The Relationship Between Service Quality and Customer Satisfaction in the Telecommunication Industry: Evidence From Nigeria

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Abstract

This study investigates the relationship between service quality and customer satisfaction in the telecommunication industry with a focus on Mobile Telecommunication Network (MTN) Nigeria. A total of 230 respondents participated in the study. Research questions and objectives were set, alongside the hypotheses that were formulated and tested. Descriptive statistics comprising the simple percentage and tables were used for data presentation and analysis. Regression analysis and Pearson product moment correlation coefficient were employed in testing our hypotheses. The study reveals that service quality has effect on customer satisfaction and that there is a positive relationship between service quality and customer satisfaction. The researcher concluded by recommending that organisations should focus more attention on service quality, because of its effects on customer satisfaction. To ensure that customer satisfaction level is high, organisation must first of all know the expectations of the customers and how they can meet such expectations. Customer satisfaction helps in customer loyalty and retention. It has been discovered that it costs to attract new customer than to retain existing ones. It is also recommended that organisations should welcome suggestions from customers and more programmes should be designed to measure service quality and customer satisfaction.

Keywords: Customer, Service, Customer Satisfaction, Service Quality, Customer Loyalty.

1. Introduction

Service quality today has become not only the rhetoric of every business enterprise, but also occupies eminent position in every discourse. No business organisation can survive without building its customer satisfaction and brand loyalty; likewise no organisation can make a healthy living without meeting the needs of its customers. That is what organisations do: they serve people's needs. Service quality helps in cementing the relationship between customers and the organisation and it is a two-way flow of value. This means that customer derives real value from the relationship which translate into value for the organisation in the form of enhanced profitability and sustainability over a long period of time.

A number of empirical studies have been conducted on the subject of service quality and customer satisfaction (Cronin and Taylor, 1992; Spreng and Mackoy, 1996; Jones and Suh, 2000; Coyles and Gokey, 2002; Ranaweera and Prabhu, 2003; Choi et al., 2004). Research on this subject shows that most of the studies were conducted in industrialised countries such as United State, the United Kingdom, and Japan. This implies that there is dearth of relevant literature on underdeveloped and developing countries, including Nigeria which has to be covered by research. In addition, despite the existence of these studies, very little attention has been given to the communication industry. This means that the impact of service quality on customer satisfaction in the communication industry has not received adequate research attention in Nigeria. Thus, there is a major gap in the relevant literature on Nigeria, which has to be covered by research. This research attempts to fill this gap by studying the situation of the Nigerian telecommunication industry and providing more empirical evidence on the effects of service quality on customer satisfaction. It is

against this backdrop that this study tries to answer three major research questions: (i) Does customer service have a relationship with service quality perception? (ii) Does customer service have a relationship with customer satisfaction? (iii) Does customer satisfaction have a relationship with service quality perception? In order to address the above questions, we work on these objectives: (i) to determine the relationship between customer service and perceived service quality. (ii) to determine the relationship between customer service and customer satisfaction. (iii) to determine the relationship between service quality and customer satisfaction. (iv) to investigate the strategies utilised by an organisation to deliver exceptional service quality and customer satisfaction through customer service. In addition, three hypotheses were formulated to guide the researcher in the conduct of this study. They are: (i) H_1: Customer service has effect on quality perception. (ii) H_1: Customer service has effect on customer satisfaction. (iii) H_1: There is a relationship between customer satisfaction and quality perception.

2. Review of Literature

This section dwells on the theoretical and systematic analysis of documents containing information about the research problem on customer service. It is the relation of the existing literature on the research topic to the study and thus defines the boundary of this article.

2.1 Service quality

The definition of quality may vary from person to person and from situation to situation. The definitions of service quality vary only in wording but typically involve determining whether perceived service delivery meets, exceeds or fails to meet customer expectations (Cronin and Taylor, 1992; Oliver, 1993; Zeithaml, Berry and Parasuraman, 1993).

Service quality is commonly noted as a critical prerequisite and determinant of competitiveness for establishing and sustaining satisfying relationships with customers. Previous studying suggests that service quality is an important indicator of customer satisfaction (Spreng and Machoy, 1996). Attention to service quality can make an organisation different from other organisations and gain a lasting competitive advantage (Boshoff and Gray, 2004). In particular, consumers prefer service quality when the price and other cost elements are held constant (Turban, 2002). It has become a distinct and important aspect of the product and service offering (Caruana, 2002). According to Brady and Robertson (2001) service quality helps to create the necessary competitive advantage by being an effective differentiating factor. Service quality was initiated in the 1980s as the worldwide trend when marketers realised that only a quality product could guaranteed and maintain competitive advantage (Boshoff and Gray 2004).

