CHAPTER ONE

1.0 Chapter Introduction

This chapter one of the subject consists of background to the study, statement of the problem, research objectives, research questions as well as the significance of this paper study, delimitations of the study, definition of key terms, Organization of the study, and summary.

1.1 Background to the study

Orange SL Company provides modern services and products in different fields of the telecommunication industry, including mobile services, online money transactions, the internet and business solutions. The presented paper selected Orange SL and Qcell SL to investigate successful customer relationship management (CRM) factors. Many reasons exist for selecting Orange SL. First, Orange SL is the largest telecommunication services provider in West Africa, the Middle East and North Africa. It is the leading operator within the Sierra Leone, and its international presence extends to 26 countries. In addition, Orange SL has the highest and largest market capitalization among other Telecom companies. The subscribed market share for Orange SL in Sierra Leone is 51.8% (Annie Wonnie Katta, Awoko Newspaper, 2020). Orange SL was the fourth telecom communication company in Sierra Leone that provided Mobile and internet services, and Orange SL is considered one of the largest public sector companies in Sierra Leone. QCell is the only African-owned telecommunications company in the country (Sierra Leone). QCell is the very first Mobile company to conduct a soft launch by offering services not only in the capital city Freetown but also provincial headquarter towns with 3G mobile internet service as well as enhanced voice and SMS services. QCell was also the first company to launch 4G Wimax Internet in The Gambia. In May 2017, QCell launched the first and only 4G LTE mobile internet in The Gambia. This technology is only available in a few countries in Africa due to the

high investment cost however, as innovators in mobile technology we felt the need to give the Sierra Leonean people a taste of world standard mobile technology. It is our pride to see that our customers continue to enjoy seamless voice calls, video calls and Internet services on their mobiles. Customers are the central focus of every organisation. They are the main reason behind the existence of organizations. Organizations will not sell their products and services, which will disable them from making a profit. Thereby, handling relationships between the organisation and its customers is one of the most significant managers'. Managing the relationship between an organization and its customers is challenging, but it satisfies those loyal (Youn et al., 2021). Companies need to determine different ways to manage such relationships to gain a deep insight into their tastes and preferences. For example, handling customer relationships triggered business companies to emphasize the relationship between the organization and its customers rather than highly emphasizing the product and service. Conversely, it is difficult to manage a relationship between a company and its customers as customers 'needs and wants are frequently subject to change (Adiyanto, 2021; Chheda et al., 2017). The CRM software, as its name indicates, is a customer connection management system. Customers are the most precious and essential commodity for most businesses. The details about these consumers, who they are, how they interacted with your business are spread across many different locations at the beginning of many businesses. As a business expands, it becomes increasingly important to have a central location where all that information can be found. Failure to quickly answer key questions will slow down your team. Who are our Clients? What is the best way to contact them? What are their reactions to our content? What does our new business pipeline look like? When your employees are not on the same page, your potential customers will suffer as well as your customers. They see themselves as having a single business relationship, not a group of

individuals and divisions. All members of your team need to know the needs, wishes and current situation of each client so that they can resume where the dialogue has stopped. CRM systems are created to address issues like this. It's simple for everyone on your team to obtain insight into the state of your business and the status of each customer connection when you have one central location to organize entire details of your generated leads and customers.

The degree to which communications service and products satisfy the customer's need and desire, it normally measures customers' expectations on how satisfied quality products and services offered from the producers or service givers. That means, producers need to produce and offer the best quality products and services to their customers and build loyalty (Angelova and Zekiri2011) while customer expectations being the main important factor to use for measuring. Kotler (2000) explains that usually customers create their own expectations through friends' advice and environment analysis. Marketers 'play a very big role to contribute on customer requirements formation by giving correct or wrong information and promises to them and forget to observe and win competitors side in. According to Parasuraman et al, (1988) the literature explained that to maintain expectations from rising, the organization is responsible to perform its services properly from the first time and fulfill the promise made.

1.2 Statement of the problem

Tele organizations have an important role in our daily lives and therefore successful organizations represent a key ingredient for developing nations. Continuous performance is the focus of any organization because it is only through improved performance that organizations are able to grow. Thus, organizational performance is one of the most important variables in management research and arguably, the most important indicator of organizational performance is through customer relationship management (Malmi, 2004). Various studies have been

conducted on customer relationship management. Examples of such studies (Simonet, Kamdem & Nguelefack, 2012; Reinartz, Krafft & Hoyer, 2004; Abdala, 2013) can be generalized to include other industries such as the telecommunication industry. This is because of the unique characteristics which apply to each industry such as the size, cost of switching, frequency in customer switching, level of customer relationship management, etc.A large group of researchers see CRM as an overall mix of marketing strategy, organizational structure and processes, and technology which all revolved around customer data that enable executives to better manage their companies (Hair, Bush, and Ortinau, 2003). Some executives seem unsure about how to properly implement CRM in their organizations (Myron and Ganeshram, 2002). This result is getting undesired results after devoting resources in CRM. It is therefore on this premise that the research was undertaken to study the telecommunications industry of Sierra Leone, comparing Orange SL and Qcell SL as a case study.

Customer satisfaction is an important target of marketing strategies and achieving it through quality service is a condition that is expected by service provider companies. To maximize profitability and assure sustainability in the market, firms are increasingly adopting more customer-driven initiatives that seek to understand, attract and satisfy to retain and build long term relationship with profitable customers (Kotler, 2012). Amongst the various efforts are made by business companies to achieve these goals to build competitive advantage, CRM is an effective and important tool that companies can use to gain a strategic advantage and sustainability. Thus, firms need better understanding of their customers. CRM practices help organizations to work smarter by optimizing services to the customers for exceeding their expectation results in maximizing their revenue (Zelalem, 2018). Companies try to use unique strategies to exceed the expectation of their current customers instead of customer acquisition

which needs more investments. To reach this purpose new and different tools and mindset are required. Also considering human and organizational resources as much as technological capabilities is necessary to manage good relation with the customers (Keramati, 2008).

Qcell SL Telecom should take competitive advantage in improving customer satisfaction that will ultimately increase loyalty and keep trying to minimize the weaknesses that cannot be utilized by new entrant competitors. Therefore, this research is very important to do. Most of the studies done on CRM in Sierra Leone are from service provider perspective. Some of these empirical works have focused on CRM strategy and its outcomes such as the causal relationships between CRM strategy and customer loyalty and company performance (Aynalem, 2012; Mastewal, 2014; Dawit, 2016). Despite the importance of input from these studies, surprisingly overlooked area in CRM research has been the customer (Kim, 2012). In fact, according to Padmavathy, Balaji and Sivakumar (2012) only few studies have investigated and measured CRM effectiveness from customer perspective. It is essential to know for firms how effective their CRM activity perceived by customers and its effect on customer satisfaction.

As a student and customer of both orange SL and Qcell SL Telecom, Orange SL Telecom will not continue as it is now because the researcher is one of the company's customer service and had the opportunity to know at least two hundred and eighty customers every week for three years. They say that the company has used monopolistic as an advantage and that he will not solve the customer's problem quickly because there is no other provider besides me. As a result, it is believed that if Orange SL Telecom customers join another better service provider, more customers will go to another company.

