



School of Management

Service Quality Relevance in Nigeria: Evidence from Zain Mobile

by

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ABSTRACT

Customer satisfaction is an increasing challenge for telecommunication companies. In the last few years, the mobile telecom market has witnessed a substantial growth and rapid changes globally, as well as domestically in Nigeria. Customer satisfaction is a critical issue in the success of any business system. The purpose of this research is to evaluate “whether” and “how” ZAIN customers are satisfied or dissatisfied with the customer service provided at ZAIN outlets in Port Harcourt region with the help of service quality by the customers of the outlets.

The research would be based mainly on quantitative method; i.e. questionnaire method using service quality and satisfaction attributes, along with literature review and personal interview results to develop the questionnaire. The Service Quality Gap which aims at measuring the customer satisfaction, by comparing their expectation and perception of service after experiencing the service, serves as the theoretical framework for the research. Moreover, SERVQUAL dimensions covering Reliability, Assurance, Empathy, Responsiveness and Tangibles are used in the further development of theory and modelling of the questionnaire for this research.

DEDICATION

To everyone that has set a goal and striving to accomplish it.

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CHAPTER ONE: INTRODUCTION

“ZAIN Nigeria, formerly known as Celtel Nigeria, the company was established in 2000, by a group of institutional and private investors as well as three state governments of Nigeria.

It made history on August 5, 2001 by becoming the first telecoms operator to launch commercial GSM services in Nigeria. In 2006, following Celtel International’s acquisition of majority stake in the company, it was re-branded Celtel and became an important part of Celtel’s pan-African operations spanning 14 countries. On August 1, 2008 Celtel Nigeria was rebranded Zain Nigeria following the global acquisition of Celtel International by Zain Group.

Zain Nigeria, which currently covers over 1500 towns and 14000 communities across the six geopolitical zones of the country, scored a series of many other "firsts" in the highly competitive Nigerian telecommunications market including the first to introduce toll-free 24-hour customer care line-111; first to launch service in all the six geo-political zones in the country; first to introduce N500 recharge card; first to commence emergency service (Celtel 199); first to introduce monthly free SMS and first to introduce monthly airtime bonus.” (www.ng.Zain.com/aboutus- 2010)

ZAIN has lost its position of as the market leader in Nigeria and recently is struggling to maintain its 3rd position (Appendix D) amongst other operations like MTN, GLO, M-TEL and recent entrance ETISALAT!

The continuous loss of market share and customer base by ZAIN might not just be due to acquisition and rebranding but might be due to customer service and change in customer service requirements.

With so many changes occurring in the Nigeria telecoms sector as a result of globalization, liberalization, banking capitalization and privatization programs of

government, including expansion and stiff competitions amongst the GSM operators' couple with the dynamic huge Nigerian market have produced a new taste for the best of service and service delivery by customers. Nigeria just may be moving into a service economy!

1.2 Objectives of Study

The main objective of this study is to examine customer satisfaction provided at ZAIN outlets in Port Harcourt region, with the help of evaluation of service quality by the customers of the outlets. More specifically, the study is aimed;

- To examine customer's expectation and perception towards service at ZAIN outlets in Port Harcourt region.
- To ascertain the applicability of SERVQUAL in telecoms industry of a developing country like Nigeria
- To analyze the Gap between customer expectation and perception, in order to ascertain the level of customer's satisfaction.
- To ascertain the demographic and other information (gender, payment option, frequency of visiting ZAIN outlets) of customers towards ZAIN outlets in Port Harcourt region.

1.3 Relevance of Study

This study, which is one of the very few in Nigeria, would serve as a pilot test for further research on service quality in developing countries.

It would not only be relevance to other telecoms service providers in Nigeria, but also serve as a modality for NCC (Nigeria communication commission) to understand the basic service requirement of customers so as to be able to regulate telecoms firm appropriately.

Also this study would be relevant as it test the applicability of SERVQUAL as a tool for measuring service quality in developing countries.

1.4 Limitations and avenues further research

This research apart from time constrain has two main limitations firstly, this is the first time an external party would be given access to direct customers in GSM telecoms in Nigeria, thus the result may need further validation in future research.

The customers were sceptical about given out information.

Secondly, this study was taking at a time when Zain Nigeria was undergoing yet another rebranding into AIRTEL. Ideal research should be conducted devoid of such.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Quality has come to be recognized as a strategic tool for attaining operational efficiency and improved business performance (Anderson and Zeithaml, 1984; Babakus and Boller, 1992; Garvin, 1983; Phillips, Chang and Buzzell, 1983). This is true in every business. Focusing on the customer when drawing a quality-benchmark is a must! All organizations need to measure the service quality and set the targets according to customer needs. Noting that Customer Satisfaction Equals Business Success (Carole Nicolaides: 2001).

In this chapter we will review literature on customer service, customer satisfaction and service quality. We will also review related literature in models or tool used in service quality framework including KANO, SERVQUAL and SIX SIGMA. We would consider literatures on Nigerian's telecommunications and service industry

2.11 Service quality and customer satisfaction

Parasuraman, Zeithaml and Berry (1988) defined service quality as ‘a global judgment, or attitude, relating to the superiority of the service’, while according to Deming, (1982) service quality aims to confirm the requirements of customers, to meet their expectations and to satisfy them.

Service quality (SQ) has become an important research topic because of its apparent relationship to costs (Crosby, 1979), profitability (Buzzell and Gale, 1987; Rust and Zahorik, 1993; Zahorik and Rust, 1992), customer satisfaction (Bolton and Drew, 1991; Boulding *et al.*, 1993), customer retention (Reichheld and Sasser, 1990), and positive word of mouth. SQ is widely regarded as a driver of corporate marketing and financial performance.

Customer satisfaction refers to the extent to which customers are happy with the products and services provided by a business. It can also be viewed as a measure of how products and services supplied by a company meet or surpass customer expectation.

Delivering quality service is considered an essential strategy for the success and survival of service organizations (Dawkins and Reichheld, 1990; Reichheld and Sasser)

2.2 Historical Background: Mobile Market & Customer Service

First of all, about Nigeria mobile market and customer satisfaction, *Marketinfo* indicated in its 'Nigerians mobile marketing situation report' that the mobile marketing trends in 2010 will be affected greatly from the new regulation of SIM card registration. Therefore, customer service will become more significantly

important - in the event that the operators cannot provide an effective and satisfied service, customers can instantly switch brand.

As for the necessity to preserve the existing customers the management can be in two directions; that is, increasing the switching cost to prevent customers from changing brand or accelerate the service quality to satisfy customers.

In their conclusion, the year 2010 will be the start of service quality war instead of pricing war. The marketing activities of Nigerian mobile operators in year 2010, therefore, are suggested to focus in service quality to keep the existing customers, in other words, to reduce customer decay.

Besides mobile customer decay result from the lower barrier of operator switching, Hargrave (2004:14) gave some suggestion about consumer behaviour that consumers easily change new brands. Fuelled by the high promotional activity in the market, Nigeria consumers have become notoriously unfaithful. Customers have more choices and if they have found that there is something new, fresh and exciting, they tend to give that brand a try. If the customers perceive significant different or better performance in new brand/product/service they are likely to switch. However, a study by Heart suggests that consumers will gradually shift to more expensive brands when disposable income and age increase.

Nowadays, Nigeria economy grows fast and one reason is because of the spending sprees, especially amongst young working generation, on automobiles, homes, mobile phones and other big purchase.

Hill (2004:20) said about customer decay that the average business loses between 10 and 30 percent of its customers each year, but often don't know why they were lost; he clarified that dissatisfaction is the fundamental reason for customer decay. A considerable amount of research has been undertaken in the area for several years found that there are customer gaps that obstruct company to

meet customer satisfaction. The overall gap which results in a dissatisfied customer is the gap between expectations and experience, which can usually be traced back to one of five earlier gaps (promotional, understanding, procedural, behavioural and perception)

Customers are not always happy with the quality and value of the services they receive (C.lovelock & L.wright, 2002) but no organization intends to provide poor service. Gaps usually arise because of differences in perception between what the business thought it was providing and what the customers believe they received. Only regular customer satisfaction measurement will enable the business to identify and close the gaps.

2.3 Nigeria in the service economy

A service economy is an economy mostly dependent on services or one where increased importance of the service sector is felt.

The western world is already operating in a service economy. In the US and UK, services account for over 50 % of the gross domestic product GDP. Services do not only account for a substantial part of gross national product, but they are also becoming the basis for a competitive advantage for many firms.

For decade's customer service seemed so far-off in Nigeria, customers were at the mercy of producers and so called service providers. Customer received service as favour not as an obligation, even the banks that claimed to be service oriented failed wholly when compare with their peers in the developed world.

But recently the story is changing. Several governments' regulatory changes both in the private and public sector that brought about a heightened level of competition amongst firms have also increased manifold the expectation of customers in all areas relating to customer service. Now Nigerian do not have to wait for hours under the smouldering sun to make local calls or queue up to collect telephone bills as they do that in the comfort of their home now. All thanks to maturing markets and globalization.

As the Nigerian economy grows and its telecommunication sector is booming, the country has attracted telecoms investor from all over the world. From 2000, when *Econet wireless* started operation as the only GSM operator, the country presently have over 6 major GSM operators with over 35 sub-operators. Based on competition and exposure, the Nigerian consumer is now demanding for better quality of service and products at reduced rate! Some firms are paying attentions as there has been steady reduction in prices. This is almost leading to a price war!

Apart from price reduction, firms are starting to listen to the demands of their client by adding “value added” services. This is not just happening in the telecoms sector but can be seen in the service offered in banks, internet café, fast-food restaurant and even in the entertainment sector. Recently the central bank of Nigeria (CBN) lunched a campaign tagged 'Know Your Customer' (KYC); where commercial banks and other financial institutions have been mandated to know more about their customers so as to be able to serve them better!

This can only imply that Nigeria is having a change in orientation as regards customer service and service as a whole!

