RELATIONSHIP BETWEEN NETWORK QUALITY AND CUSTOMER SATISFACTION AMONG MOBILE PHONE USERS. A CASE STUDY OF SELECTED UNIVERSITIES IN KENYA

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ABSTRACT

Organizations have embraced the concept of customer relationship management practices since it focuses on managing relationship between its current and prospective customer base hence helping in building long lasting relationships which consequently give the organization the joy of retained customers. This study sought to find out the relationship between network quality and customer satisfaction among mobile phone users in selected Public Universities. This study was guided by the social exchange theory which focused on the fundamental principle that humans in social situations choose behaviors that maximize their likelihood of meeting self-interests in those situations. Descriptive and explanatory research designs were utilized in this study and the following networks were sampled; Safaricom, Airtel, Orange and, yuMobile. A questionnaire was used to collect data from sample size of 250 respondents who were sampled from the staff of public universities in the Western region which included Moi, Masinde Muliro, Maseno, Jaramogi Oginga Odinga, University of Eldoret and Kisii University. Data collected was analyzed by use of descriptive and inferential statistics. Multiple regressions were used to establish the effect between network quality and customer satisfaction. The study recommended that service providers should put more emphasis on Customer Relationship Management Practices particularly Network quality since they influence customer satisfaction. The study provides new theoretical insight into factors influencing customer satisfaction.

Key Words: Network Quality, Customer, Customer Satisfaction, Relationship

Background Information

In recent years, retaining customers has become increasingly more important since the business environment is dynamic and competitive. Therefore, as the competitive business environment becomes more turbulent, the most important issue the sellers face is no longer to provide quality products or services, but keep loyal customers who will contribute long-term profit to organizations (Tseng, 2007). Bateson and Hoffman (2002), define customer retention as focusing a firm's marketing effort towards the existing customer's base.

Many firms recognize the importance of customer's retention but relatively few understand the economics of customer retention within their own firms. It is claimed that 5% improvement in customer retention can cause an increase in profitability of between 25 and 85 percent depending on the industry (Kerin, Hartley, & Rudelius, 2009; Reichheld & Sasser, 1990). Likewise, it is easier to deliver additional product and service to an existing customer than to a first-time "buyer" (Kotler & Keller, 2006; Wills, 2009). Organizations both private and public in today's dynamic market place are increasingly leaving anticipated marketing philosophies and strategies to the adoption of more customer-driven initiatives that seeks to understand, attract, retain and build long term relationship with profitable customers (Kotler, 2006,Gronroos,C 1994). This paradigm shift has undauntedly led to the growing interest in CRM practices that aim at ensuring customer identification, interactions, customization and personalization that unreservedly lead to customer satisfaction, retention and profitability (Thompson, 2004, Gronroos *et al*., 1996; Xu *et al*, 2002, store, 2000). CRM practices is defined as, "activities that focuses on managing the relationship between a firm and its current and prospective customer base, as a key to success, (Gebert, 2003). It further, means developing a comprehensive picture of customer needs, expectations and behaviors and managing those factors to affect business performance. CRM practices help in building long

lasting relationships and these relationships give a company joy of retained customers.

Customer Relationship Management (CRM) practices are the values and strategies or relationship marketing with particular emphasis on customer relationships turned into practical application. From extant literature, some of the CRM practices that influence customer satisfaction and retention include; service quality (network quality) (Brown and Gulycz, 2001; Antreas and Opoulos, 2003; perceived value (Oliver and DeSarbo, 1988; Bolton and Lemon, 1999), customer relational experience (Janiszewski, 2009; Li and Ho, 2008, Singh, 2008), loyalty programs (Deighton, 2000, and Kivetz and Simonson 2002).

Customer satisfaction is one of the most areas being researched in many service studies due to its importance in determining the success and the continued existence of the service business (Gursoy *et al*., 2007). Customer satisfaction conceptually has been defined as feeling of the post utilization that the consumers experience from their purchase (Westbrook and Oliver, 1991; Um *et al*., 2006). Opposite to cognitive focus of perceptions, customer satisfaction is deemed as affective response to a products or services (Yuan *et al*., 2005). A consumer is deemed to be satisfied upon the experience weighted sum total produce a feeling of enjoyment when compared with the expectation (Choi and Chu, 2001). In service studies, customer satisfaction is the customers' state of emotion after experiencing the service (Baker and Crompton, 2000; Sanchez *et al*., 2006). Customer satisfaction is the extent of overall enjoyment that customer feel, the result that the service experience able to fulfill the customer desires, expectation, needs and wants from the service (Chen and Tsai, 2007). Taylor *et al*., (2004) pointed out that customer satisfaction has a direct influence on customer loyalty. Kotler (2008) describes customer satisfaction is the feeling of happiness or unhappiness as a result of comparing the perceived performance of services or products with the expected performance. If the perceived