Thus, the aim of this study was to investigate the effect of customer satisfaction in the case of Orange SL and Qcell SL Telecom in Bo. The output of this study is believed to fill the action-

theory and methodological gaps through investigating the effect of CRM on customer satisfaction in Sierra Leone context. Understanding of the customer's expectation in regards to company's relationship management practices and investing on its improvement would bring more customer satisfaction that leads to brand loyalty in the long run.

1.3 Research Objectives

The main objective of the study is to assess the relationship between customer relationship management and customer satisfaction in telecommunication industry in Sierra Leone.

1.3.1 Specific Research Objectives

1. Identify the customer relationship management practices employed by Telecommunication industries in Sierra Leone.

2. Find out what propels customer loyalty in the telecommunication industry.

3. Identify the role customer relationship management plays in telecommunication performance.

1.4 Research Questions

(i) What are the customers 'relationship management practices employed Telecommunication industries in Sierra Leone?

(ii) What propels customers' loyalty in the telecommunications industry?

(iii) What is the role customers' relationship management plays in telecommunication performance?

1.5 Significance of the study

This research paper brings into the attention the relationship between customer relationship management and the customers' satisfaction on the services or products offered. It is an informative material to decision makers from various business organizations and scholars on the advantages of customer relationship management to customers and the capacity needed to get the desired or needed quality of services and products to the respective customers within the various organizations. This is the part of requirement of undergraduate degree in project management from the Njala University of Sierra Leone. It has three variables that linked to determine the satisfaction of the customers within various sectors and organizations. These variables assessed on their merits on determining the importance of each against the performance of the case study. It has been conducted in Bo within orange SL and Qcell SL telecommunication customers who visit orange SL and Qcell SL Limited shops only.

The study presents some key information as a continuation of research gaps that were covered from previous studies. Furthermore, it enables scholars to gain knowledge and understanding related to the topic of concern. The study provides management of Orange SL and Qcell SL with an understanding on how customer relationship management relates to customer satisfaction. The study adds on to the number of studies done in telecommunication industry in Sierra Leone.

1.6 Delimitations to the study

Time limitation: The researcher will be working on this subject while also doing other academic tasks. As a result, the amount of time spent on research will be reduced.

Financial constraints: A lack of funds can hinder the researcher's ability to locate relevant literature or information as well as the collection of data regarding questionnaires and interviews.

Respondents Corporation: Some respondents of the study refused to corporate timely with the study as some were afraid to disclose information regarding questions and survey objectives.

1.7 Definition of key Terms

Trust: This refers to the confidence in the steadiness of one party to act in the long term interest of the other party. A party to a relationship has trust, if the feeling that the other party can be depended on exists (Beckwith, 2001).

Bonding: According to the Webster dictionary, bonding is the formation of a close relationship especially through frequent or constant association. An organization can create a bond between it and its customers by constant association through its services. Francis Buttle (2014) emphasis that bonds can be social or structural. Social bonds are bonds founded on trust and administration while structural bonds take many forms as legal, project or joint venture.

Concern: This exists if two parties have an appreciation of, and caring, emotional feeling for each other. Based on such concern, each party will consider the viewpoint of the other party in negotiations and interactions. In the telecommunication Industry, for example, concern will be evident if clients and employees care about each other and show respect during interaction.

Reciprocity: Fiorella (2014) defines it as the human need and tendency to want to give something back when something is received. In the telecommunication industry, for example, reciprocity will occur when a service provider's relationship leads to benefits for both the organization (such as income in the form of voice and data subscriptions) and the client (such as good network services).

Loyalty: Oliver (1999) defined loyalty as a deeply held commitment to rebuy or repurchase a preferred product/service consistently in the future, thereby causing repetitive, same brand or

same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior.

Customer Relationship Management (CRM): Kotler and Keller (2009) study define CRM as: A process that includes collecting relevant information about each customer, in order to achieve customer's loyalty (Kotler et al., 2009). Sadeq defines CRM as: A high value business oriented philosophy that includes marketing and service combined with information technology related to building long-term relationships with the customers in order to increase customers value, to gain their loyalty and retain them (Sadek, 2012).

Service quality: Seddik and Younsi (2020) define customer service quality as a criterion for matching the actual performance of the service with customers' expectations. Nazal (2019) defines service as an activity accompanied by a number of intangible elements that include interaction with customers with the feature of ownership. The company customer service considers the key that determines the company's ability to maintain its loyal customers.

Knowledge management: It can be defined as a company's ability to capture, manage and deliver valid, real-time product and service information with the goals of enhancing customer response and enabling faster decision-making based on reliable, real-time and accurate information.

1.8 Organization of the study

This study is organized into five main chapters. Introduction part of the study, covering study background, problem statement, the research objectives and goals, significant of the study, delimitation of the study, and definition of key terms is stated in the first chapter. The second chapter deals with the review of the related literature. It involves theories, conceptual framework

and analytical discussions, leading to the identification and conceptual framework for addressing the identified research gap. The third chapter is all about research design along with its approach, study population, methods of sampling, sample size, data collection tools, data analysis, and presentation methods. Chapter four and five, finally, displays demographic features, statistical analyses (both descriptive and inferential), results of the findings, and their specific interpretations. A review of the key findings, conclusion and recommendations are depicted in the last chapter.

1.9 Summary

The study was introduced and a background sketched to the impact of customer relationships management in telecommunications industry comparing orange and Qcell in Sierra Leone. The impacts of customer relationship management in the Sierra Leone economy were briefly reviewed, as well as measures that the Sierra Leone government have implemented to couple the telecommunications situation. The problem Statement, research questions and research objectives were stated, and the significance and contribution of this research was discussed. The research methodology and design, which will be discussed in detail in Chapter Three, was briefly outlined. In the following chapter, Chapter Two, an in-depth Literature review is undertaken on all aspects of the causes of the impact of customers' relationship management in Sierra Leone and other African countries.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

In this chapter, the researcher presents a summarized review of conceptual, theoretical and empirical literature. The areas reviewed include relevant theories, concepts and previous studies or researches.