2.4 Models For Service Quality Measurement

Service quality is generally recognized as a critical success factor in a firm’s endeavours to differentiate itself from its competitors. Research has shown that good service quality leads to the retention of existing customers and the attraction of new ones, reduced costs, an enhanced corporate image, positive word-of-mouth recommendation, and, ultimately, enhanced profitability (Berry et al., 1989; Reichheld and Sasser, 1990; Rust and Zahorik, 1993; Cronin et al., 2000; Kang and James, 2004; Yoon and Suh, 2004).

Much of this research effort regarding service quality has been devoted to the considerations of reliable and replicable instruments for measuring the construct. Of these, we would be looking at the “Kano model”, “SERVQUAL” scale and SIX SIGMA, in this literature review.

2.4.1 Kano methodology

In his model, Kano (Kano, 1984) distinguishes between three types of product (or service) requirements which influence customer satisfaction in different ways when met:

Must-be requirements: If these requirements are not fulfilled, the customer will be extremely dissatisfied. On the other hand, as the customer takes these requirements for granted, their fulfilment will not increase his satisfaction. The must-be requirements are basic criteria of a product. Fulfilling the must-be requirements will only lead to a state of "not dissatisfied". The customer regards the *must-be* requirements as prerequisites, he takes them for granted and therefore does not explicitly demand for it.

One-dimensional requirements: With regard to these requirements, customer satisfaction is proportional to the level of fulfilment - the higher the level of fulfilment, the higher the customer's satisfaction and vice versa. One-dimensional requirements are usually explicitly demanded by the customer.

Attractive requirements: These requirements are the product criteria which have the greatest influence on how satisfied a customer will be with a given product. Attractive requirements are neither explicitly expressed nor expected by the customer. Fulfilling these requirements leads to more than proportional satisfaction.

If they are not met, however, there is no feeling of dissatisfaction.

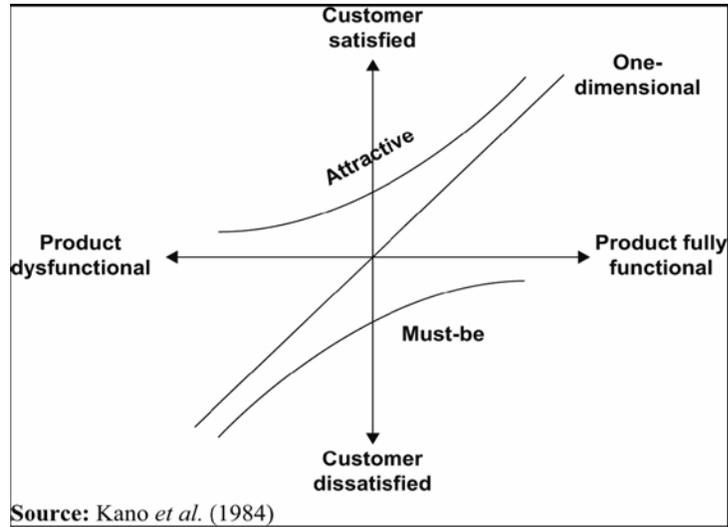


Fig 2.1: Kano model of customer satisfaction.

CRs		DYSFUNCTIONAL				
		1. like	2. must-be	3. neutral	4. live with	5. dislike
FUNCTIONAL	1. like	Q	A	A	A	O
	2. must-be	R	I	I	I	M
	3. neutral	R	I	I	I	M
	4. live with	R	I	I	I	M
	5. dislike	R	R	R	R	Q
A = Attractive		M = Must-be		R = Reverse		
O = One-dimensional		I = Indifferent		Q = Questionable		

Fig 2.2: Kano evaluation table, Source: Beger et al.(1993)

Kano's model is widely recognized and used in the analysis of customer needs or requirements (CRs) which reflects customer satisfaction. It has been adopted by many

researchers as a useful tool to study customer requirements and achieve better design in various industries, such as logistics services, website design, reliability studies and car design (Huiskonen and Pirttilä, 1998; Tan et al., 1999; Shen et al., 2000; Zhang and Dran, 2001; Kuo, 2004; Shahin, 2004; Baki et al., 2009)

2.4.2 SERVQUAL

SERVQUAL provides a technology for measuring and managing service quality (SQ). Since 1985, when the technology was first published, its innovators Parasuraman, Zeithaml and Berry, have further developed, promulgated and promoted the technology through a series of publications (Parasuraman *et al.*, 1985; 1986; 1988; 1990; 1991a; 1991b; 1993; 1994; Zeithaml *et al.*, 1990; 1991; 1992; 1993).

SERVQUAL is founded on the view that the customer's assessment of SQ is paramount. This assessment is conceptualized as a gap between what the customer expects by way of SQ from a class of service providers (say, all opticians), and their evaluations of the performance of a particular service provider (say a single Specsavers store). SQ is presented as a multidimensional construct. In their original formulation Parasuraman *et al.* (1985) identified ten components of SQ:

- (1) Reliability;
- (2) Responsiveness;
- (3) Competence;
- (4) Access;
- (5) Courtesy;
- (6) Communication;
- (7) Credibility;
- (8) Security;
- (9) Understanding/knowing the customer;
- (10) Tangibles.

(See Appendix for definitions and examples.) In their 1988 work these components were collapsed into five dimensions: reliability, assurance, tangibles, empathy, responsiveness, as defined in Table I. Reliability, tangibles and responsiveness remained distinct, but the remaining seven components collapsed into two aggregate dimensions, assurance and empathy [1].

Parasuraman *et al.* developed a 22-item instrument with which to measure customers' expectations and perceptions (E and P) of the five RATER dimensions. Four or five numbered items are used to measure each dimension.

The instrument is administered twice in different forms, first to measure expectations and second to measure perceptions.

Dimensions	Definition	Items in scale
Reliability	The ability to perform the promised service dependably and accurately	4
Assurance	The knowledge and courtesy of employees and their ability to convey trust and confidence	5
Tangibles	The appearance of physical facilities, equipment, personnel and communication materials	4
Empathy	The provision of caring, individualized attention to customers	5
Responsiveness	The willingness to help customers and to provide prompt service	4

Table 2.1: SERVQUAL Dimension, **Source:** Parasuraman *et al*

2.4.3 SIX SIGMA

Six sigma is a disciplined, data-driven approach to quality management. It seeks to improve process consistency, reduce cycle time, increase productivity and decrease overhead costs by eliminating defects, errors and non-value-added steps from a process, whether in a manufacturing or service environment (Evans and Lindsay, 2005). The goal is to drive increases in customer satisfaction and, ultimately, profitability. Sigma, the Greek letter used to denote standard deviation, can be defined as a level of variation compared to an average (Antony and Banuelas, 2002).

Processes with six sigma quality operate at defect levels below 3.4 defects per million opportunities (DPMO), with a defect being defined as nonconformity of a product or service to its specifications. Six sigma's implicit goal is to improve all processes to that level of quality or better. The six sigma drive for defect reduction, process improvement and customer satisfaction is based on the "statistical thinking" paradigm (ASQ Statistics Division, 2000; American Statistical Association, 2001):

- everything is a process;
- all processes have inherent variability; and
- data is used to understand the variability and drive process improvement decisions.

Six sigma was developed at Motorola in the late 1970s and early 1980s. As of 2006, Motorola has reported over US\$17 billion in savings from six sigma. Other manufacturing companies like General Electric (a total of \$900 million saved across 1997 and 1998), Honeywell International (previously known as AlliedSignal; \$2 billion saved in direct cost from 1994 to 2000) and Polaroid (adds 6 percent to the bottom line each year) have successfully implemented six sigma (Harry and Schroeder, 2000).

2.5 Theoretical Background: Previous Studies in Relevant Area

As for previous studies in customer satisfaction and service quality in some relevant areas, these studies are taken into consideration

Osaro, (2004:693) studied about service quality in the Nigerian telecommunication industry. The research question was firstly about the correlation between the service quality rating and the competitive advantage among Nigerian telecommunication firm and secondly about the reliability of SERVQUAL techniques to assess service quality perceptions/ expectations among customers in the Nigerian telecommunication industry, (Nitel and MTN). It is remarkable that the study does not include all the local operators.

The study utilized a cross-sectional survey design to investigate service quality perceptions and their competitive analysis in the Nigerian telecommunication industry. Questionnaires were distributed utilizing a convenience sampling from walk-in customers at a service centre during May-June 2004 time period. In addition, this study also was conducted under the same natural environment in which employees' service providers normally function, thus offering a greater degree of reality.

This study used a seven-point Likert scale range from "strongly agree" (7) to "strongly disagree" (1), to assess all five dimensions of service and considered the maximum score of customer perceptions service quality as a basis for competitive assessment.

The result showed the Nigerian telecommunication industry received strong ratings on the tangibles dimension, particularly customer service staff's dress, and low ratings on the empathy dimension, particularly service providers, interest differences.

From the result of empirical study, they recommended the SERVQUAL scale as a starting point for assessing service quality. The five original service quality dimensions showed impressive reliability and were surprisingly influential. They also accentuated that SERVQUAL does seem to be better suited for process-driven service firms, e.g. telecommunication, banking, retailing, health care, etc. Furthermore, finding of the research indicated a distinct importance for the process aspects of a service (Tangible, Responsiveness, Assurance, and Empathy).

In a study of Aero Contractor air customer satisfaction in Nigerian, Amadi (2006:5) employs SEVRQUAL technique to analyze Aero air's five dimensions of service quality and compare the perceived quality with customer expectation to

find the gap which was explained in gap model. The main method was to use questionnaires to get customers' evaluation toward Aero air service Quality. The study is based on the questionnaire which have been proved by psychological test not to be bias or misunderstood by the respondents. Moreover, they employed SERVQUAL technique which have been attested and developed for decades by several researchers across context since Parasuraman, Zeithaml, and Berry (2004:41) launched it.