According to Parasuraman et al. (1985), service quality can be defined as the consumer's comparison between service expectation and service performance. They proposed service quality to be a function of pre-purchase customer expectations, perceived process quality, and perceived output quality. Based on their statement in 1985, they then suggested that service quality is determined by differences between customers' expectation of the service and their perceptions of the service experience.

Parasuraman (1988) define service quality as the degree and direction of discrepancy between the consumer's perceptions and expectations, or the extent to which a service meets or exceeds customer expectations. The quality of a service depends on that service consistently conforming to customers' expectations (Mevvis and Janiszewski, 2002). Parasuraman, Zeithaml, and Berry (1988, 1990) projected a service quality model that identified perceived service quality into five dimensions: tangibility, reliability, responsiveness, assurance, and empathy.

1. Tangibles involve the appearance of physical facilities, including the equipment, personnel, and communication materials.
2. Reliability involves the ability to perform the promised service dependably and accurately.
3. Responsiveness involves the willingness to help customers.
4. Assurance involves the knowledge and courtesy of employees and their ability to convey trust

and confidence. This assurance includes competence, courtesy, credibility and security.

5. Empathy involves the provision of caring, individualised attention to customers. This empathy includes access, communication, and understanding the customer.

Most customers prefer good service to lower prices. Think about all the situations where you are prepared to pay a little extra to get a better or more efficient service. Companies that give these added service benefits are likely to be winners. They have a competitive advantage over rivals.

Customers are requiring and demanding better services and the goals of all Telecoms must be to make the customers feel special. This will lead to customer's perceptions exceeding their expectations and greater customer satisfaction. A personal, proactive approach, such as knowing guest history, issues and preferences is vital to impressing customers and increasing repeat business.

3.2 Customer satisfaction

Customer-centred companies have emphasized a better understanding of customers' needs and wants, and then translated them into the capability to give customers what they really need and want. Simply stated, customer satisfaction is essential for corporate survival or existence.

Customer satisfaction is defined as the result of a cognitive and affective evaluation, where some comparison standard is compared to the actually perceived performance. If the perceived performance is less than expected, customers will be dissatisfied. On the other hand, if the perceived performance exceeds expectations, customers will be satisfied. Otherwise, if the perceived expectations are met with performance, customers are in an indifferent or neural stage. In general, increased customer satisfaction leads to

- higher customer retention rate,
- increases customer repurchase behaviour, and
- ultimately drive higher firm profitability.

Customer satisfaction with a company's products or services is often seen as the key to a company's success and long-term competitiveness. Customer satisfaction has developed extensively as a basic construct for monitoring and controlling activities in the relationship marketing concept. Satisfaction is regarded as a short term emotional state that results from an intrapersonal comparison of the customer's expectations with the evaluation of a single product or service encounter. (Oliver, 1981; Brady and Robertson, 2001; Lovelock, Patterson and Walker, 2001) conceptualise customer satisfaction as an individual's feeling of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations.

Generally, there are two general conceptualisations of satisfaction, namely, transaction-specific satisfaction and cumulative satisfaction (Jones and Suh, 2000; Yi and La, 2004). Transaction-specific satisfaction is a customer's evaluation of his or her experience and reactions to a particular service encounter (Boshoff and Gray, 2004), and cumulative satisfaction refers to the customer's overall evaluation of the consumption experience to date (Cook, 2008).

For more than two decades, customer satisfaction has been an intensively discussed subject in the areas of consumer and marketing research. In recent times, customer satisfaction has gained new attention within the context of the paradigm shift from transactional marketing to relationship marketing (Grönroos, 1994; Martin, Adrian and David, 2002), which refers "to all marketing activities directed toward establishing, developing, and maintaining successful relational exchanges" (Yi and La, 2004).

This emotional state of satisfaction "leads to an overall, global attitude about [service] quality" (Dabholkar, 1993), which is only implicitly based on some kind of internal expectation standard. Because quality is a dynamic construct, additional consumption experiences influence and modify the existing quality perception and cause changes in this perception (Thompson & Getty, 1994). In other words, multiple satisfaction evaluations contribute to an overall quality evaluation.