performance does not meet the expected performance, then the customer will feel disappointed or dissatisfied. Homburg *et al*. (2008) suggested that customer satisfaction has been a crucial issue in marketing field in the past decades since satisfied customers are able to offer to the company such as customer loyalty and continuous profitability.

The focus of this thesis was on the mediating effect of customer satisfaction on the relationship between customer relationship management practices and customer retention among mobile phone service users in public universities of western Kenya region.

The demand for mobile phones in Kenya in the last few years has been more than most people expected and continues to expand. According to the Communications Commission of Kenya (CCK), mobile phone usage in Kenya has grown to an average of 65 percent a year for the past five years. This is twice the rate of growth in Asian countries. In Kenya, the growth rate is even higher. Statistics indicate that Kenya has more than 18 million subscribers, up from 6.5million in the year 2006 (Nokia, 2010). Penetration of mobile telephone in Kenya, like many other developing countries, is mainly driven by affordability and innovation.

Notwithstanding the impact of this revolution in peoples' lives and on the economy in general, there is a steady increase in dissatisfaction of the services offered by telecommunication providers. Consumers have raised varied concerns through traditional media, social media as well as direct complaints launched to the operators and regulators. Corporate customers in particular have voiced their concerns on the wanting quality of service offered by mobile telecommunication services providers. It is on this premise that this research was undertaken to establish the effect of CRM practices on customer satisfaction and customer retention.

Concept of Customer Satisfaction

Customer satisfaction is perceived as a relative judgment that considers the qualities versus the cost and efforts obtained through a purchase (Ostrom and Lacobucci, 1995).Customer satisfaction is considered as important outcome of a buyer-seller interaction (Roos *et al..,* 2006; Smith and Barclay, 1997). The literature contains two general conceptualizations of customer satisfaction: transaction-specific satisfaction and cumulative satisfaction (Bolton and Drew, 1991; Cronin and Taylor, 1994; Shankar *et al.,* 2003). While transaction-specific satisfaction may provide specific diagnostic information regarding a specific product or service encounter, cumulative satisfaction resulting from a series of transactions or service encounter is a more fundamental indicator of a firm's past, current and future performance (Anderson *et al.,* 1997; Lam *et al*., 2004; Oliver,1997). Therefore this study focuses on cumulative satisfaction and defines satisfaction as the emotional state developed from a relationship that resulted from customer interactions over time.

The notion of customer satisfaction is part of a wider focus on building total customer value, which can be defined as: "the perceived monetary value of the bundle of economic, functional and psychological benefits customers expect from a given market offering" (Kotler and Keller, 2009). Zeithaml and Bitner (2000), define customer satisfaction as follows: "Satisfaction is the customer evaluation of a product or service in terms of whether that product or service has met their needs and expectations.

Customer satisfaction has been fundamental to the marketing concept for over three decades (Parker and Mathews, 2001). It is widely recognized in the good and service sectors that customer satisfaction as the main performance indicator and the key to success for any business organization (Mihelis, Grigoroudis, Siskos, Politis, and Malandrakis, 2001). However, the intangible nature of customer satisfaction make the term hard to measure. Therefore, many researchers attempt to discover

the antecedents and consequences of customer satisfaction in order to provide a better understanding of customer, increase market share and profitability, reduce cost and enhance product or service performance as well as internal quality control (Anderson and Sullivan, 1993; Ndubisi and Chan, 2005). Sprowls and Asimow (1962) contrasted and discussed customer behavior model and reported that customer satisfaction result in repeated purchase and emphasize the importance of customer satisfaction for the organization. In early 1970s, Anderson (1973) and Olshavask and Miller (1972) investigated customer satisfaction based on the expectation and perceived product performance. Churchill and Suprenant (1982) study identify the antecedent and construct measurement of customer satisfaction based on disconfirmation paradigm. Previous studies define customer satisfaction as "disconfirmation paradigm" (Churchill and Suprenant, 1982), which is a result of confirmation/disconfirmation of expectations that compare product (or service) performance with their expectations and desire (Spreng, MacKenzie, and Olshavsky, 1996). Boulding, Kalra, Staelin, and Zeithaml (1993) conceptualized customer satisfaction into transaction specific and cumulative (Anderson, Fornell and Lehmann, 1994). The transaction specific viewed customer satisfaction as evaluative judgement after a specific buying process (Hunt 1977; Oliver, 1993). However, cumulative customers' satisfaction emphasizes more on the total evaluation based on total consumption over time (Johnson and Fornell 1991; Fornell 1992). Other researchers consider the term customer satisfaction as an attitude or evaluation formed by customers who compares pre-purchase expectations about the outcome of a product or service from the actual performance they received (Oliver, 1980; Fornell, 1992).