Unfortunately, by time and financial limitation , the researchers had not enough sample size to reach margin of error of least 5%(their margin of error were 7%), and were only able to distribute questionnaire's at Port Harcourt and Lagos Airport, not cover Abuja city Airport which lead to construct or measurement validity problem according to fisher's criteria (Fisher, 2007:25). Then it becomes difficult to claim that the sampling represents the population statistically.

- Srijumpa, Chiararakul and Speece (2007:173) examined customer satisfaction and dissatisfaction with interpersonal versus internet service encounters in Japan retail stockbrokerage and corporate banking. This is one of the few papers to show with strong empirical data that customers view satisfaction and dissatisfaction as distinct dimensions. An additional contribution is demonstrating that dissatisfaction can be measured with industry specific scales, which are nevertheless comparable across industries.

The study being divided into two projects and have been investigated separately. We found interesting research technique in its interpersonal part while customers meet the company, which be the same situation as this report , in same country and similar social context (mostly done in urban area), even though it investigates different industries, but it's still the service industry. Mainly the

study comparing expected and perceived service quality. The result show preferably of interpersonal service, indicate the important of further study in the real service encounter area.

The indicators, which in the project call the schema, were adopted and mostly work well for these two industries in Japan. In the study, the authors developed their own indicators from prior research which has developed useful indicators/Schema for categorizing satisfaction.

- Ndubisi, (2006) examined Customer Satisfaction as a factor for revenue enhancement, a study of Power Holding Company of Nigeria (PHCN) Enugu. The researcher emphasized the importance of Customer Satisfaction which leads to Customer Loyalty with a resultant increase in patronage
- Yilmaz and Chatterjee, (2000) examined six sigma beyond manufacturing and concluded that most of the service processes like payroll processing, billing, invoicing, shipping, order entry, response to service requests, baggage handling, etc. are performing at less than 3.5 sigma quality level with a defect rate of over 23,000 ppm or yield 97.7 per cent

2.5.1 Why SERVQUAL?

Among several instruments that have been proposed for measuring service quality, the SERVQUAL instrument (Parasuraman et al., 1985, 1988, 1991, 1994) has received the most recognition. The SERVQUAL approach has been “successfully” applied to a variety of service settings; telecommunication, academia, banking, online services, etc

In conclusion, SERVQUAL can serve as an effective diagnostic tool to guide management in its service quality improvement efforts by focusing attention in the areas that are most needful. All of the above discussion lead to the understanding that; to find out how to study customers perception/expectation which lead to customers satisfaction. It is important to investigate the knowledge in the service quality measurement area. The series of Parasuraman, Zeithaml and Berry articles have been found to be useful to depict the development of the service concept from the empirical studies to the approved service quality measure model; SERVQUAL. Parasuraman, Berry, and Zeithaml (2005:45) also discuss the understanding about five dimension of service.

Parasuraman, Zeithaml, and Berry (2005:41) illustrate the conceptual of GAP model, in which identify the gap between customer perception and expectation in its fifth gap, the last customer's gap in the model. Parasuraman, Zeithaml, and Berry (2008:78) further the understanding of the relevant theories and techniques of measuring customer satisfaction/service quality. The explanation of GAP Model and the Five Dimensions of Service; in the theoretical framework part, are partly sourced by the information gained from these articles.

Besides the three American academics famous studies, Ghobadian, Speller and Jones (2005:43) extended the understanding of service quality measurement in their article about service quality concepts and models, provided some understandable criteria to assess customer satisfy by the three key possible quality outcomes; satisfactory quality, ideal quality, and unacceptable quality. The detail will be discussed in theory part.

After reviewing the numerous applications and critiques of SERVQUAL, Riadh Ladhari (2009) concluded in his study that, despite legitimate concerns about the validity of the scale, it remains a useful tool for measuring and managing service quality. In this research SERVQUAL is used as a model to measure the service quality in ZAIN

Finally, even though less pertinent to the subject of customer satisfaction I found other literatures that are also relevant and beneficial to this study. The details of these materials would be in the bibliography.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Restatement of the Relevant Research Question and Theories

In order to fulfil the research on measuring and evaluating customer satisfaction towards customer service provided at ZAIN Mobile outlets, Gap model and SERVQUAL are chosen; provided that their purpose of use is appropriate and corresponds to the research problem.

As for Gap model, its purpose is as Bitner (2007:123) stated “.....to determine how well the service is meeting or exceeding customer satisfaction”.

According to Parasuraman, Zeithaml, and Berry (2004:45), there are five different gaps on measuring customer satisfaction on both customer's and the company's perspective. However, this research focuses specifically on GAP 5 “the service Quality Gap”- which measures the gaps between customer expectation towards service quality and their perception of the service after experience. In addition, the service quality-Gap is limited to only measuring and evaluating customer perspectives; as the consideration is that the result of customer satisfaction would not be biased as well as be of advantageous to the focal company because the research result could reveal the aspects of current customer service that can be further implemented as well as its primary information concerning customer expectation could perform its role similar to a compass directing a company to a peaceful shore. The further detail of the Service Quality Model is provided in the later part of theoretical framework.

As for SERVQUAL, this theory further illustrates the understanding of service quality Gap by defining dimensions of service include Reliability, Tangibles, Responsiveness, Assurance, and Empathy. All the dimensions are chosen as it assists in synthesizing and analyzing customer expectation towards and perception on service quality. For further detail of SERVQUAL, please refer to the framework in chapter four.

3.2 Data Collection of the Research

All the empirical findings of this research are collected from both primary and secondary data. The detail of each is explained as following:

3.2.1 Primary Data

The primary data was collected by two sources namely; Interview and Questionnaire

3.2.1.1 Interview

Due to the necessity to defining the sample size of the respondents aimed to be distributed with the questionnaire and the limitations that no information specifically about the number of ZAIN Mobile's customers in Port Harcourt region, especially limited to only the customers of ZAIN Mobile outlets, can be found out by secondary sources, the author contact ZAIN Mobile company- to gain the knowledge of the number of ZAIN Mobile outlets customers in Port Harcourt region. To do so, the author contacts ZAIN Mobile through personal contact with Mr. Lawrence. The contact person in charge of ZAIN Mobile Outlets customer service head-quarters in Port Harcourt region; therefore, is considered able as well as reliable to answer the required question

concerning total customers of ZAIN Mobile Outlets in Port Harcourt region as well as the average customers per each ZAIN Mobile Outlet per month in Port Harcourt region.

The interview questions were directed to the contact person. However, as some information required are confidential to the company but as the contact person will understand the necessity to define the sampling size, telephone interview was agreed. Finally, the questions concerning specific information about total customers of ZAIN Mobile Outlets in Port Harcourt region as well as the average customers per month in Port Harcourt region were answered with the numerical data; *under the agreement that the author would use the information only to define the sample size of questionnaire and not to reveal the number.*

3.2.1.2 Questionnaire

In order to answer the core of the research problem: Customer satisfaction towards customer service of ZAIN Mobile outlets in Port Harcourt region, the information from the customer perspective plays an important role. Therefore, I decide to conduct the questionnaire interview; with the close-ended questions to customer of ZAIN Mobile outlets in Port Harcourt.

3.2.1.2a Sampling Size

According to Onwe (2007:11), “technique for the determination of the sample size for a given research depends on the type of research as well as the size of the population under investigation.” As for the sampling size, Fisher (2007:186) explained that “the size of the sample you need depends in part on the size of the margin of error you are prepared to

accept and the size of the population from which you are going to take the sample". In addition, it is added in Fisher (2007:190) that; with 5% margin of error and the approximate respondent population between 1 to 7 millions, the sampling size for the questionnaire to be distributed could be by 250 copies constrained not to reveal the confidential information concerning the total number of ZAIN Mobile outlets' customers in Port Harcourt region, the author could however identify, by the information gained from telephone interview that the exact amount of ZAIN Mobile outlets customers in Port Harcourt region is in between 1 to 7 millions number of population.

Therefore, with the acceptable 5% margin of error, the author decided to distribute 250 questionnaires through, directly, with the assistant of the company, ZAIN Mobile outlets in Port Harcourt region.

3.2.1.2b Sampling Frame

Due to the practical method of the questionnaire distribution; which would be distributed directly through ZAIN Mobile outlets in Port Harcourt region, and the confidential information gained from telephone interview with the company concerning the average customers per each ZAIN Mobile outlet per month in Port Harcourt region; which is not allowed to be revealed to the public? It could however, be revealed that the customers going to ZAIN Mobile outlets in Port Harcourt each month are not numerically equally constant by each group. To explain, customers of different demographic group go to each ZAIN Mobile outlets in different number by each month and each day. Therefore, the sampling technique chosen is random.

Fisher (2007:59) stated about the random survey that “Random surveys of a suitably large sample allow you to determine, what average is and what the variation around the average are, to a definable level of statistical confidence”.

By distributing directly through ZAIN Mobile outlets in Port Harcourt region, the random sampling technique is considered appropriate as the author could gain the real knowledge of which target group of ZAIN Mobile outlets customers in Port Harcourt region really are and which demographic groups are more and less in proportion - which is considered advantageous to management of ZAIN Mobile.

3.2.1.2c Development and Distribution of Questionnaire

The questionnaire is developed in accordance with the theoretical framework consisting of service quality Gap and SERVQUAL dimensions.

In considering the appropriate way of designing a questionnaire, the author is concerned with the intangible pitfall of measuring satisfaction. To explain, satisfaction questions rely very much on the interpretation of meaning stems from the psychometrically tested already and could assumingly lessen the intangible pitfall.

The mentioned questionnaire; generally stated, is designed in accordance with SERVQUAL dimensions and service quality Gap. The author separates the questionnaire into three parts as follows;

PART 1: this part inquires about the general demographic and other information of the respondents e.g. Age, gender, frequency of visiting ZAIN Mobile per month etc. this part is designed for the use of management application.