Customer satisfaction depends on the product's perceived performance relative to buyer's expectations. If the product's performance falls short of expectation, the customer is dissatisfied. If

performance matches expectations, the customer is satisfied. If performance exceeds expectations, the customer is highly satisfied or delighted. (Kotler & Armstrong, 2006)

Outstanding marketing companies go out of their way to keep important customers satisfied. Highly satisfied customers makes repeat purchases and tell others about their good experiences with the product. The key is to match customer expectations with company performance. Smart companies aim to delight customers by promising only what they can deliver, then delivering more than they promise.

A dissatisfied customer will tell seven to 20 people about their negative experience. A satisfied customer will only tell three to five people about their positive experience.

3. Methodology

This section focuses on the research techniques employed in this study. It consists of research design, research population, sample and sampling techniques, data collection instruments, administration of the instrument, validity and reliability of the research instrument, method of data analysis and problems encountered on the field in the course of this study. For the purpose of this study, survey research design was adopted. This is because survey research design helps in collecting data from members of a population in other to determine their current status in that population with respect to one or more variables. The study population consists of the customers of MTN Nigeria in Covenant University and its environs. In selecting our sample for this study, a simple random sampling method was used. This ensures that every member of the population has equal chance of being part of the sample. Primary data collected through questionnaires were used in this study. In this study the coefficient alpha (Cronbach Alpha) was used to test the reliability of the measurement scale. The Cronbach alpha for this study is .871. This implies that data collected are highly reliable. To test the validity of this work, the questionnaire was subjected to evaluation by experts and other scholars. For the purpose of this study, 250 copies of the questionnaires were administered to the customers of MTN Nigeria within Covenant University and its immediate environment. The questionnaire were given to individual respondent who were given time to complete them objectively and honestly. However, only 230 respondents filled the questionnaire adequately and were used for our data analysis. Analysis of data was done through appropriate descriptive statistics procedure while the hypotheses were tested with the help of linear regression correlation analysis.

4. Data presentation and analysis

Table 1: Sex Distribution of Respondents

	Frequency	Percent
Male	106	46.1
Female	124	53.9
Total	**230**	**100**

Source: Field Survey, 2009

Table 1 above shows the sex distribution of the respondent the researcher's questionnaires which indicates that male respondents were 106 (46.1%), while female respondent were 124 (53.9%). This implies that there are more female respondents than male respondents.

Table 2: Preferred Form of Customer Service

	Frequency	Percent
Care Line	105	45.7
Service Desk	66	28.7
Web Page	59	25.7
Total	**230**	**100**

Source: Field Survey, 2009

This table shows that overwhelming majority of the respondents (45.7%) prefer care line, 28.7% prefers service desk while remaining respondents (25.7) prefers webpage. The inference that can be drawn here is that most customers prefer and use the care line form of customer service.

Table 3: Behaviour of the Customer Service Personnel Instils Confidence

	Frequency	Percent
Poor	3	1.3
Fair	35	15.2
Fairly Good	76	33.0
Good	75	32.6
Excellent	41	17.8
Total	**230**	**100**

Source: Field Survey, 2009

The table above indicates that only 1.3% of the respondents assume that the behaviour of customer service in instilling confidence in them is poor. 15.2% of the respondents assume that it is fair, 33.0% assume that it is fairly good, 32.6% of the respondents assume that it is good, while the remaining 17.8% of the respondents assume that it is excellent. This implies that the behaviour of service personnel is fairly good.

Table 4: Performance Rating of Care Line

	Frequency	Percent
Poor	3	1.3
Fair	34	14.8
Fairly Good	84	36.5
Good	84	36.5
Excellent	25	10.9
Total	**230**	**100**

Source: Field Survey, 2009

The table above shows the performance rating of the care line. 1.3% of the respondents assume that performance rating of the care line is poor, 14.8% of the respondents assume that it is fair, 36.5% of the respondents assume that it is fairly good, 36.5% of the respondents assume that it is good while the remaining 10.9% of the respondents assume that it is excellent. This implies that the performance of care line is good.