According to Hoyer and MaClnnis (1997), consumers measure their experiences of a product or service after acquisition, consumption and disposition. Customer satisfaction / dissatisfaction require experience with the product which depends on the quality and value of the service (Anderson *et al.,* 1994). Any discrepancy may cause disconfirmation (Hoyer *et al*, 997), thus, failure to meet the needs and expectations is assumed to result in dissatisfaction with the product or service". Hoyer and MaClnnis (1997), argued that a favourable outcome means they are satisfied whilst an unfavourable outcome results in dissatisfaction. The conceptual relationship between customer satisfaction and service quality has generated mixed results among researchers. Anderson *et al*. (1994) point out a distinction between customer satisfaction and future experience a customer gets when he comes into contact with a product or service and value received. Recent studies have also pointed out that service quality is an antecedent of customer satisfaction (Anderson and Sullivan, 1993; Cronin and Taylor, 1992). There is however, consensus that further studies would have to be done on this issue. Satisfaction is based on the customer's previous experiences with the service provider, advice of friends and associates, competitors offering and information from marketers (Kotler, 1997). It has also been argued that satisfaction/dissatisfaction with a product or pleasure will lead to satisfaction. In contrast, negative emotions such as grief, sadness, distress, sorrow, regret, disappointment, anger, agitation, will engender dissatisfaction (Zeithaml and Bitner, 2000; Hoyer and MaClnnis, 1997). Services are influenced by customers' state of mind and emotions, even Positive feelings such as happiness, excitement.

Customers stay longer in consuming company services due to a developed sense of security and loyalty brought about by the satisfaction and they deepen their relationship with the company. Customers will also demonstrate less price sensitivity, due to the fact that the products and services provided exceed the customers' expectations and thus raising the individual switching costs. Customers tell and recommend company product or service. Satisfied customers

tend to tell others of the benefits of the products and services received, thus marketing the organizations products and services. Theoretically, service attributes can be considered as a cognition-based construct, while customer satisfaction is mainly an effective and evaluative response (Oliver, 1993).

Social science literature indicates that cognitive thought processes trigger affective responses (Weiner, 1996), suggesting that customer assessments of service attributes affect their satisfaction attitude. That is, the degree to which suppliers could meet the requirements of customers influenced the strength of the customers' positive attitude toward the service providers (Turnbull and Moustakatos, 1996). Customer satisfaction is a complex construct and has been defined in various ways (Besterfield, 1994; Barsky, 1995; Kanji and Moura, 2002; Fecikova, 2004). Recently, researchers have argued that there is a distinction between customer satisfactions as related to service experiences. The distinction is due to the inherent intangibility and perishability of services, as well as the inability to separate production and consumption. Hence, customer satisfaction with services and with goods may derive from, and may be influenced by, different factors and therefore should be treated as separate and distinct (Veloutsou *et al*, 2005).

Research has shown that it cost between five to six times more to attract a new customer than to keep an existing customer. Companies can also boost profits anywhere from 25% to 125% by retaining merely 5% more existing customer and also that happy customers will tell to others of their positive experience, whereas dissatisfied customers tell 9 to 12 how bad it was. It is also assumed that Only one out of 25 dissatisfied customers will express dissatisfaction and Two third of customers do no feel valued by those serving them.(Adapted from Gary Luck, The Ash ridge journal, Customer Satisfaction Strategy, autumn (2006).

The customers will have expectations that relate to the company branches and offices that they visit their staff and deal with the organization as all customers' needs and wants change over time and thus the organization seeking to satisfy these needs has to be dynamic and responsive to the customer's expectations. Schneider and Bowen (1995) assert that "service organizations must meet three key customer needs to deliver service excellence," Security, esteem and justice. They also identified an array of service quality factors that are important for customers including timeliness and convenience, personal attention, reliability and dependability, employee competence and professionalism, empathy, responsiveness, assurance, and availability and tangibles such as physical facilities and equipment and the appearance of personnel.