2.1 Conceptual Framework and Definitions

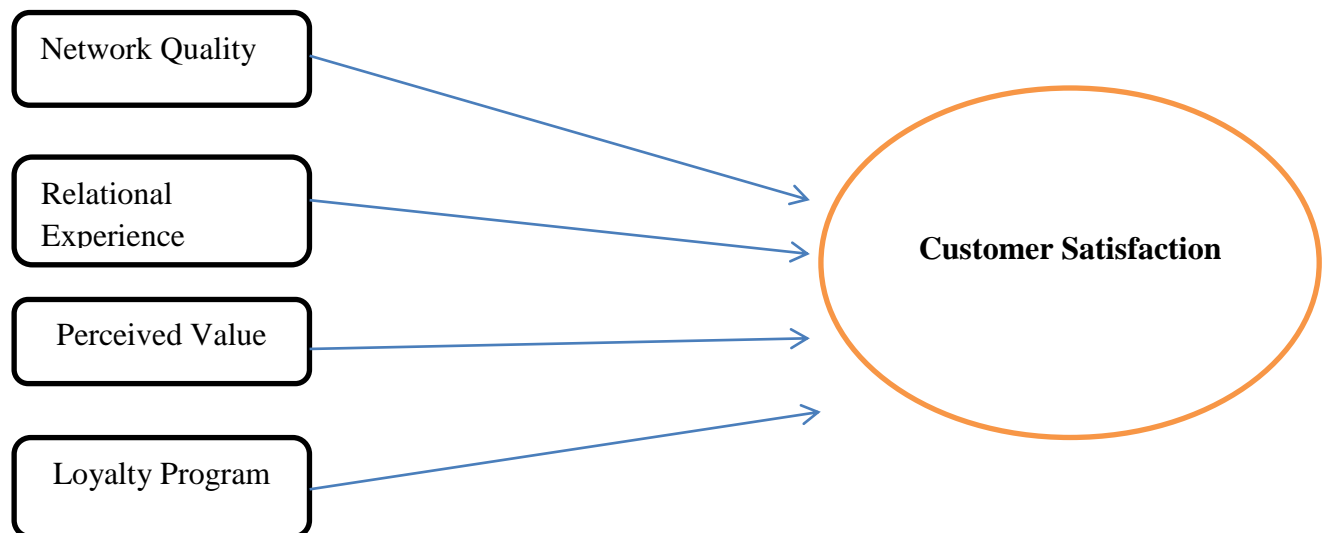**Independent Variables**   **Dependent Variables**

Figure 2.1: Conceptual Frame work

2.1.1 Customer Relationship Management

This concept of customer relationship management particularly has been derived from the term contact management in the 1980s and it essentially relates to collecting all the information when customers meet companies (Knox et al., 2003). Customer relationship management may be defined and described as the process in which the organizations and other business enterprises based on understanding and react to customers' evolving and varies requirements, utilizing

detailed customer behavior and transaction information, to drive customer acquisition, loyalty, satisfaction and profitability. It has been defined as an enterprise approach to developing full knowledge about customer behavior and preferences and to developing programs and strategies that encourage customers to continually enhance their business relationship with the company (Parvatiyar and Sheth, 2002).

The origins of customer relationship management are found in relationship marketing theory which is aimed at improving long term profitability by shifting from transaction-basedmarketing, with its emphasis on winning new customers, customers retention through effective management of customer relationships (Christopher et al., 1991). Reichheld and Teal (1996) found out those customers who have been around long enough to get familiar with the company's procedures, will create more valuable business relationships, will acquire more products and will be less price sensitive on individual offers.

2.1.2 Customer Satisfaction

This is the client or customer contentment for the product or service offered in pleasurable level of consumption-related fulfillment Oliver (1980). Customer fulfillment depends upon the products or services perceived performance relative to buyer's expectations and desire. Kotler and Armstrong (2006) justify as if the product's performance falls short of expectation, the customer is dissatisfied. If performances matches or exceed the expectations, the customer is fully satisfied with a services or products.

Outstanding marketing companies go out of their technique to keep important customers satisfied. According to Ojo (2010) give explanation that the highly satisfied customers make repeat purchases and tell others about their good experiences with the product. The key is to

match customer expectations and desire with organizational or entity performance. Serious and smart organizations or companies aim to win their esteemed customers by promising the target only what they can deliver, then at the end of the day they deliver more than they promised to their respective customers.

2.1.3 Service Quality and Customer Satisfaction

From today's competitive global telecommunication environment, customer relationship management is very crucial factor that determines the organization's success. Nevertheless, the services literature is dominated by papers, which deal with customer service related concepts such as service or product quality and service or product satisfaction.

Unfortunately, these papers do not explore much how customer relationship management methods are specifically connected to quality and satisfaction. The evidence suggests that there is a clear link and bridge between service or products satisfaction and customer loyalty, which is the key to business success (Wezels, M., et al,2000). A lot of papers in this area have also examined the relationship among the customer service constructs.

Cronin, Brady, and Hult (2000) synthesized the various research efforts and tested an empirical model involving the customer service constructs. According to this model, service quality is an implication of satisfaction, which, in turn, precedes behavioral intentions such as loyalty, positive feedback about the firm, recommending the firm to other consumers and consumers as well as spending more with the firm. Service quality is also found to have a direct link and relationship to behavioral intentions.

This proof has been a driving force in the global telecommunication business community's concern to take steps to improve their service and product quality to gain competitive trust which

result into the improvement of the organization's profitability in business. Many organizations or enterprises or various entities, their desire to improve service or product quality has become an obsession because, when compared to consumer markets, losing some few customers could alter the organization's profit picture. The most common approaches that telecommunications or mobile companies take to improve service or products quality include improving the attractiveness and brand of service provider's facilities, using the latest equipment and technology, meeting customer needs in a reasonable time, handling customer complaints promptly, providing correct and adequate information and clear details to the esteemed customers upon the first request itself, showing concern and attentiveness to customer needs, among others. Inherent in some of these approaches is the deployment of the latest technology to facilitate the process of delivering superior quality service and to help manage customer relationships ((DurvasulaS., et Al 2000). For example, advances in database management systems are now making it possible for the various departments such as marketing, accounting, and manufacturing to share information on customers, orders, and inventory levels.

Adding to our ambiguity of understanding is compelling literature suggesting that even though a telecommunication may take a number of steps to improve service quality, not all customers want improved 'quality' in products and services given that some customers feel that there is no value in the so called improvements (Best, D.F. and Wong, S.M., (1993),Turpin, D.V. (1995)). It has also been discovered that about 70% of those customers, who switch service providers, cited indifferent attitudes of service provider's contact staff as the key reason, but not service delivery or price.

2.1.4 Quality of Service

As per Parasuraman et al.1988 quality as the differences between customer's expectations of service provider's performance and their evaluation of the service they received. The service quality can be defined as the difference between customers' expectations for the services or products against their perceptions of the services or products received.

Reliability: An organization to be able to accurately work towards achieving its services or products in time and with accordance with promises made to the respective clients. Responsiveness: This is about the willingness and tendency of services providers or products manufacturers to assist clients and provide the satisfaction for their needs, immediately reply to their inquiries and solve their problems as quickly as possible (Parasuraman et al.1988).

Competence: Acquiring required information and enough skills to enable employee to perform their tasks properly (Parasuraman et al.1988).

Accessibility: Granting easy accessibility to service with regards to location and through services provided via the internet, the telephone or any other means of communication, (Parasuraman et al.1988).

2.1.5 Organization Performance

Poister, (2010), defines that performance as "the accomplishment, execution, carrying out, and working out of anything ordered or undertaken". This refers to outputs/outcomes (accomplishment) but also states that performance is about doing the work as well as about the results achieved. "'Performance'' could therefore be regarded as, behavior-the way in which telecommunication, teams and individuals get work done. The performing organization is, therefore, a situation of receiving the better results from the teams understanding and measuring

performance within an agreed framework of goals, standards and competitive requirements. Performance organization is also concerned with employee development.