Table 5: Performance Rating of Webpage

	Frequency	Percent
Poor	3	1.3
Fair	20	8.7
Fairly Good	90	39.1
Good	79	34.3
Excellent	38	16.5
Total	**230**	**100**

Source: Field Survey, 2009

The table above shows the performance rating of the webpage. 1.3% of the respondents said that performance rating of webpage is poor, 8.7% of the respondents said that it is fair, 39.1% of the respondents assume that it is fairly good, 34.3% of the respondents assume that it is good and 16.5 % of the respondents said that it is excellent. What we can deduce from here is that the performance rating of the webpage is fairly good.

Table 6: Performance Rating of the Service Desk

	Frequency	Percent
Poor	1	0.4
Fair	20	8.7
Fairly Good	95	41.3
Good	72	31.3
Excellent	42	18.3
Total	**230**	**100**

Source: Field Survey, 2009

The above table shows the performance rating of the service desk. 0.4% of the respondents said that the performance rating of the service desk is poor.8.7% of the respondents said that it is fair, 41.3% of the respondents said that it is fairly good, 31.3% of the respondents said that it is good while the remaining 18.3% of the respondents said that it is excellent. This means that the performance of service desk is fairly good.

Table 7: MTN Provides Services as Promised

	Frequency	Percent
Poor	6	2.6
Fair	35	15.2
Fairly Good	77	33.5
Good	86	37.4
Excellent	26	11.3
Total	**230**	**100**

Source: Field Survey, 2009

The table above shows the provision of service as promised. 2.6% of the respondents said that service provision of the company is poor, 15.2% of the respondents said that it is fair, 33.5% of the respondents said that it is fairly good; 37.4% of the respondents said that it is good while the remaining 11.3% of the respondents said that it is excellent. By and large, the inference we can draw here is that MTN is good at providing services as promised.

Table 8: Prompt Service Delivery to Customers

	Frequency	Percent
Poor	8	3.5
Fair	32	13.9
Fairly Good	84	36.5
Good	75	32.6
Excellent	31	13.5
Total	**230**	**100**

Source: Field Survey, 2009

Table 8 above shows that 3.5% of respondents said that prompt service delivery of MTN to customers is poor, 13.9% of respondents said that it is fair, 36.5% of respondents said that it is fairly good, 32.6% of respondents said that it is good while the remaining 13.5% of respondents said that it is excellent. The inference that can be drawn from here is that prompt service delivery of MTN is fairly good.

Table 9: MTN Staff Are Dependable in Handling Customer Service Problems

	Frequency	Percent
Poor	5	2.2
Fair	26	11.3
Fairly good	74	32.2
Good	87	37.8
Excellent	38	16.5
Total	**230**	**100.0**

Source: Field Survey, 2009

Table 9 above shows the responses of the respondents on how dependable MTN staffs are in handling customer service problems. 2.2% of the respondents said that it is poor, 11.3% of the respondents said that it is fair, 32.2% of the respondents assume that it is fairly good, 37.8% of the respondents said that it is good, while the remaining 16.5% of the respondents said that it is excellent. The inference that can be drawn here is that MTN staffs are good and dependable in handling customer service problems.

Table 10: MTN Staff Are Always Courteous and Friendly With Customers

	Frequency	Percent
Poor	4	1.7
Fair	25	10.9
Fairly good	81	35.2
Good	76	33.0
Excellent	44	19.1
Total	**230**	**100.0**

Source: Field Survey, 2009

From the table above, 1.7% of the respondents said that MTN staff's courteousness and friendliness to customers is poor, 10.9% of the respondents assume that it is fair, 35.2% of the respondents said that it is fairly good, 33.0% of the respondents said that it is good, while the remaining 19.1% of the respondents said that it is excellent. This implies that staff's courteousness and friendliness is fairly good.

Table 11: Feelings of Customers Towards MTN Services

	Frequency	Percent
Very Unsatisfied	2	0.9
Unsatisfied	12	5.2
Indifferent	58	25.2
Satisfied	97	42.2
Very Satisfied	61	26.5
Total	**230**	**100.0**

Source: Field Survey, 2009

Table 10 above shows that 0.9% of respondents feelings be can be described as very unsatisfied, 5.2% of respondents can be described as unsatisfied, 25.2% of respondents can be described as indifferent, 42.2% of respondents can be described as satisfied while 26.5% of respondents can be described as very satisfied. This implies that customers have satisfied feelings

towards MTN services.