Customer satisfaction holds the potential for increasing the organizations customer base, increase the use of more volatile customer mix and increase the firm's reputation, (Fornell1992, Levesque and Mc Daugall, 1999). This means that firms in the mobile industry should satisfy their customers so that they can become loyal and remain with them. Marketing theory and practice suggest that mobile phone firms should improve their service by satisfying their customers, so as to obtain and sustain advantage in the intensely competitive business environment. This is because the main output of customer satisfaction is customer loyalty, and a firm with bigger share of loyal customers, profit from increased repurchase rate, greater cross buying potential, higher price willingness, positive recommendation behavior and lower switching tendencies. Furthermore, long term customers tend to take less of company time and are sometimes less sensitive to the price, Gan *et al* (2006). They further indicate that retaining customers become the priority for most enterprises and there is compelling arguments for managers to carefully consider the factors that might increase customer retention rate. In any case, the cost of creating a new customer has been estimated to be five times the cost of retaining existing customers, (Reichheld 1996). A retained customer will always

Page: - 199 -

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

show resistance to competitors' enticement and will be able to give both solicited and unsolicited referral (Omotayo *et al*, 2008). Customer retention is, therefore, crucial to mobile cellular companies; because improvement in customer retention can cause an increase in profitability; depending upon the industry (Reichheld and Sasser, 1990). The mobile telephone industry has undergone rapid changes in the recent years. The deregulation of the industry has caused a lot of service providers to enter the industry hence increasing the competition in the industry. The competition in the industry can be described as fierce and stiff.

The cellular phone companies are, therefore, doing everything possible to attract new customers and retain the existing ones. Service quality has, therefore, become very crucial for the service providers in the retention of their customers. In recent times, subscribers have complained vehemently on the quality of services provided by service providers. A substantial number of customers of mobile telephones have taken service providers to task for rendering unsatisfactory services. However, there is little empirical research undertaken, as far as can be ascertained on how quality service leads to customer retention in the mobile telephony industry. The study aims at investigating whether a service provider in general is doing what customers perceive as quality service to improve customer retention. The study is undertaken to clarify certain questions related to customer retention in the mobile telephone Industry.

Social Exchange Theory

The theory attempts to explain the nature of the relationships between Customer relationship management practices, Customer satisfaction and Customer Retention. The theoretical model adopted for this study was derived from the social exchange theory (Homans, 1958), which posits that all human relationships are formed by the use of cost-benefit analysis and comparisons of alternatives. Homans suggested that when an individual perceives the cost of a relationship outweighs the perceived benefits, then the person will choose to leave the relationship. The theory further states that persons that give much to others try to get much from them, and persons that get much from others are under pressure to give much to them.

The social exchange relationships between two parties develop through a series of mutual exchanges that yield a pattern of reciprocal obligations to each party. Social exchange theory indicates that individuals are willing to maintain relationships because of the expectation that to do so will be rewarding. Individuals voluntarily sacrifice their self- benefits and contribute these benefits to other individuals with the expectation for more future gains. Thibaut and Kelly (1959) propose that whether an individual retains a relationship with another one depends on the comparison of current relationship, past experience and potential alternatives. The constant comparison of social and economic outcomes between a series of interactions with current partners and available alternatives determines the degree of an individual's commitment to the current relationship.

The theory is appropriate for this study because service encounters can be viewed as social exchanges with the interaction between service provider and customer being a crucial component of satisfaction and providing a strong reason for continuing a relationship (Barnes, 2007). Social exchange theory attempts to account for the development, growth and even dissolution of social as well as business relationships. In other words, people (or business firms) evaluate their reward - cost ratio when deciding whether or not to maintain a relationship. Rewards and costs have been defined in terms of interpersonal (e.g. liking, familiarity, influence), personal (gratification linked to self-esteem, ego, personality) and situational factors (aspects of the psychological environment such as a relationship formed to accomplish some task). In a services context, considering the level of interpersonal contact needed to produce services,

there is a range of psychological, relational and financial considerations that might act as a disincentive for a hypothetic change of service providers. In the late 1960s and early 1970s, exchange theory began to play a major role in family studies. Scholars pointed out how exchange theory could be applied to a variety of family issues such as mate selection, courtship, sexual bargaining, marital quality, marital power, family violence, and many others at both the micro- and macro-levels.