2.1.6 Description of the Variables

Conceptual framework depicts the relationship between customers relationship management on customers' satisfaction in the telecommunication industries. From the conceptual framework, customer satisfaction depends on several factors that, when combined in customer relationship management, produces an expected result. These variables are here under explained:

2.1.6.1 Customer Orientation

In this competitive world of telecommunication business, always there is introduction of new products and services to the market. With this situation of introducing a new products and services, telecommunications sector firms can compete into the market to be able to make and maximize profit within their respective organizations.

Perception of these new products and services highly depends much on how customers are oriented into choosing the services or products over other competitors services or products. Personnel responsible for orientation play a major role in orienting customers to know how each product or service is better than the other. If the customers understand these new products, they will easily be satisfied as it creates the clear awareness for them to acquire and realize the level of quality they desire.

2.1.6.2 Customer-personnel Relations

It is important to maintain a good relationship between customers and personnel. Personnel works to make a customer feel royal, hence customer satisfaction may be influenced by the way

he/she is treated. The personnel must show the customer that he is valued and respected, and that they are happy to serve him on time and in appropriate manner with good reception and smile. A happy and satisfied customer is always good ambassador for any business delivery or services or products.

2.1.6.3 Personnel Knowledge Management

Knowledge management of personnel comes through time to time trainings, as we live in the ever-changing world of technology, personnel must be up to date equipped with all knowledge needed to serve the customers. Trainings can be in-job or off-job. When a customer calls for assistance, the first thing he expects is to get accurate information and solutions. These can be obtained from personnel who have been kept up to date with all necessary information.

2.1.6.4 Technology-based Customer Management

Technology has brought about simplification of life. In telecommunication industry, the better the technology, the better the service; thus, it is important to ensure that customers not left behind with the use of outdated system in delivery of services. For instance, the world is using 4G for mobile data, then as a telecom firm it must switch to 4G or 4G+ to maintain customers (satisfy) and attract new ones. The same the world is using customer services applications through mobile phones, so the firms must invest on the development of various apps to support and resolve the customer experiences or to support the customers on the resolution of various issues for the support. This is the world evolving with technology on daily basis, so organizations also need to gain enough momentum to create the good environment for their customers to get satisfied with the technology advancement.

2.2 Theoretical Review

2.2.1 Concept of Customer Relationship Management

CRM practices is defined as, "systems that focuses on managing the relationship between a company 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 activities help in building long lasting relationships and these relationships give company' joy of retained customers. Relationship marketing is a way to obtain trust and satisfaction, which in turn ensures sustainable success of an organization, (Lo, 2012). It is also regarded as part of sales function; as sales department study buying habits and trends of customers and try to match service level.

CRM practices have attracted the attention of both marketing practitioners and researchers over the last decade. Despite, or maybe due to, the attention drawn to the subject, a clear agreement on what CRM practices is and especially how CRM practices should be developed remains lacking. A CRM practice is the values and strategies or relationship marketing with particular emphasis on customer relationships turned into practical application. (Peelen, 2006). CRM practices are a strategy view of how to handle customer relationship from a company perspective. "The strategy deals with how to establish developed and increase customer relation from profitability perspective, based upon the individual customer needs and potentials.

The basic underlying CRM practice is that the basis of all marketing and management activities should be the establishment of mutually beneficial partnership relation with customers and other partners in order to become successful and profitable" (Ghavami, 2006). "A CRM practice is the integration of customer focuses in marketing, sales, logistics, accounting i.e., in all parts of the

organization operation and structure. Those are the activities a business performs to identify, qualify, acquire, develop and retain increasingly loyal and profitable customers by delivering the right products or services to the right customer through the right channel at the right time and the right cost" (Johansson and Storm, 2002). CRM is born from relationship marketing and is simply the practical application of long-standing relationship marketing principles which have existed since the dawn of business itself (Gummesson, 2004). Most marketers view the concept of customer relationship management in a broader sense. Although CRM has become widely recognized as an important business approach, there is no universally accepted definition of CRM (Rigby, 2002; Yim, 2004; Zabhal, 2004). As such, there is still much debate over exactly what constitutes CRM. Broader perspectives began to emerge in a number of definitions that started to focus on considering CRM as an organization-wide effort that centered on building and maintaining profitable customer relationships (Akroush, 2011).

Broader Customer relationship management is the overall process of building and maintaining profitable customer relationships by delivering superior customer value and satisfaction. It deals with all aspects of acquiring, keeping, and growing customers (Koteler & Armstrong, 2012).

Hence, CRM tools are activities by business organizations to manage customer interactions across channels and department, including marketing, sales, customer service and technical support (Chaney, 2013). As stated by Kotler and Armstrong (2012), customers buy from the firm that offers the highest customer perceived value, the customer evaluation of the difference between all the benefits and all the costs of market offering relative to those of competing offers.

Importantly, customers often do not judge values and costs "accurately" or "objectively." They act on perceived value (Kotler and Armstrong, 2012). Though the competitive advantage for any enterprise can be gained only by leveraging knowledge of customers' expectations, preferences

and behavior which involve creating an ongoing dialog with customers and exploiting the information and insight obtained at all customers touch points as argued by Payne (2005). Kotler & Armstrong (2012) indicated that mostly companies try to increase customer satisfaction by lowering price or increasing the service which results in lower profit. However, firms through effective CRM tools can generate customer value profitably without giving away their profit. The philosophical rationale behind the importance of and the need for CRM lies in the importance of cooperative and collaborative relationship between buyers and sellers (Akroush, 2011). Another view of CRM is that it is technologically orientated. Sandoe, Corbitt and Boykin (2001) argue that advances in database technologies such as data warehousing and data mining, are crucial to the functionality and effectiveness of CRM systems.

2.2.2. Dimensions of Customer Relationship Management

CRM practices can best be described as an evolution of marketing from product or brand management to customer management (Peelen 2006). According to Xu and Yen (2002) states that successful companies will use customer information to build relationships on the levels that customers want them and by organizing the information about each customer a singular view can be made of each client throughout the company no matter how many customers they have.

2.2.2.1. Network Quality

Provision of a reliable service which can satisfy customers, is critical for retaining customers and a tool to protect organizations from customer churn (Brown & 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 & Gulycz, 2001), and the other argue that service

quality leads to customer satisfaction (Antreas & Opoulos, 2003). 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 (1988) suggested that there is a difference between customer satisfaction and the provider's actual service performance.

2.2.2.2 Perceived Value

Perceived value has its root in equity theory, which considers the ratio of the consumer's outcome/input to that of the service provider's out-come/input (Oliver & DeSarbo, 1988). The equity concept refers to customer evaluation of what is fair, right, or deserved for the perceived cost of the offering (Bolton and Lemon, 1999). Perceived costs include monetary payments and non-monetary sacrifices such as time consumption, energy consumption, and stress experienced by consumers. In turn, customer-perceived value results from an evaluation of the relative rewards and sacrifices associated with the offering.