Table 12: Overall Customer Service Delivery of MTN

	Frequency	Percent
Very Unsatisfied	2	.9
Unsatisfied	13	5.7
Indifferent	55	23.9
Satisfied	98	42.6
Very Satisfied	62	27.0
Total	**230**	**100.0**

Source: Field Survey, 2009

This table shows that only 0.9% of respondents are very unsatisfied with the overall customer service delivery of MTN. 5.7% of respondents are unsatisfied, 23.9% of the respondents are indifferent, 42.6% of the respondents are satisfied and 27.0% respondents are very satisfied. This implies that customers are satisfied with the overall service delivery of MTN.

5. Testing of hypotheses

The hypotheses formulated for the purpose of this research are directional in nature. The alternate hypothesis H_1 is directional and it specifies different relationships between the variables under the study. In the testing and analysis of the hypotheses, the statistical test adopted is Regression analysis and correlation.

Hypothesis 1

H_1: Customer service has effect on quality perception
Multiple R =0.636[a]
R square = 0.405; Adjusted R square = 0.392
Standard Error of the estimate =0 .41064

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.636 [a]	0.405	0.392	0.41064

a. Predictors: (Constant),
Behaviour of customer service personnel instills confidence,
MTN keeps customers informed about when services will be performed, How wil you rate the customer service package of MTN, MTN shows sincere interest in solving problems,
Courtesy of customer service personnel

The above table is the model summary. It shows how much of the variance in the dependent variable (quality perception) is explained by the model (which includes the variables of behaviour, when services will be performed, service package, problem solving, and courtesy). In this case the R square value is .405. Expressed by a percentage, this means that our model (which includes behaviour, when services will be performed, service package, problem solving and courtesy) explains 40.5% of the variance in the quality perception of services.

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.707	5	5.141	30.491	.000[a]
	Residual	37.772	224	.169		
	Total	63.480	229			

a. Predictors: (Constant), Behaviour of customer service personnel instills confidence, MTN keeps customers informed about when services will be performed, How will you rate the customer service package of MTN, MTN shows sincere interest in solving problems, Courtesy of customer service personnel

b. Dependent Variable: Quaper

Since F cal (30.491) > F tab (2.26) at 0.05 level of significance, therefore we accept our alternative hypothesis H_1 and conclude that customer service has effect on quality perception.

Table 13: Linear Regression Coefficient for Customer Service and Quality Perception

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.787	.156		11.469	.000
	MTN keeps customers informed about when services will be performed	.075	.031	.134	2.384	.018
	MTN shows sincere interest in solving problems	.160	.032	.296	5.040	.000
	How will you rate the customer service package of MTN	.140	.033	.244	4.214	.000
	Courtesy of customer service personnel	.046	.032	.085	1.436	.152
	Behaviour of customer service personnel instills confidence	.097	.030	.184	3.262	.001

a. Dependent Variable: Quaper

The B coefficient shows a positive relationship between customer service and quality perception, when services will be performed and quality perception, problem solving and quality perception, rating of customer package and quality perception, courtesy of personnel and quality perception and behaviour of personnel and quality perception. This confirms that the higher the level of these variables, the higher its significance on quality perception.

This table shows which of the variables included n the model contributed to the prediction of the dependent variable. The study is interested in comparing the contribution of each independent variable; therefore beta values are used for the comparison. In this table, the largest beta coefficient is 0.296 which is MTN shows sincere interest in solving problems. This means that MTN shows

sincere interest in solving problems makes the strongest unique contribution to explaining the dependent variable- quality perception.

Hypothesis 2
H_1: Customer service has effect on customer satisfaction
The standard multiple regression was used to generate results that will indicate how well the set of variables representing customer service has effect on quality perception.
Multiple R =0.401[a]
R square = 0.161; Adjusted R square = 0.142
Standard Error of the estimate =0 .59905

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.401[a]	.161	.142	.59905

a. Predictors: (Constant), Behaviour of customer service personnel instills confidence, MTN keeps customers informed about when services will be performed, How will you rate the customer service package of MTN, MTN shows sincere interest in solving problems, Courtesy of customer service personnel

The above is the model summary. It shows how much of the variance in the dependent variable (customer satisfaction) is explained by the model (which includes the variables of behaviour, when services will be performed, service package, problem solving, and courtesy). In this case the R square value is .405. Expressed by a percentage, this means that our model (which includes behaviour, when services will be performed, service package, problem solving and courtesy) explains 40.5% of the variance in the customer satisfaction of services.