Network Quality and Customer satisfaction

Provision of a reliable service which can satisfy customers, is critical for retaining customers and a tool to protect organizations from customer churn (Brown and Gulycz, 2001). The relationship between service quality and customer satisfaction is somewhat reciprocal. Previous research on this relationship can be divided into two schools of thoughts, one considers a satisfied customer perceived highly about service quality (Brown and Gulycz, 2001), and the other argue that service quality leads to customer satisfaction (Antreas and Opoulos, 2003; Cronin and Taylor, 1992; Spreng and MacKoy, 1996). Nevertheless both schools agree that there is a strong correlation between customer satisfaction and service quality.

Availability, reliability and stability of the network are key in customer satisfaction. Equally, the extent of signal coverage is an important determinant in customer loyalty. With the onset of money transfer services, real time delivery of transactional messages is now essential. To this extent, measurement of customer satisfaction in relation to network performance is important. SERVQUAL model developed by Parasuraman et al (1988) suggested that there is a difference between customer satisfaction and the provider's actual service performance.

Delivering a service performance, which can satisfy customers, is critical for retaining customers and a tool to protect organizations from customer churn (Brown and Gulycz, 2001). Marketing scholars and practitioners equally emphasize on the issue of

customer satisfaction or generating loyalty among customers, which helps in maintaining existing cash flows and guarantee stable future (Teas, 1994; Zeithaml et al., 1996). While the manufacturing sector is concerned with the repurchase, most of the services depend on the continuity and thus focus on customer retention (Anderson et al., 1994). In an environment with reduced calling rates such as Kenyan markets, customer satisfaction has now become vital.

RESEARCH METHODS

Research Philosophy refers to the assumptions and beliefs that govern the way we view the world (Saunders et al., 2007); it underpins the general approach and direction that the researcher chooses to take about the whole research. Many authors like saunders et al 2000:2007;Sullivan T.J. (2001); Cooper and Schindler (2006) and Malhotra and Birks (2007) agree that research can be influenced by positivism or phenomenological beliefs. In this study positivism was chosen more than phenomenological perspective because we believe that customer retention as pertaining mobile phone service users can be defined objectively through the use of established theoretical frameworks and structured instruments to assess and analyze it, upon which generalizations can be made from the findings. This study chose a cross-sectional study because data was collected from a cross section of Mobile phone service users once and not for different periods of time.

Research Strategy is a general plan of how to answer the research questions. This study chose basically the survey strategy because it sought the opinion of a population about a specific subject matter and it combined the use of qualitative and quantitative methods. The target population for the study was the users of Mobile Phone services and enjoying the use of Customer Relationship Management practices. The Target population of the study consisted of staff in public universities' in Western Kenya Region. The study defined Western Kenya as the region covering North Rift, former Nyanza province and former Western province. The

public universities in the Western region included Moi, Masinde Muliro, Maseno, Jaramogi Oginga Odinga, University of Eldoret, Kisii University as at June, 2014. The staff in these Universities was characterized by grade, gender, working experience, level of education, and level of mobile phone exposure. The study targeted a population of 15007 which was indicated in official records in the payrolls of respective universities. In selecting the sample of 250 respondents, a stratified simple random sampling was used. This technique was chosen because the population consisted of mobile phone users in each stratum. The sample size of Universities in each stratum and the number of respondents was obtained using coefficient of variation. Primary Data was collected using a questionnaire. The questionnaire was designed based on the five point likert-type scales. A total of 250 copies of questionnaire were administered to the participants in the entire study. The reliability of the study measures was assessed by Cronbach's Alpha coefficient, which was used to assess the internal consistency or homogeneity among the research instrument items (Sekaran, 1992).

To establish content validity this research was validated by determining the variables which had been defined and used in literature previously. To establish the main characteristics of the study variables, descriptive statistics, factor analysis using principal component method with varimax rotation and Pearson correlations analysis was done and relevant tests conducted. To establish the statistical significance of the respective hypotheses, ANOVA of F-tests as well as multiple linear regression analysis was conducted, appropriate at 95 percent confidence level ($\alpha=0.05$). The questionnaire returned from the field was coded, edited and keyed into the computer to facilitate statistical analysis. Statistical package for social sciences (SPSS) version 17 was used to assist in analysis. Analyzed data was interpreted and presented in tables.