Customers are inclined to feel equitably treated if they perceive that the ratio of their outcome to inputs is comparable to the ratio of outcome to inputs experienced by the company (Oliver, 1988). And customers often measure a company's ratio of outcome to inputs by making comparisons with its competitors' offerings. Customer value is "the fundamental basis for all marketing activity" (Holbrook, 1994). And high value is one primary motivation for customer patronage.

2.2.2.3. Customer Relational Experience

Customer satisfaction is based on experiences in the interpretation of the exchange relationship in the marketplace. The ongoing buyer seller relationships take many different forms. The buyer's perception of the effectiveness of the exchange relationship is a significant mobility barrier and potential competitive advantage for the seller that insulates from **p**rice competition.

Relationship Quality emerged from the field of Relationship Marketing (RM). Due to the importance of relationship marketing in today's businesses, relationship quality is essential for assessment of relationship strength and the satisfied degree of customer needs and expectations (Crosby & Cowles, 1990; Smith, 1998). Successful exchange events can finally lead to an enduring buyer-seller relationship if they are properly treated from both a buyer and a seller's perspectives (Crosby, 1990).

2.2.2.4. Loyalty Programs

Loyalty programs have long been an important element of customer relationship management for firms. Information technology that enables firms to practice individual level marketing has facilitated the spread of loyalty programs into such diverse industries as gaming, financial services, and retailing (Deighton, 2000). Actually, academic researchers have begun to study loyalty programs. Behaviorally oriented researchers, such as Soman (1998) and Kivetz and Simonson (2002), have studied the effect of delayed incentives on consumer decisions. Neslin (2003) has proposed analytical models to study the impact of loyalty programs in categories with different structures. This study contributes to the literature that is focused on empirically measuring response to loyalty programs (Sharp & Sharp 1997).

Loyalty programs that base rewards on cumulative purchasing are an explicit attempt to enhance retention. Such programs encourage repeat buying and thereby improve retention rates by providing incentives for customers to purchase more frequently and in larger volumes (Deighton, 2000). However, dynamically oriented promotions, such as loyalty programs, represent just one possible technique for increasing customer retention. Repeat buying may also be encouraged through various means such as short-term discounts on goods or reduced shipping charges.

Therefore, it is important to develop models that can simultaneously estimate the influence of dynamic and current factors on long term customer behavior (Neslin, 2003). In contrast to previous models, the current model considers the impact of previous purchasing activity and customer expectations. The underlying behavioral assumption is that a reward program can motivate customers to base their purchasing decisions both on the current environment and on a long-term goal of achieving a frequent buyer reward. In other words, an effective reward program can encourage customers to make decisions that maximize expected utility over an extended time horizon rather than at each purchase occasion. This assumption is consistent with previous findings in the literature that expectations of the future can affect consumers' current-period decisions (Lemon, White & Winer 2002).

The empirical section of this article uses individual level customer data from an Internet grocer to develop a dynamic model of customer retention. The model identifies the key factors that influence customers to make repeat purchases over time. A loyalty program that bases awards on the level of purchasing over a specified period is a prime example of such a decision problem (Bult, 1995). A further benefit of dynamic programming methods is that the estimated coefficients can be used to conduct simulations that replicate the consumer's dynamic decision process. The primary contribution of this research is a framework for modeling the influence of a

reward program and other marketing instruments on customer retention. Firms have multiple options for their promotional budgets, so models that can quantify the long-term effects of loyalty programs and other options (e.g., pricing, coupons, shipping fees) can help the firm justify its choices. Although most database marketing applications focus on tasks such as customer scoring that are designed to maximize the profitability of single period mailing efforts (Bult &Wansbeek 1995), the current research focuses on customers' response to a range of marketing instruments over an extended period. The model provides the means to support multi-campaign direct marketing in environments in which customers have a dynamic orientation. In terms of substantive findings, the results suggest that the loyalty program under examination is successful in changing customer behavior and in motivating customers to increase purchasing (Nicholls, 1989). In addition to a statistically significant estimate for the loyalty reward parameters, formulations that assume that customers are dynamically oriented fit better than do models that do not include a dynamic structure.

There are several theoretical reasons the reward-based loyalty program being studied should positively affect both customer retention and customer share development. First, psychological investigations show that rewards can be highly motivating (Latham & Locke 1991). Research also shows that people possess a strong drive to behave in whatever manner necessary to achieve future rewards (Nicholls, 1989). According to Roehm, Pullins & Roehm (2002), it is reasonable to assume that during participation in a loyalty program, a customer might be motivated by program incentives to purchase the program sponsor's brand repeatedly. Secondly, because the program's reward structure usually depends on prior customer behavior, loyalty programs can provide barriers to customers' switching to another supplier. For example, when the reward structure depends on the length of the relationship, customers are less likely to switch (because

of a time lag before the same level of rewards can be received from another supplier). It is well known that switching costs are an important antecedent of customer loyalty (Dick and Basu 1994; Klemperer 1995).

2.2.3 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 &Lacobucci, 1995). Customer satisfaction is considered as important outcome of a buyer-seller interaction (Roos, 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, 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, 1997; Lam, 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

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success for any business organization. However, the intangible nature of customer satisfaction makes 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 16 customer, increase market share and profitability, reduce cost and enhance product or service performance as well as internal quality control (Ndubisi and Chan, 2005). 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 Miller (1972) investigated customer satisfaction based on the expectation and perceived product performance. A Churchill (1982) study identifies the antecedent and constructs measurement of customer satisfaction based on disconfirmation paradigm.

The conceptual relationship between customer satisfaction and service quality has generated mixed results among researchers. Anderson (1994) points 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 & 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). Services are influenced by customers' state of mind and emotions, even Positive feelings such as happiness, excitement.

2.2.4 Customer Relationship Management and Customer Satisfaction

Despite substantial investments in CRM applications, there is a lack of research demonstrating the benefits of such investments (Mithas, 2005). According to Mithas (2005), CRM applications are likely to have an effect on customer satisfaction for at least three reasons. First, CRM applications enable firms to customize their offerings for each customer. By accumulating information across customer interactions and processing this information to discover hidden patterns, CRM applications help firms customize their offerings to suit the individual tastes of their customers. Customized offerings enhance the perceived quality of products and services from a customer's viewpoint. Because first, quality is a determinant of customer satisfaction, it follows that CRM applications indirectly affect customer satisfaction through their effect on perceived quality. In addition to enhancing the perceived quality of the offering, CRM applications also enable firms to improve the reliability of consumption experiences by facilitating the timely, accurate processing of customer orders and requests and the ongoing management of customer accounts. An improved ability to customize and a reduced variability of the consumption experience enhance perceived quality, which in turn positively affects customer satisfaction.

CRM applications also help firms manage customer relationships more effectively across the stages of relationship initiation, maintenance, and termination (Reinartz, 2004). In turn, effective management of the customer relationship is the key to managing customer satisfaction. Armstrong and Kotler (2009) considered relationship marketing as a kind of index for customer satisfaction, and they believed that the maintenance of excellent relationship marketing between the firm and customers would be beneficial in increasing customer satisfaction. According to Jamal & Naser (2002), customer satisfaction is based not only the judgment of customers toward

the reliability of the delivered service, but also on customer' experience with the service delivery process. High level of customer satisfaction leads to increased customer loyalty, intention to purchase, word-of-mouth recommendation, profit, market share, and return on investment (Nguyen, 2007).