PART II: this part is in the format of Likert Scales; a five-point scale between strongly agree and strongly disagree for the respondent to choose (Fisher 2007:65). The first 22 questions in this Likert Scales format are designed according to SERVQUAL Dimensions- to enquire about customer expectation towards customer service at ZAIN Mobile outlets in Port Harcourt region. The other 22 questions are designed similarly but it, instead, enquires about customer perception towards customer service at ZAIN Mobile outlets in Port Harcourt region after experience. The result gained from these two parts are aimed to analyze the gap between customer expectation and perception, hence, it is able to see whether customers are satisfied or not and how.

PART III: this part is for customers to prioritize the importance of each SERVQUAL dimension from the consideration of the respondents. It is aimed to perform as the confirmation of part II as well as consideration of customer satisfaction.

The questionnaire is distributed directly to customer after visiting ZAIN Mobile outlets in Port Harcourt region; with the assistance from the company's contact person. The questionnaire is intended to be distributed during a complete work week (Monday-Saturday).

3.3.1 Secondary Data

Because of the consideration that the full knowledge about the focal company, its position in Nigeria. Mobile operator market should be implemented in order to best answer the research question, the author decide to collect all the mentioned data from different reliable sources.

For further details, the full list of reference supports the track of secondary information.

3.4 Data computation method

The data collected after research will be analyzed and presented using descriptive statistics with the help of mean and frequency figures generated through SPSS (Statistical Package for Social Sciences), graphical charts will be used from MS EXCEL.

Cross tabulation of the data would be conducted to further estimate to visibly come upon prevalent trends. In addition, rating scale will be used to analyze the result of the expectation and perception mean. The defining of satisfaction towards each aspect of SERVQUAL model is done by comparing the average with Rating Scale setting the interpretation as follows:

3.4.1 Rating Scale to define the interpretation

The average between 4.21 - 5.00 - opinion is the most

The average between 3.41 - 4.20 – opinion is as much

The average between 2.61 - 3.40 – opinion is moderate

The average between 1.81 - 2.60 – opinion is less

The average between 1.00 - 1.80 – opinion is least

CHAPTER FOUR

THEORETICAL FRAMEWORK, FINDINGS AND ANALYSIS

4.1 Gap Model

The model gap of service quality is a very useful tool for understanding service quality in any organization. It points out the reasons for any gaps between customer expectations and perceptions (see the chart below). **Gap 5** is very important to this study and can also be considered as the product of gaps 1, 2, 3 and 4. If these four gaps, all of which are located below the line that separates the customer from the company, are closed then gap 5 will close. The gaps are as follows:

- **Gap 1** is the gap between what the customer expects and what the company's management thinks customers expect.
- **Gap 2** is the gap that occurs when management fails to design service standards that meet customer expectations.
- **Gap 3** occurs when the company's service delivery systems – people, technology and processes – fail to deliver to the specified standard
- **Gap 4** occurs when the company's communications with customers promise a level of service performance that people, technology and processes cannot deliver.

GAP model of service quality

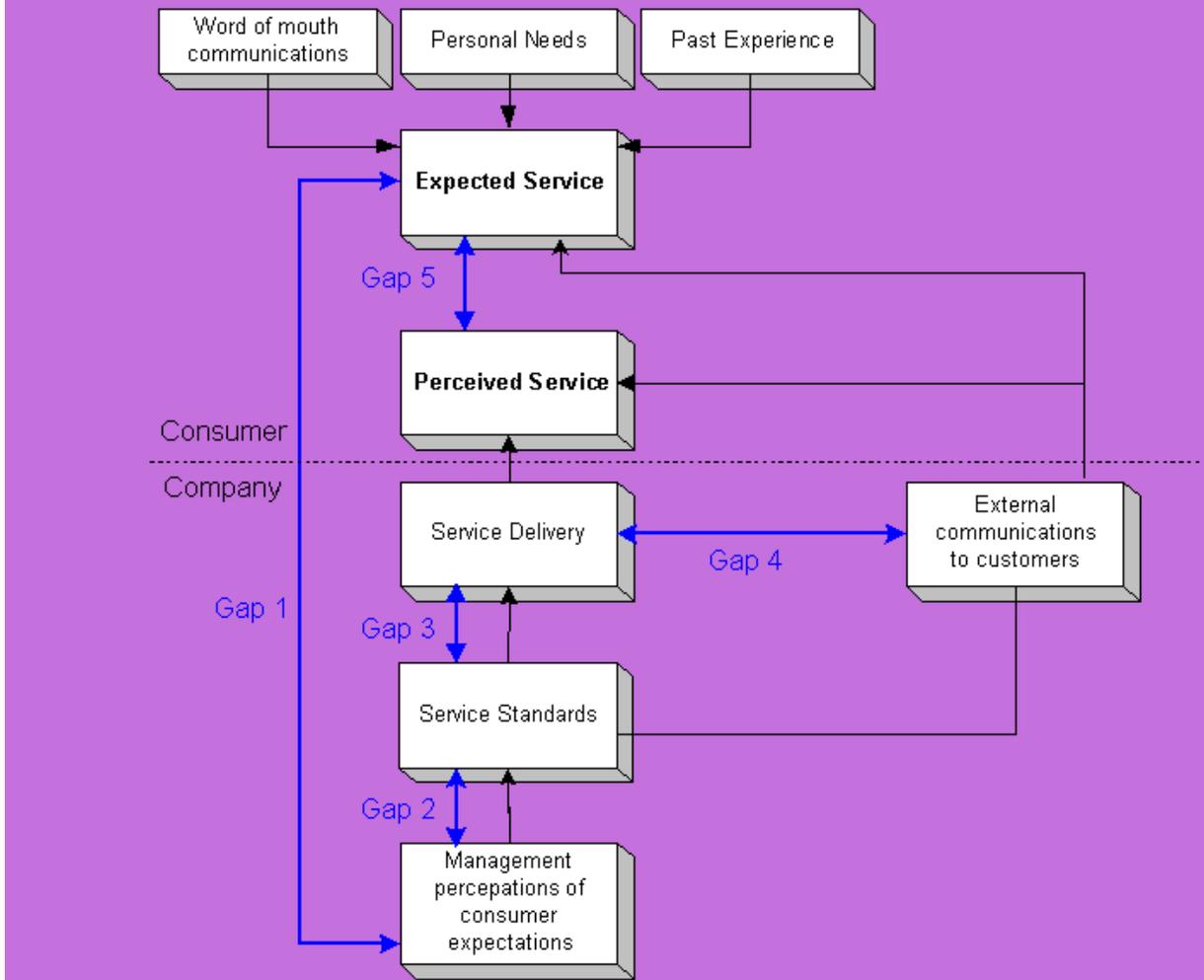


Fig 4.1: GAP model, **Source:** Zeithaml.(1996)

4.2 Dimensions in SERVQUAL

Clearly, from a Best Value perspective the measurement of service quality in the service sector should take into account customer expectations of service as well as perceptions of service. However, as Robinson (1999) concludes: "It is apparent that there is little consensus of opinion and much disagreement about how to measure service quality". One service quality measurement model that has been extensively applied is the SERVQUAL model developed by Parasuraman *et al.* (1985, 1986, 1988, 1991, 1993, 1994; Zeithaml *et al.*, 1990). SERVQUAL as the most often used approach for measuring service quality has been to compare customers' expectations before a service encounter and their perceptions of the actual service delivered (Gronroos, 1982; Lewis and Booms, 1983; Parasuraman *et al.*, 1985). The SERVQUAL instrument has been the predominant method used to measure consumers' perceptions of service quality. It has five generic dimensions or factors and is stated as follows (van Iwaarden *et al.*, 2003):

- (1) **Tangibles** . Physical facilities, equipment and appearance of personnel.
- (2) **Reliability**. Ability to perform the promised service consistently and accurately.
- (3) **Responsiveness** . Willingness to help customers and provide prompt service.
- (4) **Assurance** (including competence, courtesy, credibility and security). Knowledge and courtesy of employees and their ability to inspire trust and confidence.
- (5) **Empathy** (including access, communication, understanding the customer). Caring and individualized attention that the firm provides to its customers.

Dividing the five dimensions into two main categories considering which part of the service they are more involved in; **process** or **outcome** (Chutima *et al.*, 2008). While reliability dimension is mainly concerned with the service outcome, other dimensions of service are more concerned with the service process. We then can demonstrate the whole dimension of service again here following the two categories discussed above;

Service outcome

Reliability

Service Process

Tangibles
Responsiveness
Assurance
Empathy

Parasuraman, Berry and Zeithaml (2005:41) stated that “although reliability is the most important dimension in meeting customer expectations, the process dimensions (especially assurance, responsiveness and empathy) are the most important in exceeding customer expectations”. They also state that “when we asked our respondents to discuss what companies could do to exceed their expectations, they invariably answered in terms of the process dimensions. In general, companies are supposed to be accurate and dependable and provide the service they promised to provide, in other words, meeting the reliability dimension.

In the SERVQUAL instrument, questionnaire statements (Appendix I) measure the performance across these five dimensions, using a five point likert scale measuring both customer expectations and perceptions (Gabbie and O’Neill, 1996). It is important to note that without adequate information on both the quality of services expected and perceptions of services received then feedback from customer surveys can be highly misleading from both a policy and an operational perspective.

4.3 Measuring Service Quality

Generally, the measurement of service quality in any sector should take into account customer expectation of service as well as perceptions of service. However, as Robin (1999) concludes that "It is apparent that there is little consensus of opinion and much disagreement (about how to measure service quality)".

Therefore “Quality” in a service organization is a measure of the extent to which the service delivered meets the customer’s expectations. The nature of most services is such that the customer is present in the delivery process. This means that the perception of quality is influenced not only by the “service outcome” but also by the “service process”

The “perceived quality” lies along a continuum. “Unacceptable quality” lies at one end of this continuum, while “ideal quality” lies at the other end. The points in between represent different gradations of quality.

