	26.675	32.645	.000
	Within Groups	298.258	365	.817		
	Total	351.609	367			
Browsing Plan	Between Groups	5.374	2	2.687	1.539	.216
	Within Groups	637.495	365	1.747		
	Total	642.870	367			
Call Quality	Between Groups	16.461	2	8.231	9.114	.000
	Within Groups	329.615	365	.903		
	Total	346.076	367			
Coverage Area	Between Groups	24.428	2	12.214	13.198	.000
	Within Groups	337.787	365	.925		
	Total	362.215	367			
Customer Care	Between Groups	11.961	2	5.980	6.533	.002
	Within Groups	334.115	365	.915		
	Total	346.076	367			
Ease of Recharge	Between Groups	42.123	2	21.061	22.636	.000
	Within Groups	339.605	365	.930		
	Total	381.728	367			
Value Added Services	Between Groups	111.657	2	55.828	38.283	.000
	Within Groups	532.276	365	1.458		
	Total	643.932	367			

Source: Primary Data

Conclusion

On the basis of the results, it was established that the customers were satisfied with quality of services rendered by GSM operators in Lagos and Oyo states of south-western Nigeria, especially MTN, GLO, and Airtel, which were used as the sample organizations for the study. With a general mean of 3.66 level of satisfaction on a 5-point Likert scale, it is

concluded that overall, the mobile phone users (though they had certain complaints against the GSM operators) were satisfied with the services rendered by the GSM operators as compared to the situation before the introduction of mobile telephones in Nigeria in 2001.

It was also confirmed that mobile phone users varied in their level of satisfaction across the various networks in the areas of - Courtesy, Billing Cost, Call Quality, Coverage Area, Customer Care, Ease of Recharge, and Value Added Services ; while their level of satisfaction was the same for Reliability, Adequacy of Facilities, Prompt Service, Network Availability, and Browsing Plan.

It is, therefore, concluded that GSM operators were rendering quality and satisfactory services in the areas of Reliability, Adequacy of Facilities, Prompt Service, Network Availability, and Browsing Plan.

Limitations of the Study

Due to the fact that the sample respondents were taken from two states in south - western Nigeria, the results of the present study may not be generalized to specific or other regions of Nigeria. Also, only three major GSM networks (MTN, GLO, and Airtel) were used primarily for this study. Hence, the results may not be true for other networks in the telecommunication industry.

Managerial Implications

This study has provided adequate and up-to-date information on the level of customer satisfaction in the telecommunication industry in Nigeria. The results of the study can be used by the players in the telecom industry in Nigeria for enhancing their performance in the area of service delivery. The study has also established that there is indeed a relationship between customer satisfaction and the various dimensions of quality service delivery. Players in the mobile telecommunication industry should strive to maintain the present level of satisfaction and if possible, raise it to international standards. This will enhance their growth, increase their market share and overall profitability, which will translate into higher value for shareholders' funds. Due to the ever increasing teledensity, there is need for upgradation of facilities by the GSM operators across the geographical spread of the country to reduce the level of congestion, call drop rates, and network failure.

Scope for Future Research

It is suggested that future research studies should extend the study to include states and regions outside the scope of this study. Also, the sample(s) for future studies should include other mobile telecommunication networks not included in the present study.

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