2.3 Empirical Review

Different organizations have different cultures, which are based on the beliefs, objectives, and aspirations of the organization. As a result, regardless of the firm's dynamics, companies will strive to defend and retain the organization's culture. According to (Bremer, 2012), it may be necessary to alter or even change the organizational culture in some cases to fit new market shifts and needs. While firms will seek to keep their culture, market realities and client tastes and preferences may force a firm to consider modifying its culture,(Cameron & Quinn, 2011). According to (Dawson, 2010), two powerful causes will push an institution to modify its culture: competition and the need to sustain customer loyalty. Changes in organizational culture have varying implications on a company's performance depending on the scale of the change and the subject matter of the change.

According to (Bremer, 2012), changing an organization's culture in a way that has various effects on different parts of the market can be detrimental to the entity's performance. It is vital for firms to plan ahead of time for the effects of a transformation in organizational culture, (Dawson, 2010). This shows that, while a cultural transformation may be necessary for the organization's existence, it may be harmful to other aspects of the firm. Many organizational beliefs and values are formed as a result of establishing an identity, and these beliefs and values are then utilized to guide stakeholders' behavior in organizations. An entity's identity is defined by its beliefs and values, according to (Zakari & Owusu-Ansah, 2013). Researchers looked at organizational

culture and performance in an empirical study of the Organization business in Ghana. Beliefs and values are frequently established in reaction to an organization's goal and vision, according to (Zakari & Owusu-Ansah, 2013).

This helps to explain why various organizations hold distinct values and ideas. According to (Zakari & Owusu-Ansah, 2013), organizations strive to implant these beliefs and values in all employees, especially through the human resources department, in order to maintain the organization's identity. The recruitment process, according to (Cameron & Quinn, 2011), is a good tool for enforcing the organization's ideas and values. According to (Cameron & Quinn, 2011), the organization's values and beliefs should be instilled in individuals as part of the recruitment and training process to ensure that the personnel's development encompasses the organization's viewpoints and values. In a study on CRM and organizational performance in Nigeria, Gabriel and Adiele (2013) discovered that the process of having all individuals in the organization appreciate and identify with the culture is a critical component in enforcing the culture of an organization. The authors also argue that imposing a culture on an organization's employees is ineffective. They further argue that imposing culture by force defeats the purpose of cultural development in the first place. A superior solution in this circumstance would be to design a culture enforcement plan that assures that the entity's personnel willingly identify with the produced culture.

Establishing a new culture in a business and having individuals freely adopt and implement it in their daily operations is a big difficulty, (Boateng, 2012). A study on the dynamics of organizational culture shift (Shahzad, Luqman, Rashid, Khan, & Shabbir, 2012) revealed a number of factors that influence the successful transition from one culture to another. Employee attitudes regarding current and proposed cultures have a substantial impact on the success of

culture transformation, according to (Shahzad, Luqman, Rashid, Khan, & Shabbir, 2012). This research contradicts (Burtonshaw-Gunn & Salameh, 2009), who argue that involving employees in the formation of a new culture can influence the efficacy of a culture change. This is due to the fact that people are naturally adverse to change. One of a company's most significant aims is to gain and increase market share. As a result, businesses will design customer retention strategies. (Kumar V., 2008) defines customer retention tactics as "steps done by an entity to ensure that customers remain loyal to the company's brand." According to (Ferrell & Hartline, 2008), customers can be kept in a variety of methods, including identifying, fulfilling, and possibly exceeding their expectations. According to Customer Relationship Management, customer retention strategies (CRS) are components of customer relationship management (Jha, 2008). (CRM). Because organizations will examine client expectations when designing CRS, they will be able to develop effective and well-informed strategies. As a result, management has a thorough understanding of client expectations, allowing them to develop strategies to achieve those goals (Jha, 2008). As a result, the CRM improves as a result of exceeding customers' expectations. According to (Keiningham and Vavra, 2001), meeting customers' expectations can be challenging at times. For example, if a company expects to receive high-quality products and services at low prices, this strategy could hurt revenue. In this regard, (Ferrell & Hartline, 2008) advise determining an equilibrium level below which CRS will have a negative influence on the long-term performance of the company. Businesses typically use a range of techniques to keep clients. The strategy chosen is frequently influenced by a variety of elements, one of which is the sort of market in which the company works (Auka, 2012). A company operating in a monopolistic market is less likely than a company operating in a completely competitive market

to implement an intense client retention strategy in order to increase performance (Gabriel & Adiele, 2013).

Customer retention strategies include the use of loyalty programs in which customers are rewarded in some way for their loyalty to the company, the monitoring of client relationships, and the development of customer clubs, among others. According to a study on the effectiveness of customer retention approaches (Molapo & Mukwada, 2011), different strategies are adopted depending on their suitability for client retention. To keep clients, (Molapo & Mukwada, 2011) argue for the invention and implementation of lock in methods. Lock in strategies are ones that are designed to lure customers with lucrative offers while simultaneously making switching to other goods or services difficult. (Keiningham & Vavra, 2001) disagree with this approach, stating that a lack of variety may cause clients to acquire a negative attitude toward the organization, and, more crucially, that there are other substitutes available at more favorable terms. Instead, (Keiningham & Vavra, 2001) suggest that monitoring customer relationships is the most effective way to keep consumers. Monitoring customer connections, according to (Keiningham & Vavra, 2001), comprises measuring the clients' overall well-being. As a result of the qualitative and quantitative client assessments, the company is more proactive when making plans. Such an approach would be based on gaining a deeper understanding of the clients' desires, allowing products and services to be adapted to their needs.

The introduction and growth of technology has resulted in considerable changes in the corporate sector, resulting in completely different approaches and responses to specific situations. One of the areas of the business industry that technology has transformed is the operations division. According to experts, technology has enhanced the efficiency with which businesses are run (Sheth, Parvatiyar, & Shainesh, 2001). Technology has had a huge impact on CRM, according to

(Sturdy, 2012). Technology has improved communication between businesses and their customers, helping them to better understand and respond to their interests and preferences, according to (Sturdy, 2012). CRM may considerably improve an organization's performance, according to (Eid, 2012). Using technology to improve CRM positions a company in a better position to perform better in this area. The consequences of incorporating technology into every aspect of a company's operations are immense. (Heczková & Stoklasa, 2014) conducted a study on the importance of database implementation in enterprises and discovered a bevy of benefits. Database systems, according to (Heczková & Stoklasa, 2014), can have a positive impact on CRM since they make it easier to handle and retrieve enormous amounts of client data. According to (Heczková & Stoklasa, 2014), databases can be especially effective in keeping track of individual clients' expectations and so enhancing the potential for tailoring services to the client's specific demands. They stress the importance of implementing database usage, notably in the financial sector. Databases, according to (Injazz & Karen, 2003), can significantly assist financial organizations in complying with Know Your Customer (KYC) rues. The KYC rules require financial institutions to take steps to verify their clients' identities due to the prevalence of problems such as identity theft. Such strategies are essential for developing a positive image for a company and, as a result, gradually improving the entity's performance (Injazz & Karen, 2003). Technology, according to (Nigel, Kraemer, & Gurbaxani, 2004), pays a crucial role in CRM enhancement because of its wide range of applicability. Technology has a huge impact on how activities and processes are modified, according to (Sturdy, 2012). According to a study on the impact of technology on the Organization industry (Gabriel & Adiele, 2013), technology has produced a near-total transformation of the sector. According to the study, this assumption is predicated on the introduction of alternate Organization channels

(ABCs). ABCs have transformed the way organizations are covered in terms of location and demographics (Gabriel & Adiele, 2013).