The perceived quality can be represented as follows:

$$\text{Perceived Quality (PQ)} = \text{Prior Customer Expectations (PCE)} + \text{Actual Process Quality (APQ)} + \text{Actual Outcome Quality (AOQ)}$$

ie

$$\text{PQ} = \text{PCA} + \text{APQ} + \text{AOQ}$$

Source: Ghobadian, Speller & Jones 1994, “Service quality concepts and models”, International Journal of quality & reliability management”, vol.11, no 9, pp. 43-66

“Prior customer expectation” is the *a priori* image of what will be received when the consumer purchases a service. Several factors influence the “*a priori* image”. These include: personal needs; past experience; word of mouth; market communications; image; and price. Thus, the provider of service can be proactive in shaping the “customer’s expectations” through its marketing and external communication efforts.

“Actual quality” is the real level of “service quality” provided. This is determined and controlled by the “service provider”. “Perceived quality” is the customer’s feel for the “quality” of the service. It determines the extent of the customer’s satisfaction. The three key possible “quality” outcomes are:

- 1) **Satisfactory quality**, where customer’s expectations (CE) are exactly met: that is to say, $\text{PCE} = \text{PQ}$;
- 2) **Ideal quality**, where perceived quality is higher than customer’s expectations: that is to say, $\text{PQ} > \text{PCE}$;
- 3) **Unacceptable quality**, where perceived quality is lower than customer’s expectations: that is to say, $\text{PQ} < \text{PCE}$.

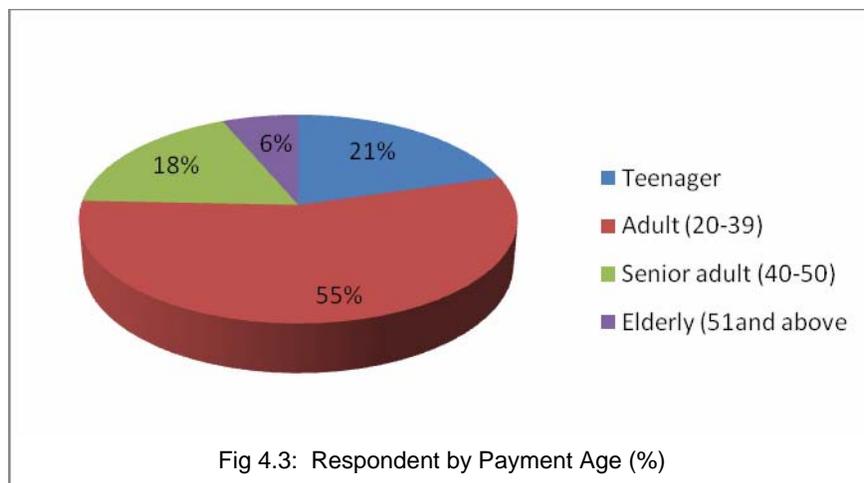
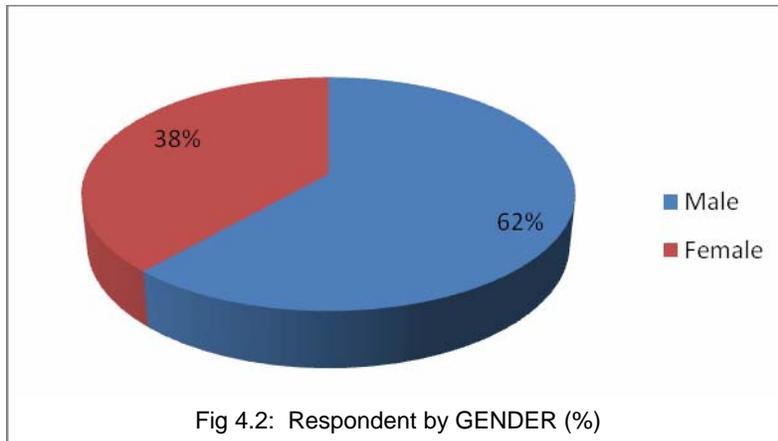
4.4 DATA Collection

Questionnaire was issued to customers (Nov/Dec 2010) as they leave Zain Mobile outlet in Port Harcourt, since this study intended to identify and compare expected and perceived service quality dimensions. Further more to enhance the generalization of the results, an attempt was made to issue out the survey over a two week period at different times using a one hour interval. (I.e. Monday 9-10am, Tue. 10-11am etc). Of the questionnaire received from respondents, 78 was fully completed, Table 4.1 below set forth the demographic variables.

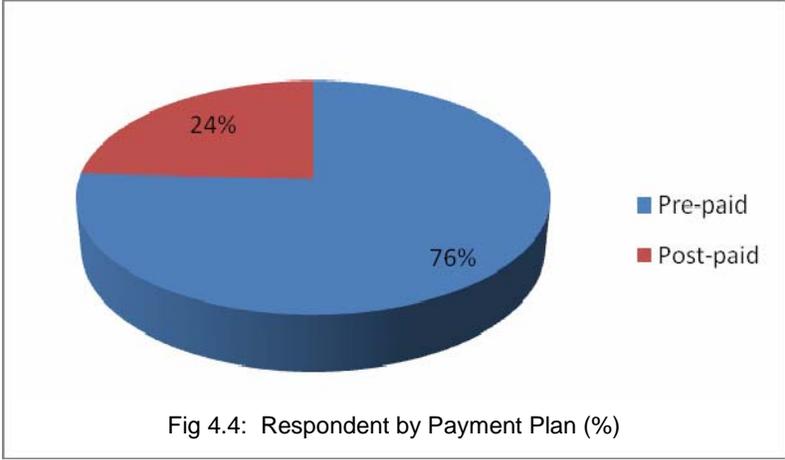
Classification	Total number
<i>Gender</i>	
Male	48
Female	30
<i>Age</i>	
Teenager	16
Adult (20-30)	43
Senior Adult (40-50)	14
Elderly (50 and above)	5
<i>Service Plan (Payment option)</i>	
Prepaid	59
Post-paid	19

Table 4.1 Profile of respondent

From the valid questionnaire retrieved males occupied a higher percentage of respondents, while as per grading by age; adults (20-30) also cornered a higher percentage of the total respondent. See Fig 4.2 and Fig 4.3



The current requirements for getting a Post-paid line is considered ‘stressful’ by most respondents when asked. Even though the rates are cheaper on Post-paid, most respondent had pre-paid line as shown by Fig 4.4



4.5 DATA analysis

4.5.1 Total Respondent.

Using SPSS and EXCEL to analyze the questionnaire received based on Likert scale of 5-1; we are able to deduce from the total respondent

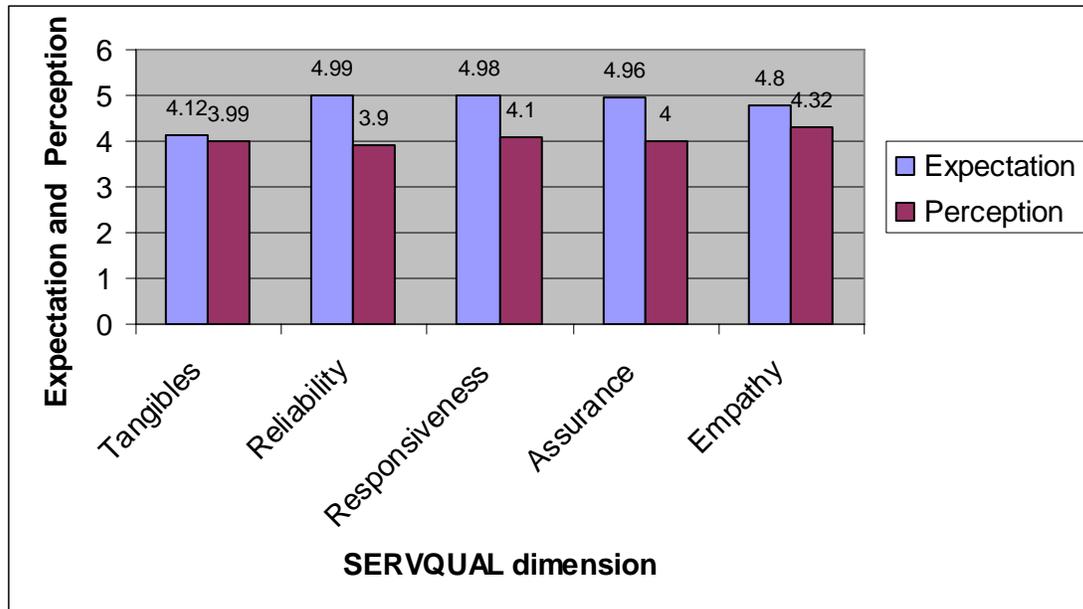


Fig 4.5: Total respondent; Expectations and Perception

4.5.1a Reliability

Form the survey sent out the highest and first priority was placed on *reliability* at the total mean score of 4.99. This implies that the customer of Zain outlet in Port Harcourt fully expect services to be performed consistently and accurately as promised. The SERVQUAL *likert scale* used in the questionnaire also reveals that customers want all services to be correctly performed at the planned time and duration. They also expect staff at Zain outlet to be reassuring and sympathetic to their problems while rendering service. This expectation with a very high mean of 4.99 falls to “the most” as defined by the Rating scale. But since the perception means of *reliability* is 3.90 i.e. “much” by the

Rating Scale, this implies that the *expectation* mean and *perception* mean for *reliability* fall on different level of the rating scale as rated by total respondent.

Therefore using Speller & Jones keys of Possible Quality Outcome (1994, p.50), since $PQ < PCE$ i.e. Perceived Quality is less than Prior Customer expectation we can deduce that *reliability* could be analyzed as '*unacceptable*'.