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.385	5	3.077	8.574	.000[a]
	Residual	80.385	224	.359		
	Total	95.770	229			

a. Predictors: (Constant), Behaviour of customer service personnel instills confidence, MTN keeps customers informed about when services will be performed, How will you rate the customer service package of MTN, MTN shows sincere interest in solving problems, Courtesy of customer service personnel

b. Dependent Variable: Csat

Since F cal (8.574) > F tab (2.26) at 0.05 level of significance, therefore we accept our alternative hypothesis H_1. Thus, concluding that customer service has effect on customer satisfaction.
The B coefficient (see Table 14) shows a positive relationship between customer service and customer satisfaction, when services will be performed and customer satisfaction, problem solving and customer satisfaction, rating of customer package and customer satisfaction, courtesy of personnel and customer satisfaction and behaviour of personnel and customer satisfaction. This confirms that the higher the level of these variables, the higher its significance on quality perception.
This table (Table 14) shows which of the variables included n the model contributed to the

prediction of the dependent variable. The study is interested in comparing the contribution of each independent variable; therefore beta values are used for the comparison. In this table, the largest beta coefficient is 0.249 which is Behaviour of customer service personnel. This means that Behaviour of customer service personnel makes the strongest unique contribution to explaining the dependent variable- customer satisfaction.

Table 14: Determination of the Multiple Regression Equation for the Data for Hypothesis 2

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.467	.227		10.852	.000
	MTN keeps customers informed about when services will be performed	.107	.046	.156	2.345	.020
	MTN shows sincere interest in solving problems	.010	.046	.016	.223	.824
	How will you rate the customer service package of MTN	.097	.048	.138	2.009	.046
	Courtesy of customer service personnel	.016	.046	.024	.345	.731
	Behaviour of customer service personnel instills confidence	.162	.043	.249	3.718	.000

a. Dependent Variable: Csat

Hypothesis 3
H_1; There is a relationship between customer satisfaction and service quality.

Table 15: Simple Correlation for Quality Perception and Customer Satisfaction

Correlations

		Quaper	Csat
Quaper	Pearson Correlation	1	.386**
	Sig. (2-tailed)		.000
	N	230	230
Csat	Pearson Correlation	.386**	1
	Sig. (2-tailed)	.000	
	N	230	230

**. Correlation is significant at the 0.01 level

Quality perception was found to be significantly correlated with customer satisfaction (r=.386, which has a .000 level of significant which is less than .01 and .05 level of significant
There is a positive relationship between service quality and customer satisfaction. We therefore accept our alternative hypothesis which says service quality has a positive relationship with customer satisfaction.

6. Results and managerial implications

- The correlation computation for the first, second and third hypothesis shows that there is a relationship between customer service, service quality and customer satisfaction.
- Table 2 shows that 45.7% of the respondents prefer care line, 28.7% of the respondents prefer service desk and 25.7% prefers webpage. Most preferred form of customer service is care line.
- Table 8 shows that a large percentage of the respondents are satisfied with the overall service delivery of MTN.
- Table 9 show that a large percentage of the respondents are of the opinion that MTN shows sincere interest in solving customers' problems
- Table 11 shows that 0.9% of the respondent feelings be can be described as very unsatisfied, 5.2% of the respondents can be described as unsatisfied, 25.2% of the respondents can be described as indifferent, 42.2% of the respondents can be described as satisfied and 26.5% of the respondents can be described as very satisfied.

7. Recommendations

The following are recommended for MTN

- MTN should improve its care line, since it is the most preferred form of customer service.
- MTN should also ensure that staffs are knowledgeable of customers' requests and problems.
- MTN staff should always listen to what your customer wants because customers don't buy products or services, they sometimes buy solutions to problems.
- MTN staff should encourage and welcome suggestions on improving customer satisfaction
- Many programs should be designed to measure service quality and customer satisfaction, and also to improve customer service.

8. Conclusions

The general objective of this study is to determine the relationship between service quality and customer satisfaction, and also investigate the strategies utilised by an organisation to deliver exceptional service quality and customer satisfaction through customer service. These objectives were tested by three hypotheses. It is also clear from this research that customer service has impact on service quality perception and customer satisfaction.

Conversely, telecommunication industry in Nigeria is the fastest growing sector, especially the mobile market. This development has become a catalyst for the growth of the nation's commercial and industrial sectors. This telecommunication sector contributed much to the nation's economic development. The growth rate in the use of telecommunication facilities has increased tremendously, especially in the increasing number of telephone subscribers

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