Data analysis was undertaken using multiple regressions to examine the way a number of independent variables relate to one dependent variable. Multiple regression was used as a technique to analyze continuous variable (Steel and Ovalle, 1984). The dependent variable is assumed to be a linear function as;

Model: effects of Network Quality on Customer Satisfaction

$CS= \beta_0 + \beta_1 NQ + e$,
Where;
CS= Customer Satisfaction; β_o = a constant; $\beta_1, \beta_2, \beta_3, \beta_4$ =beta values; CRM Practices (NQ – Network quality); e - Error term

RESULTS

The study intended to collect data from 250 respondents, but data was successfully collected from 222 respondents. This represents a response rate of 88.8 percent of the target population, which falls within the confines of a large sample size (Anderson, Sweeney and Williams, 2003). The respondents' profiles of interest in this study were; Gender, Age of respondent, highest level of education, mobile phone service provider, and service provider used most and lengthy of time of usage of the services. The total sample for the survey consisted of 222 respondents. The gender distribution of the survey respondents was 65.3 per cent males and 34.7 per cent females. The results also indicated that the samples had age predominantly of 45 years and above, which was 46.4 per cent. More than 50 per cent of the respondents used Safaricom mobile phone service provider. Majority of the respondents had college or higher education level where 10.4 per cent are professional qualification, 13.5 per cent were diploma or advanced diploma holder, 16.2 per cent had degrees and 53.2 per cent had postgraduate level of education. Only 6.8 per cent of respondents had attained high-school level.

Descriptive Statistics

For clear determination of the responses made to the research items, the mean, standard deviation, skewness and kurtosis of the study variables were determined as highlighted in Table 1.

Table 1: Descriptive statistical analysis of the study variables

Variables	Mean	Std dev	Skewness	Kurtosis
NQ	3.3584	0.70455	-0.905	0.824
CS	3.4234	0.79292	-0.583	-0.248

NQ=Network Quality, CS=Customer Satisfaction

Source: Research Data (2014)

From Table 1 Network Quality have a mean score of 3.3584 and standard deviation of 0.76270 and its normal curve is skewed to the right with a skewness of -0.905 and Kurtosis measure of 0.824. Customer satisfaction has a mean of 3.4234 and a standard deviation of 0.79292, its skeweness is -0.583 and its peakedness of -0.248.

Scale reliability of study Variables

The reliability of an instrument is defined as its ability to consistently measure the phenomenon it is designed to measure. The reliability of the questionnaire was therefore tested using Cronbach alpha measurements.

Table 2: Cronbach's Alpha Reliability

Variables	Number of Items	Cronbach Alpha Coefficient
NQ	7	0.839
CS	4	0.722

NQ=Network Quality, CS=Customer Satisfaction

Source: Research Data (2014).

The reliability coefficients (a) of each variable are as follows: Network quality (0.839); Customer satisfaction (0.722). The reliability coefficients of most of the variables are above 0.70, which concurs with the suggestion made by Nunnally (1978). The internal consistency was considered to be sufficient and adequate. As indicated in the above table Cronbach's alpha was computed separately for the study variables to enable assess the internal consistent among the study variable.

Test for Normality and Linearity

Kolmogorov-Smirnov test (K-S) one sample test was used in order to enable compare the shapes of the distribution to the shape of the normal curve and assumption of the normality of the population distribution. Table 3 vividly explains the same from the results of normality of Network quality, Loyalty programs, relational experience, perceived value, customer satisfaction and customer retention.

Table 3: One sample Kolomogorov-Smirnov Test

Variables	Statistic	Sig.	Mean	Std. dev.
NQ	0.184	0.000	3.3584	0.70455
CS	0.218	0.000	3.4234	0.79292
CR	0.127	0.002	3.2450	0.71781

NQ=Network Quality CS=Customer Satisfaction

Source: Research Data (2014).

Page: - 203 -

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

From the table, the result reveals that relating to the study variables were normally distributed.

Validity of the Study measures

Validity refers to the extent to which a research instrument measures what it was intended to measure (Zikmund et al., 2010). This study addressed the two approaches to establish validity i.e. content validity and construct validity.