4.5.1b Responsiveness

The second priority as determined by respondent is responsiveness. This show that Zain outlet customer expect prompt response to their request, speed in solving their problems, and prompt service. The expectation mean for responsiveness is 4.98 and rated 'the Most' by the Rating scale. The perception mean for it is 4.1 and rated 'Much' is rated 4.1. As seen this perceived service is rated lower than expected by the customers even though it's just a level lower. It is viewed as "*unaccepted*" using Speller and Jones 'the three keys Possible Quality Outcome' (1994, p50).

4.5.1c Assurance

Assurance has taken the third priority as shown from the likert scale from the received questionnaire. This point's to the fact that customers expect Zain staff to very knowledgeable of their service and polite to customers. The expectations mean for *assurance* is 4.96 and rated 'the Most' by the rating Scale. Meanwhile, the perception mean is 4.0 and rated 'Much' by the Rated Scale. Using Speller & Jones keys of Possible Quality Outcome (1994, p.50), since $PQ < PCE$ i.e. Perceived Quality is less than Prior Customer expectation we can deduce that *assurance* could be analyzed as '*unacceptable*'.

4.5.1d Empathy

The fourth priority expected by customers at Zain outlet in Port Harcourt is Empathy. For *empathy*, the customers expect personalized care, flexible service time that suits their lifestyle. The expected mean is 4.8 rated and rated "the most" by the rating scale. Also the customers at Zain outlet in Port Harcourt perceived service mean is 4.32 rated as "the Most" by the Rating scale.

Using Speller and Jones 'the three key Possible Quality Outcome' we notice that $PCE = PQ$; that is, Prior Customer Expectation is equals to Perceives Service Quality receives at the Zain outlet. This means the total service received is *satisfactory*.

4.5.1e Tangibility

The very last priority is Tangibles. The Likert scale shows that customers of Zain in Port Harcourt expect Zain outlets and office equipment to be appealing and up-to-date, while their staffs are to be neatly dressed. The expected mean is 4.12 and rated 'much'.

However the perceived means is 3.99 and also rated 'Much' by the Rate scale. Here again we calculate that $PCE = PQ$; that is, Prior Customer Expectation is equals to Perceives Service Quality receives at the Zain outlet. This means the customer rate Tangibles as *satisfactory*.

4.5.2 Tabulations (Total respondent) by GENDER

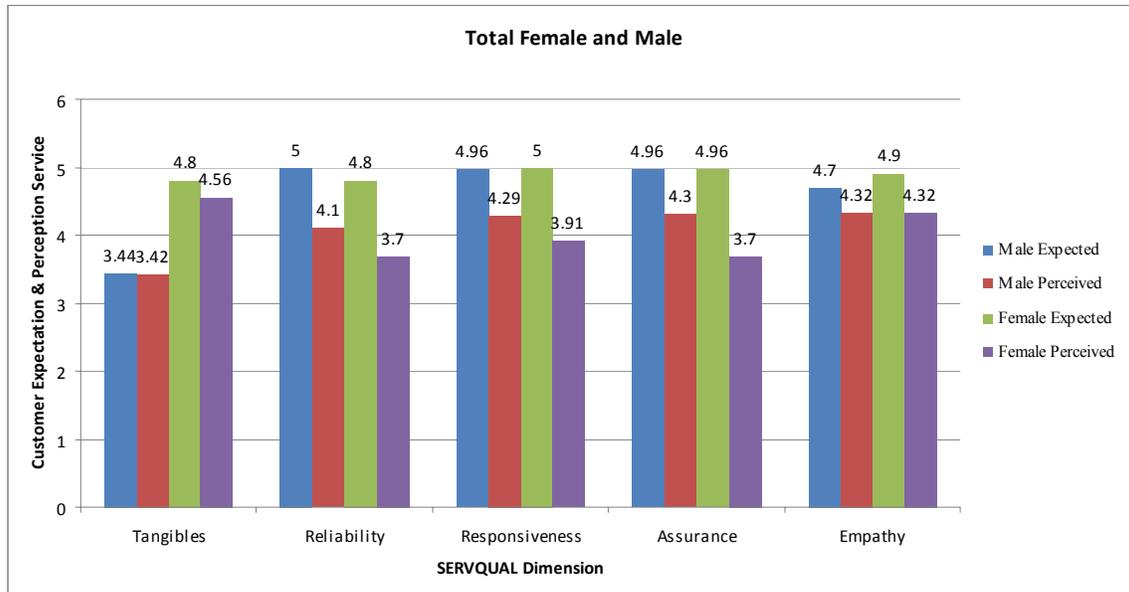


Fig 4.6: Expectations and Perception by GENDER

4.5.2a Male customers

For customers' satisfaction of Male respondent irrespective of age and payment option, we see that priority is placed on first on *Reliability*, followed by *Responsiveness/Assurance*, then Empathy before Tangibles. Where *reliability* has expected mean of 5 assigned 'The Most' by the Rating Scale while perception mean is 4.1 assigned 'Much' by the Rating Scale, since $PQ < PCE$ implies 'unacceptable'.

The other priorities (*Responsiveness*, *Assurance*, *Empathy* and *Tangibles*) all have their $PQ = PCE$ which implies 'satisfactory'

Therefore we can conclude that Male customers to Zain office in Port Harcourt are *satisfied* with the service received.

4.5.2b Female customers

From the female respondents irrespective of age and payment options, we see that the highest expectation priority was place on *Responsiveness* with a mean of 5 and perception mean of 3.91 clearly showing that they current receive 'unacceptable' service

as defined by $PQ < PCE$; ‘The Three Key possible Outcome of Speller and Jones’(1994, p.50). The other expectation priorities follow the sequence; Assurance, Empathy and Reliability/Tangible.

Assurance and Reliability also have the same outcome of ‘unacceptable’ service just like Responsiveness. Where as Empathy and Tangible both have $PCE = PQ$ which implies female customers are satisfied with this portion of service.

Hence from the Total respondent we can deduce that *Males are satisfied* with the current service at Zain outlets in Port Harcourt while *Females are not satisfied* with the current service received.

4.5.3 Tabulations (Total respondent) by Payment Option

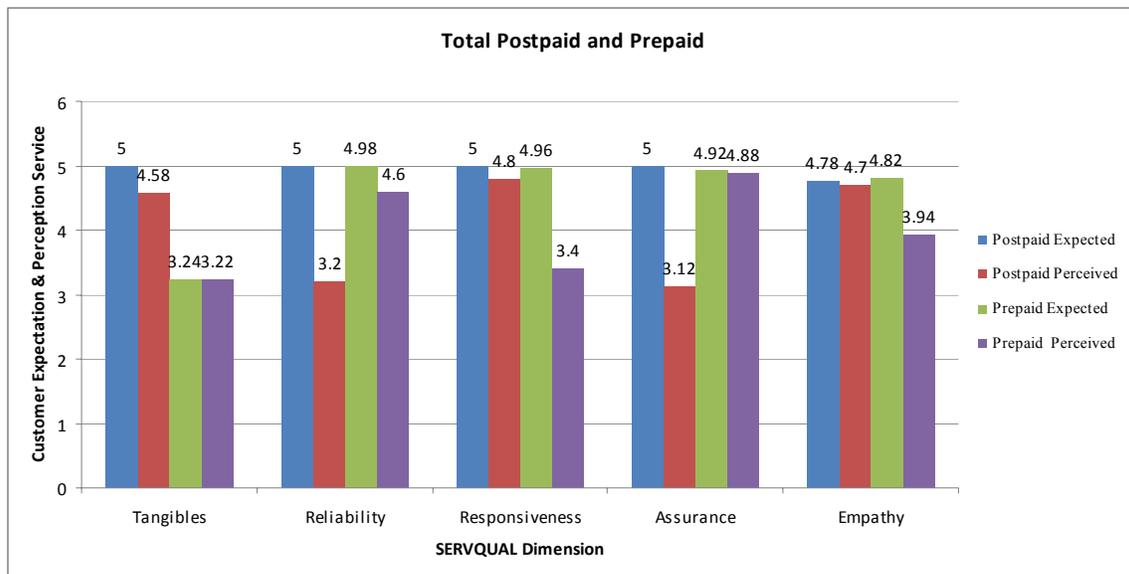


Fig 4.7: Expectations and Perception by Payment plan

4.5.3a Post-paid customers

Post-paid customers placed the highest priority to the entire service dimensions and assigned 'The Most' by the Rating Scale to all. Also all the dimension had the highest expectation mean of 5 except *Empathy* that has a mean of 4.78. This implies that post-paid customer expect a very high standard of service delivery at Zain outlet.

From the questionnaire issued we are able to deduce those post-paid customers are 'satisfied' as per *Tangible*, *Responsiveness* and *Empathy* but where given 'unacceptable' service as per *Assurance* and *Reliability*

4.5.3b Pre-paid customers

Pre-paid customers placed 'The Most' base on Rating Scale priority on *Reliability*, *Responsiveness*, *Assurance*, and *Empathy* while a lower Rating of 'moderate' for assigned to *Tangible*.

The service (*tangible and Reliability*) at Zain outlet was able to 'satisfy' pre-paid customers with PCE=PQ as defined by Speller and Jones 'The Three Key Possible Quality Outcome. But the other dimensions (*Responsiveness*, *Assurance* and *Empathy*) service were 'unacceptable' by customers

Based on the analysis we can conclude that *Post-paid are more* satisfied with the current service at Zain outlets in Port Harcourt than *Pre-paid* with the current service received.