Two of the ABCs noticed are mobile organization and internet organization. These ABCs, according to (Ampoful, 2012), have resulted in a variety of services previously unavailable to clients. This is linked to better performance in the organizing industry. Social media platforms, which are essentially technological products, can be used to improve CRM and hence increase an organization's performance. Customer involvement is required to guarantee that CRM is effective, according to (Kangu, Wanjau, Kosimbei, & Arasa, 2013). Businesses' use of social media platforms for both marketing and customer contact makes this possible. The relevance of entities' relationships with their customers via social media platforms is emphasized by (Kangu, Wanjau, Kosimbei, & Arasa, 2013). Customers are more likely to provide reliable feedback as a result of these interactions. Social networking methods are highly accurate in providing information about customers' interests, preferences, and expectations in the Organization industry. Organizations can work from a position of knowledge with such solid data, allowing them to establish strategies based on facts (Karr, 2012).

Service quality is defined by (Schneider & White, 2004) as the overall influence of a certain service's performance on the level of satisfaction received by the service's recipient. The management of this service quality in order to ensure that the service gives improved satisfaction is known as service quality management (SQM). According to Burtonshaw Gunn & Salameh (2009), all properties of an entity, including seemingly trivial details, influence its performance. As a result of this assumption, it becomes critical to ensure that all components of an organization are well managed in order to ensure that all operations are at their peak. SQM is critical since it involves customers directly. The quality of service supplied to a client has a major

impact on the chance of the consumer developing loyalty to the company (PerisOrtiz & lvarezGarca, 2014). According to a study (Brink & Berndt, 2004) on SQM and business performance, there is a direct correlation between the two. This means that improving SQM has a positive impact on an organization's performance.

However, because everyone's tastes and preferences are different, achieving each client's expectations remains a challenge. e. In this case, (Sakwa & Oloko, 2014) suggests that while clients' expectations vary, the changes are minimal. As a result, (Sakwa & Oloko,, 2014) advocates for the standardization of an ideal point. Measures such as the adoption of a customer service policy can help to standardize customer service (Karr, 2012). The average client's expectations would be explicitly outlined in such a policy, and the service process would be thoroughly described in order to meet and surpass these expectations. Another significant challenge in the construction of service quality is determining the characteristics that wil characterize the service quality management system. Various firms use various methods to improve service quality. In a study of the relationship between CRM and marketing effectiveness in the Swedish organizational industry, (ineldin, 2005) identified a number of parameters to consider when developing an effective SQM system. SQM, according to (Zineldin, 2005), should comprise characteristics such as dependability, the ability to be appropriately responsive, and the ability to give assurance in regard to the client's expectations and wants. (Zineldin, 2005) discovered a strong link between CRM and marketing performance when these characteristics were incorporated into SQM. Contrary to popular belief, (Brink & Berndt, 2004) identifies empathy and responsiveness as essential characteristics of SQM. SQM guided by a number of methodologies is required to ensure that the entity's performance is transformed positively. A follow-up is also required to determine the procedure's success and compare it to a

predetermined benchmark number. Customer disloyalty, which results in the organization's overall poor performance, is one of the signs of inadequate SQM (Auka, 2012). Auka (2012) states that low product switching costs influence service quality management loyalty in a study of perceived loyalty in commercial enterprises in Nakuru.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides reviews of the methodological approaches utilized throughout this study to achieve the research objectives.

3.2 Study Area

The study was conducted in the high density community of Bo District, namely Bojon Stree, Mahei Boima Road, Dambala Road and Kissy Town Road. These areas had been purposively selected because the inhabitants who live in the study areas are into Telecommunication Services. The people in these communities had been into Telecommunication Services and some into Telecommunication business for the past five years and ten years, respectively.

Bo, also commonly referred to as Bo City, is the second largest city in Sierra Leone by landscape/geographical location (after Freetown) and the largest communication city in the Southern Province.

3.3 Description of the Study Area

The city of Bo had a population of 149,957 in the 2004 census and had a population of about 233,684 based on 2017 estimate and about 8million people. Bo is an urban Centre, and lies approximately 160 miles (250 km) east-southeast of Freetown, and about 40 miles (71 km) to Kenema. Bo is the leading financial, educational and economic centre of southern Sierra Leone.

3.4 Research Design

This research study uses a descriptive research design. According to (Schindler and Cooper, 2001) descriptive study is defined as one that is concerned with the description of phenomena and characteristics associated with a subject population (finding out who, what, when, where and

how of a topic). The research design is expected to be appropriate, and the researcher needs to find out the impact of entrepreneur characteristics, SME business environment and SMEs internal factors on the success of tailoring businesses. The independent variables are the entrepreneur characteristics, SME business environment, and SME internal environment while the dependent variable is the success of SMEs.

3.5 Target Population

The target populations were customers and management of selected telecommunication companies in Sierra Leone, specifically customers who are found within the greater Bo region of Sierra Leone. It also targeted population of mobile phone users in Bo. This study sample was students in universities, school pupils, teachers, sales agents, workers and business people. Furthermore, students were selected because, the student population is known for its technological expertise (Hair et al., 2007; Coakes et al., 2006). In addition, there were 90 questionnaires distributed to all target population of the study. However, only 87 completed an usable questionnaires and were used for data analysis in this research

3.6 Sample size

A total of one hundred and fifty (150) respondents were used, which included one hundred and fifty customers of the telecommunication industry of Sierra Leone and three top management staff of selected telecommunication companies in Sierra Leone. Questionnaires were distributed to these Mobile Phone users out of which we received responses from respondents. This represented 100% of the response rate which we deemed to be impressive for this study.

3.7 Sampling Selection Technique

The technique used to convenience sampling was employed in arriving at the 150 Mobile Phone users, which the researcher believes possesses the experience relevant for this study and who

have sufficient time and were willing to participate. This technique, convenience sampling, involves obtaining responses within the sample frame from willing respondents and also their availability for the study. The advantage here is that respondents will participate on their own volition and not selected against their will.