Content Validity

To establish content validity the content of this research was validated by determining the variables which have been defined and used in literature previously. In this study the dimensions of variables were identified from the customer relationship management practices literature. Additionally, opinions were sought from experts who provided relevant inputs adding to what had been identified from the literature. An assessment of content validity requires experts to attest to the content validity of each instrument (Sekaran, 2000). In order to ensure content validity, previously validated measures were pretested and the preliminary questionnaire was pretested on a pilot set of respondent for comprehension, logic and relevance. Respondents in the pretest were drawn from two Universities which were similar to those in the actual study in terms of characteristics; familiar with the research topic under investigation. The respondents of the pre-test were not from the target population since they would have brought biasness in the research.

Construct Validity

Construct validity demonstrates the extent to which the constructs hypothetically relate to one another to measure a concept based on the theories underlying a research (Zikmund, 2000). Further, construct validity measures "the degree to which a scale measures what it intends to measure" (Garver and Mentzer, 1999) and it is assessed by factor analysis in this research. In order to assess the construct validity, 40 items are examined by principal components extraction with varimax rotation. The Kaiser-Meyer-Olkin (KMO), The Bartlett's test, is significant in this study and confirms the appropriateness of the factor analysis for the data set.

Factor Analysis Results of Network Quality

Results showed that the 7 items for Network Quality were sorted and clustered into two components. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Barlett's Test of Sphericity were used. The KMO measure of sampling adequacy indicated a value of (KMO=0.630) indicating that the sample size was adequate for the variables entered into analysis. The Barlett's Test of Sphericity was significant X^2=1026.167, df = 21, p<0.000, implying that the factor analysis was appropriate for the study and there was relationship among variables. The results were presented in Table 4. The results of the principal component analysis indicated that, there are two factors whose Eigenvalues exceed 1.

The Eigenvalue of a factor represents the amount of total variance explained by that factor. For Network Quality, the first factor has Eigenvalue of 3.584 and the second factor has Eigenvalue of 1.532, the two factors explain 73.091% of the total variance. The first factor explains 51.199% of this variance, while the second variable explained 21.892% of this variance. Varimax rotation tries to maximize the variance of each of the factor, so the total amount of variance accounted for the redistribution over the extracted factor. Principal component analysis with varimax rotation is widely adopted as a reliable method of factor analysis (Malhotra and Galleta, 1999). See Table 4 for total variance explained of network quality.

Page: - 204 -

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

Table 4: Network Quality Rotated Component Matrix

Scale item	Factor Loadings	
	1	2
Successful in completion		.950
Adequate network coverage		.922
Network clarity		.622
Prompt money transfer	.798	
Ease of connection to other networks	.811	
Network Innovativeness	.700	
Technological Knowledge	.885	
Notes: Eigenvalues	3.584	1.532
Percentage of Variance		
KMO Measure of sampling adequacy .630	51.199%	21.892%
Approx. Chi-Square 1026.167, Df 21,		
Sig. .000		
Extraction Method: Principal component Analysis		
Rotation Method: Varimax with Kaiser Normalization		
Rotation converged in 3 iterations		

Source: Research Data (2014)

Factor Analysis Results of Customer Satisfaction

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Barlett's Test of Sphericity were used. The KMO measure of sampling adequacy indicated a value of (KMO=0.594) indicating that the sample size was adequate for the variables entered into analysis. The Barlett's Test of Sphericity was significant X^2=307.448,df=6, p<0.000, implying that the factor analysis was appropriate for the study and there was relationship among variables. The results of the principal component analysis indicate that, there are two factors whose Eigenvalues exceed 1. The Eigenvalue of a factor represents the amount of total variance explained by that factor.

For Customer satisfaction, the first factor has Eigenvalue of 2.231 and explain 55.768% of the total variance and the second factor has Eigenvalue of 1.148 and explain 28.697, the two factors explain 84.464% of the total variance. The first factor explains 55.768% of this variance, while the second variable explained 28.697% of this variance. Varimax rotation tries to maximize the variance of each of the factor, so the total amount of variance accounted for the redistribution over the extracted factor. Principal component analysis with varimax rotation is widely adopted as a reliable method of factor analysis (Sinkkonnen, Malhotra and Galleta, 1999).