4.5.4 Tabulations by AGE (Most occurring)

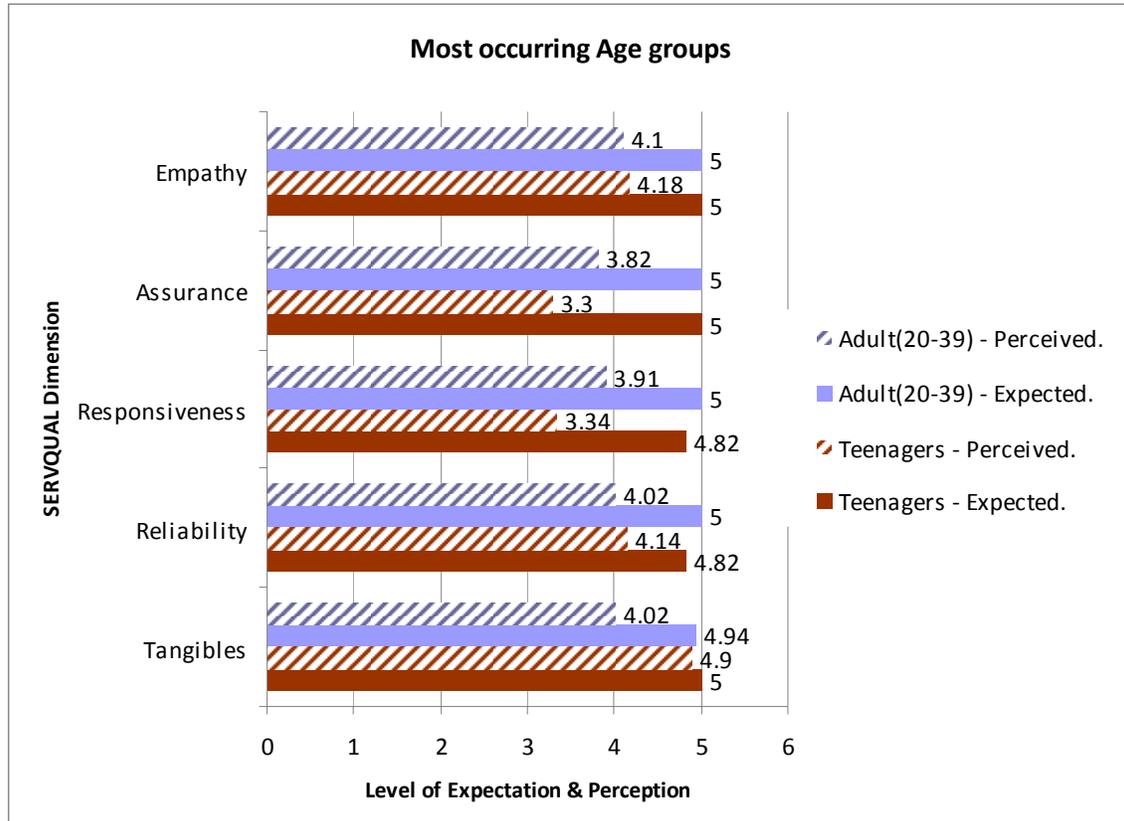


Fig 4.8: Expectations & Perception by most occurring age

4.5.4a Adult (20-30yrs) customers

From our chart it's easy to see that customer's in this age group have very high taste for quality service. They place high priority to the entire service dimensions and assigned 'The Most' by the Rating Scale to all expected service, while the perceived service received where all less than 4.15 and therefore assigned 'Moderate' by the rating Scale. With all the expectation mean above 4.9 this clearly implies that customers within this age group fully expect service at Zain mobile to be performed promptly, consistently and accurately as promised within a recorded time in a serene environment.

Therefore using Speller & Jones keys of Possible Quality Outcome (1994, p.50), since for $PQ < PCE$ i.e. Perceived Quality is less than Prior Customer Expectation for all SERVQUAL dimensions (Responsiveness, Reliability, Assurance, Tangibility and Empathy) service in this group we can deduce that the current service quality is not '*unacceptable*' by this age group.

4.5.4b Teenage customers

This age group placed highest priority on Tangible, Empathy and Assurance assigning an expectation mean of 5 to each while Responsiveness and Reliability were assigned a means expectation of 4.82 each.

But the perceived service received by this group got a highest rating of 'The most' to Tangibility, while Reliability and Empathy where rated 'Much' by the Rating scale. Assurance and Responsiveness where rate low on perceived service received with a rating of 'Moderate' by the Rating scale

The service, Tangibility at Zain outlet was able to '**satisfy**' teenage customers with $PCE = PQ$ as defined by Speller and Jones 'The Three Key Possible Quality Outcome. Whereas other service received where of '**unacceptable quality**' since $PQ < PCE$ i.e. Perceived Quality is less than Prior Customer Expectation for all other service.

CHAPTER FIVE

5.1 Conclusion

Today firms compete with service rather than goods. Large service organizations are beginning to use different yard stick as continuous improvement tools. But unlike goods quality, which can be measured objectively by the numbers of defects, is a complicated issue because it is marked by the use and expectations among different and unique customers.

Using SERVQUAL framework model to measure GAP 5; which is used to determine the gap between the customer expectation towards service and the actual perception of service received, the author had conducted questionnaire to customer at Zain mobile outlet in Port Harcourt in order to find out the satisfaction measurement aimed to research.

Based on the result from the questionnaire analyzed by SPSS and EXCEL, **it can be concluded that customer's service at Zain outlet in Port Harcourt did not meet the current expectations of its customers.** As pointed out by the Rating Scale: used for the analysis, the expectation mean almost always reached 'The most' level of the Rating Scale whereas the actual perceived service mean is averagely on the 'much' level of the Rating Scale. The difference in expected service and actual received shows that a gap exists.

The outcome from the analysis shows a GAP and so implies that SERVQUAL can be effectively applied in a developing country like Nigeria provided the correct scales and parameters are used.

The result from the total respondent confirms the gap in accordance with the analysis based on gender and payment option. Overall the customers placed highest priority on *Reliability* and *Responsiveness*. However the perceived mean of both is rated at an average of 4.0; showing that *Reliability* and *Responsiveness* which is customer first priority has fallen below expectation. It therefore suggests that customers at Zain outlet in Port Harcourt are not receiving promised and accurate service as when do.

It also points to the fact that Nigerian customers are placing a great degree of importance on receiving prompt reliable service an indication of service economy in the telecoms sector of Nigeria.

5.2 Recommendation

Nigerian customers are evolving drastically from a time when any kind of service is acceptable. The customers are asking for better value (quality service delivery) for their hard earn money and competition amongst service companies is to their advantage. They want the very best where possible.

As the findings from this study shows, that irrespective of gender or payment options of customer, nearly of them put *Reliability* and *Responsiveness* highest on their priority. This should be investigated thoroughly not only by Telecoms companies in Nigeria but by NCC.

We can speculate that it may be due to too many packages/promotions available by Zain or because of the changing service that their employees on the outlet are not fully informed of, but we can only guess! But one thing is certain, the Nigerian customers are rapidly evolving, and even through the country cannot explicitly say its already operating as a service economy we can say Nigerian are tilting toward that direction.

I therefore recommend that all business organisations in Nigeria pay more attention to customer satisfaction while Zain management should place more emphasis on how to upgrade service delivery based on *Reliability* and *Responsiveness* and also recommend their staff undergo periodic training on passion for service delivery as well as always update staff on new packages/promotion from their headquarter before such promotion are advertised via any medium to the public.

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SERVICE EXPECTATION:

Please give your score based on your *service expectation* at Zain Mobile Outlets. You should rank each statement as follows:

Strongly Disagree	Disagree		Agree	Strongly Agree
1	2	3	4	5

Statement	Score
1. Zain Mobile Outlets looks fresh and modern.	
2. The office and surroundings of Zain Mobile Outlets are visually appealing	
3. The employees of Zain Mobile are neat in their appearance.	
4. Materials associated with the service (pamphlets or statements) are visually appealing at Zain Mobile Outlets.	
5. When Zain Mobile promise to do something by a certain time, they do.	
6. When a customer has a problem, Zain Mobile shows a sincere interest in solving it.	
7. Zain Mobile Outlets performs the service right the first time.	
8. Zain Mobile Outlets provides the service at the time they promise to do so.	
9. Zain Mobile will insist on error free records.	
10. Employees of Zain Mobile Outlets tell customers exactly when services will be performed.	
11. Employees of Zain Mobile Outlets give prompt service to customers.	
12. Employees of Zain Mobile Outlets are always willing to help customers.	
13. Employees of Zain Mobile are never be too busy to respond to customers' requests.	
14. The behaviour of employees at Zain Mobile Outlets will instil	

Statement	Score
confidence in customers	
15. Customers of Zain Mobile Outlets feel safe in transactions.	
16. Employees of Zain Mobile are consistently courteous with customers.	
17. Employees at Zain Mobile Outlets have the knowledge to answer customers' questions.	
18. Zain Mobile Outlets gives individual attention to customers.	
19. Zain Mobile Outlets have operating hours convenient to all their customers.	
20. Zain Mobile Outlets have employees who give customers personal service.	
21. Zain Mobile Outlets have their customers' best interest at heart.	
22. Employees of Zain Mobile Outlets understand the specific needs of their customers.	

Part III

SERVICE RECEIVED:

Please give your score based on your *service received* at Zain Mobile Outlets.

Strongly Disagree	Disagree		Agree	Strongly Agree
1	2	3	4	5

Statement	Score
1. Zain Mobile Outlets looks fresh and modern.	
2. Zain Mobile Outlets physical features are visually appealing.	
3. Zain Mobile Outlets employees appear neat.	

Statement	Score
4. Materials associated with the service (such as pamphlets or statements) are visually appealing at Zain Mobile Outlets.	
5. When Zain Mobile promises to do something by a certain time, it does so.	
6. When you have a problem, Zain Mobile shows a sincere interest in solving it.	
7. Zain Mobile Outlets performs the service right the first time.	
8. Zain Mobile Outlets provides its service at the time it promises to do so.	
9. Zain Mobile Outlets insists on error free records.	
10. Employees at Zain Mobile Outlets tell you exactly when the services will be performed.	
11. Employees at Zain Mobile Outlets give you prompt service.	
12. Employees at Zain Mobile Outlets are always willing to help you.	
13. Employees at Zain Mobile Outlets are never too busy to respond to your request.	
14. The behaviour of employees at Zain Mobile Outlets instils confidence in you.	
15. You feel safe in your transactions at Zain Mobile Outlets	
16. Employees at Zain Mobile Outlets are consistently courteous with you.	
17. Employees at Zain Mobile Outlets have the knowledge to answer your questions.	
18. Zain Mobile gives you individual attention.	
19. Zain Mobile Outlets has operating hours convenient to all its customers.	
20. Zain Mobile Outlets has employees who give you personal attention.	
21. Zain Mobile has your best interests at heart.	

Statement	Score
22. The employees of Zain Mobile Outlets understand your specific needs.	

Part IV

Listed below are five features pertaining to Zain customer service centre and the service they offer. We would like to know how important each of these features is to you when you evaluate the service offered at Zain Mobile customer service centre. **Please allocate a total of 100 points among the five features according to how important each feature is to you - the more important a feature is to you, the more points you should allocate to it. Please ensure that the points you allocate to the five features add up to 100.**

Features	Points
1. The appearance of the Zain Mobile's facilities, equipment, personnel and communication materials.	
2. Zain Mobile's ability to perform the promised service dependably and accurately	
3. Zain Mobile's willingness to help customers and provide prompt service.	
4. The knowledge and courtesy of Zain Mobile's employees and their ability to convey trust and confidence.	
5. The caring individual attention at Zain Mobile's Outlet provides its customers.	
Total:	100

APPENDIX B: QUESTIONNAIRE (modified as insisted by Zain)

Data collected through this questionnaire is purely for academic research and will be kept confidential.

Please give your score based on your *service expectation and service experience* at Zain Mobile Outlets.

You should score each statement from **1-5** as follows:

1 means you strongly agree with the statement whereas 5 means you strongly disagree with the statement.

* **Gender** (Male / Female)

Statement	Your Expectation	Your Experience
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* **Age** (Teenager / Adult (20-39)/ Senior Adult (40-50)/ Elderly (51 and above)

* **Payment plan** (Pre-paid / Post-paid)

* **How often do you visit Zain** (Daily / Weekly / Bi-monthly / Monthly/

Others.....

* **Which service** (SIM replacement / Service payment/ Promotion/ Buying airtime/

Others.....

1. Zain Mobile Outlets looks fresh and modern.		
2. Zain Mobile Outlets employees appear neat.		
3. Materials associated with the service (such as pamphlets or statements) are visually appealing at Zain Mobile Outlets.		
4. When Zain Mobile promises to do something by a certain time, it does so.		
5. When you have a problem, Zain Mobile shows a sincere interest in solving it.		
6. Zain Mobile Outlets insists on error free records.		
7. Employees at Zain Mobile Outlets tell you exactly when the services will be performed.		
8. Employees at Zain Mobile Outlets give you prompt service.		
9. Employees at Zain Mobile Outlets are always willing to help you.		
10. Employees at Zain Mobile Outlets are never too busy to respond to your request.		
11. The behaviour of employees at Zain Mobile instils confidence in you.		

12. Employees at Zain Mobile Outlets have the knowledge to answer your questions.		
13. Zain Mobile gives you individual attention.		
14. Zain Mobile Outlets has operating hours convenient to all its customers.		
15. The employees of Zain Mobile Outlets understand your specific needs.		

SCORE

THANK YOU

APPENDIX C: Promotional material at Zain Mobile outlet



Happy Hajj!



Enjoy Zain One Network in Saudi Arabia, make calls as if you are calling in Nigeria

With Zain ONE NETWORK, you can:

- Receive calls for free
- Pay less to call home
- Make local calls and SMS at local rates
- Pay NO roaming charges
- Recharge with Zain Nigeria or Zain Saudi Prepaid recharge cards

www.zain.com A Wonderful World



FREE Trendy Handset



Pay N3300 and get N3300 airtime!

Pay N3600 and get N3600 airtime!

■ HG-M150

■ HG-M161
With Inbuilt FM Radio and Torchlight

Enjoy:

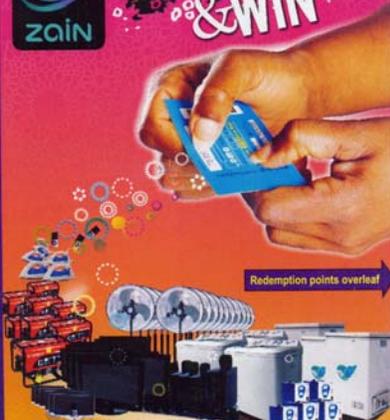
- Free SIM
- 20 free SMS monthly
- 25k/sec to 10 friends and family
- Free midnight calls
- Get N415 airtime on the M150 every month for 8 months on 1st recharge of N200 monthly
- Get N450 airtime on the M161 every month for 8 months on 1st recharge of N200 monthly

All the offers come with the free SIM in the phones, and not any other SIM

www.zain.com A Wonderful World



SCRATCH & WIN Promo



Redemption points overleaf

HOW TO WIN

- ✓ Simply buy any of these Zain Recharge Cards N200, N500 & N1,000
- ✓ Scratch the silver panel to reveal RECHARGE PIN and an EXCITING PRIZE you can win INSTANTLY!

REDEMPTION

- ✓ Go to any Zain shop or Partner outlet to redeem your prizes.

Promo starts August 23rd and ends November 15th, 2010

Go to www.zain.com for more information

www.zain.com A wonderful world



NIGERIA at 50 Promo



HOW TO WIN

- Get a Zain line
- For every N50 you spend daily on call or SMS to any network, you stand a chance to win N1,000,000 grand prize
- The more entries you have, the higher your chances of winning
- Lots of exciting consolation prizes up for grabs

Promo runs from October 11 to November 7, 2010.

So get busy on your Zain lines and have even more reasons to celebrate Nigeria at 50

Happy Golden Anniversary

Call 111 or visit www.zain.com for more information.

www.zain.com A Wonderful World

APPENDIX D: GSM OPERATORS IN NIGERIA as 2009

 QUARTERLY SUMMARY OF TELEPHONE SUBSCRIBERS IN NIGERIA		% Growth Per Quarter						
		Mar-09	Jun-09	Sep-09	Dec-09	Q1-Q2 2009	Q2-Q3 2009	Q3- Q4 2009
S/N	OPERATORS							
	MTN Nigeria Communication	25,910,000	27,340,000	28,740,000	30,830,000	5.52	5.12	7.27
	Globacom Limited	15,489,297	15,905,515	16,228,556	17,042,374	2.69	2.03	5.02
	Celtel Nigeria Limited	17,068,332	14,646,472	14,935,770	14,776,856	(14.19)	1.98	(1.06)
	M-Tel Limited	258,520	258,520	258,520	258,520	-	-	-
	EMTS Limited	784,480	1,044,465	1,835,870	2,626,125	33.14	75.77	43.05
	<i>Sub-Total (GSM)</i>	<i>59,510,629</i>	<i>59,194,972</i>	<i>61,998,716</i>	<i>65,533,875</i>	<i>(0.53)</i>	<i>4.74</i>	<i>5.70</i>
	Starcomms Limited	1,303,068	1,448,051	1,527,415	1,656,868	11.13	5.48	8.48
	Visafone Limited	2,273,207	2,809,552	2,533,812	2,751,795	23.59	(9.81)	8.60
	Multilinks-Telkom	1,805,596	1,871,792	1,820,750	2,058,104	3.67	(2.73)	13.04
	Reliance Telecoms (Reltel)	967,789	1,093,644	1,112,352	1,098,668	13.00	1.71	(1.23)
	<i>Sub-Total (CDMA Mobile)</i>	<i>6,349,660</i>	<i>7,223,039</i>	<i>6,994,329</i>	<i>7,565,435</i>	<i>13.75</i>	<i>(3.17)</i>	<i>8.17</i>
	Starcomms Limited	877,978	912,184	939,208	971,510	3.90	2.96	3.44
	Visafone Limited	55,299	111,780	20,777	34,446	102.14	(81.41)	65.79
	Multilinks-Telkom	95,912	58,566	47,355	53,015	(38.94)	(19.14)	11.95
	Reliance Telecoms (Reltel)	107,533	121,517	123,595	122,065	13.00	1.71	(1.24)
	Intercellullar Nig. Limited	39,452	35,294	27,493	22,207	(10.54)	(22.10)	(19.23)
	VGC/MTN	38,762	19,051	19,100	19,293	(50.85)	0.26	1.01
	MTS 1st Communications	32,561	31,272	25,863	19,744	(3.96)	(17.30)	23.66)
	21st Century Technologies	34,281	34,821	31,417	66,847	1.58	(9.78)	112.77
	disc Communications	2,003	2,003	176	176	-	91.21)	-
	WiTel	80	80	80	80	-	-	-
	O'Net (Odua Telecom)	34,500	34,500	35,421	35,421	-	2.67	-
	Rainbownet Limited	14,169	14,169	14,169	14,169	-	-	-
	Monarch Communications	993	451	459	462	54.58)	1.77	0.65
	XS Broadband	329	329	329	329	-	-	-
	Webcom	516	512	420	440	(0.78)	(17.97)	4.76
	NITEL	58,750	58,750	58,750	58,750	-	-	-
	<i>Sub-Total(Fixed/Fixed Wireless)</i>	<i>1,393,118</i>	<i>1,435,279</i>	<i>1,344,612</i>	<i>1,418,954</i>	<i>3.03</i>	<i>(6.32)</i>	<i>5.53</i>
	TOTAL	67,253,407	67,853,290	70,337,657	74,518,264	0.89	3.66	5.95
	<i>% Of Mobile (GSM)</i>	<i>88.49</i>	<i>87.24</i>	<i>88.14</i>	<i>87.95</i>			
	<i>% Of Mobile (CDMA)</i>	<i>9.44</i>	<i>10.65</i>	<i>9.94</i>	<i>10.15</i>			
	<i>% Of Fixed/Fixed Wireless</i>	<i>2.07</i>	<i>2.12</i>	<i>1.91</i>	<i>1.90</i>			

Note: Celtel is the same as Zain Nigeria Limited