Table 5: Customer satisfaction Rotated Component Matrix

Scale item	Factor Loadings	
	1	2
Satisfied with this service provider's services	.909	
Service provider is successful		.707
Service provider meets my expectations	.870	
Overall, service provider has met my expectations	.952	
Notes: Eigenvalues	2.231	1.148
Percentage of Variance	55.768%	28.697%
KMO Measure of sampling adequacy .729		
Approx. Chi-Square 307.448, Df 6, Sig. .000		
Extraction Method: Principal component Analysis		
Rotation Method: Varimax with Kaiser Normalization		
Rotation converged in 3 iterations		

Source: Research Data (2014)

Correlation Analysis

The correlation shown in the table below presents bivariate correlations between variables. Since a single construct in the questionnaire was measured by multiple items, the average score of the multi-items for a construct was computed and used in further analysis such as correlation analysis and multiple regression analysis (Wang and Benbasat, 2007). From the table attached, When the correlation coefficient value (r) range from 0.10-0.29, is considered to be weak, 0.30-0.49, medium, 0.5-1.0 is considered strong, Wong &Hiew (2005).

According to Field (2005), correlation coefficient should not go beyond 0.8 to avoid Multicollinearity. In this research, the highest correlation coefficient is 0.69, thereby implying that there was no multicollinearity problem in this research, since the value is less than 0.8. The NQ is positively and statistically significant (r=0.501, p<0.00), PV is positively and statistically significant (r=0.541, p<0.00 (2 tailed at 1% level of significance), CS is positively and statistically significant, (r=0.434,p<0.00(2 tailed at 1% level of significance).

Table 6: Pearson Correlation Coefficient of Study Variable

	NQ	PV	CRE	LP	CS	CR	Sig. (2 tailed)
NQ	1						
PV	.516	1					
CRE	.707	.790	1				
LP	.723	.542	.673	1			
CS	.434	.214	.524	.518	1		
CR	.501	.461	.512	.587	. 646	1	

NQ=Network Quality, PV=Perceived Value, CRE=Customer Relational Experience, LP=Loyalty Programs, CS=Customer Satisfaction and CR=Customer Retention

Source: Research Data (2014)

CONCLUSIONS AND RECOMMENDATIONS

From the findings, it was indicated that Beta coefficients (NQ),β =0.007, t=0.085, p=0.932. The Null hypothesis was therefore accepted since its p-value is >0.05. The Network quality was therefore found to have an insignificant effect on Customer satisfaction. This results are contrary to previous research findings (Brown and Gulycz, 2001), which suggests that provision of a reliable Network Quality can satisfy customers which is critical for retaining customers by satisfying them. Similar research findings by (Antreas and Opoulos, 2003; Cronin and Taylor, 1992; Spreng and Mackoy, 1996) argues that Network Quality leads to customer satisfaction.

This study identified the number of customers, or percentage of total customers whose experience with their telecommunication service provider's products or services meets or exceeds their expectations. In a competitive market place where businesses compete for customers, customer satisfaction is seen as a key differentiator and increasingly has become a key element of business strategy. According to the study, Customer satisfaction is about how products and services meets consumer's needs. It is the impression of customers about services provided. Therefore, from the findings, customer relationship management practices have become an alternative means for organizations to build strong, ongoing associations with their customers.

In conclusion, customer relationship management practices in today's business, it make sense to understand how the relationship are executed in practice and how this type of marketing take effect, e.g. influencing long-term relationship building and customer loyalty. As more and more enterprises realize the importance of becoming customer

centric in today's competitive economy, they embrace Customer Relationship Management (CRM) as core business strategy" (Wu, 2008). Where CRM is a way of "developing a comprehensive picture of customers' needs, expectation and behaviors and managing those factors to affect business performance" (Hoots 2005). Or it is "about managing customer knowledge to better understanding and serving them"(Rahimi 2008).

In conclusion, the findings of this study have important implications for both academic marketing literature and practice. The managers will also find some useful implications that are relevant and can be applied in designing an appropriate CRM Practices for their customers.

The study concluded that, the quality of a service is subjectively perceived by customers during the interactions with a Mobile phone service providers has critical impact on customers' evaluation of service quality. Effective communication of pricing policies as well as flexible pricing for various

services offered play a great role in customer retention. The study concluded that since highly satisfied customers are expected to make future purchases and recommend the source to other customers, high levels of customer satisfaction are likely to lead to customer retention. The implication of this finding is that customers place a high premium on reliable Mobile phone service providers in western Kenya region.

The study recommended that mobile telecommunication operators who are interested in building brand loyalty should endeavor to satisfy their customer through the provision of enhanced mobile services. Additionally, the study recommends that in order to increase customer Satisfaction, it is essential for service firms to actively manage their customers' price perceptions. The study recommended that operators offer something valuable to customers in service interaction process, such as reward and promotional offers, in order to gain customer satisfaction, which is expected to enhance customer retention.

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