3.8 Data Collection Methods

Depending on the objective and the research questions, mainly primary data source has been used for this study. Primary data consists of all data obtained during the study that may be specifically relevant to the purpose of the study. The primary data has collected from responses of self-administered questionnaires. No secondary sources have used for the analysis. This research is primarily carried out using quantitative data collected through self-administered questionnaire. As suggested by (Creswell, 2009), administering questionnaires allows the researcher to collect data with low cost even when the universe is large and is widely spread geographically, it is free from the bias of the interviewer; answers are in respondents' own words, respondents have adequate time to give well thought out answers. Questionnaire, as a survey instrument is used for collecting the primary data. Respondents who are not easily approachable can also be reached conveniently and large samples can be made use of and thus the results can be made more dependable and reliable. The required data on CRM and consumer satisfaction attributes were collected through a close ended questionnaire adapted from Kennedy (2015). The first part of the questionnaire comprises demography of the targeted respondents while the second part refers to CRM and consumer satisfaction.

a. Primary Data

Data were collected from primary source for this study. The primary data was gathered by means of questionnaire administration. The primary data was gathered by means of an adapted questionnaire developed by Abdul Majeed Iddrisu (2011). Primary data was gathered using structured questionnaires, encoded under closed-ended questions within the quantitative approach. The closed-ended questions assisted respondents to retrospectively considering the impact of customer relationship management in telecommunications industry comparing Orange SL and Qcell SL.

b. Secondary data

Secondary data were gathered in this research. The secondary data was sourced from academic journals, theses and dissertations, books, newspapers, reputable online sources and government publications.

3.9 Data Analysis Technique

A descriptive statistic was found to be an ideal analysis technique and subsequently used in ascertaining the difficulties that Mobile phone users faced in accessing credit, data,calletc. Aided by the tabulation of data extracted from a close–ended questions surveyed, it was easier to understand the issues identified by the respondents. Also, to help answer the question whether or not Mobile phone users have challenges in customer satisfaction in Sierra Leone as contained in the objectives in chapter one, the SPSS 23 was used to analyze data. The purpose of using SPSS in this research was to detail the data into descriptive statistics.

3.10 Data Source

Secondary data was obtained from Africa Innovations Institute (AfrII), an organization that implemented the project. Empirical data on two Telecommunication industries was collected in localities within the study locations in Bo.

3.11 Validity of the Study

Validity is an important term in research that refers to the conceptual and scientific soundness of a research study (Graziano & Raulin, 2004). Its primary purpose is to increase the accuracy and usefulness of findings by eliminating or controlling as many confounding variables as possible, which allows for greater confidence in the findings of a given study. To increase the validity of this thesis the researcher follows the following techniques. First, testing the instrument, second the questioner was refined based on the respondent comment and finally the proper detection from advisor were taken. Furthermore, statistical inferences were used to test the relationship of variable and to give inference for the dependent variable.

According to Creswell (2009) instrument reliability shows the degree of consistency that the instrument and procedure had. In this research the instrument was developed based on the objectives therefore the investigator believed the instrument fulfilled consistency criteria.

3.12 Validity of the Research

A pilot test was carried out to ensure that the questionnaires met the set objectives. The questionnaires where pre-tested to determine if they are valid and reliable. The mobile phone users and Telecommunication owners were contacted in advance of the survey to ascertain the appropriateness of the questions. The questionnaire was then adjusted according to the suggestions and experience received from the ten mobile phone dealers. The questionnaire was

personally administered by the researcher, using the drop and pick later method. A letter introducing the purpose of the study was given to entrepreneurs alongside questionnaire.

3.13 Constraints of the Study

The constraint during the study was respondents answering questions because of lack of trust and for security purposes. Transportation during the data collection was also another constraint because of the different business locations selected during the study. Lack of education in some mobile phone users' respondents was also another constraint as majority of the respondents said they have never gone to school.

3.14 Chapter Summary

The chapter has looked at the methodology to be used in the study. The design used and the justification for using the given design. The population of interest is the mobile phone users in Bo. The questionnaire method was employed in data collection. Also explored in this chapter is the methodology that was used to arrive at the sample size. SPSS 23, a statistical package was used to analyze the data collected.

CHAPTER FOUR

PRESENTATION AND DISCUSSIONS OF FINDINGS

4.1 Introduction

The previous chapter discussed the methodological approaches to the research, justification of the design structure and the practical activities involved throughout this study. The structure of the questionnaire survey instrument utilized for data collection of the empirical study was also provided in detail. This chapter presents the analysis and discussion of the results of the empirical study. The statistical processing of the collected data is addressed, as well as the presentation and analysis of the processed data. The results are presented, analyzed and interpreted in relation to the research questions and the research objective which was the impact of motivation of small-scale business enterprise. This chapter is set out under the following main headings: demographic information of telecommunication mobile users; impact of customer orientation to service and customer satisfaction, level of customers' satisfaction; impact of personal knowledge management on the level of customers' satisfaction on the impact of

customer relationships management in telecommunications industry comparing Orange SL and Qcell SL in Sierra Leone.

4.2 Demographic information of mobile phone owners/ customers

The purpose of this section was to obtain a demographic profile of respondents.

4.2.1 Gender

In studies such as this, it is customary to establish the gender of the respondents. Table 4.1 below indicates the gender split of respondents in this research survey.

Table 4.1: Gender of respondents

Parameters		Frequency (n)	Percent	Valid Percent
Valid	Male	65	43.3	43.3
	Female	85	56.7	56.7
Total		**N=150**	**100.0**	**100.0**

Source: Secondary data, 2024

Table 4.1 above reveals that (43.3%) of the respondents were males, while females represented 56.7% of the total. This result indicates a significant disparity between the genders and suggests that more females are into telecommunications than males. This result found that there are more women entering into telecommunication activities than men in the majority of nation. This implies that most females' mobile owners in these areas are into telecommunications than are males.

4.2.2 Age

Table 4.2 illustrates the frequency divided into five distinct age groups of mobile phone owners who participated in the study.

Table 4.2: Age group of respondents

Parameters		Frequency	Percent	Valid Percent
Valid	18-25	40	26.7	26.7
	26-35	48	32	32
	36-45	33	22	22
	46-55	18	12	12
	56 and above	11	7.3	7.3
Total		**N=150**	**100.0**	**100.0**

Source: Secondary data, 2024

Respondents in the age group 26 to 35 years represent the highest percentage (32%) of the whole, while the age group of 18 to 25 years follows as the second highest percentage (26.7%). The age group 36 to 45 years made up 22%, while, the age groups 46-55years represent (12%), and finally, the older age groups of 56years and above returned 7.3%.

It can be deduced from these results that the majority of respondents were in the age group 26 to 35 years. The reason could be that by this age most people have determined a career path, they have completed their studies, have started families and are seeking the best way in which to support their families.

4.2.3 Working experience

The respondents working experience were considered in order to identify the variety groups who operate mobile phones using both Orange SL and Qcell SL in Bo municipality area and who contributed to employment opportunities, production and diversification in the economy.

Table 4.3: Outcome of working experience of respondents

Parameters	Frequency (n)	Percentage	Valid Percentage
Valid Less than 1year	12	8	8
1-5years	35	23.3	23.3
6-10years	42	28	28
Above 10years	61	40.7	40.7
TOTAL	**N=150**	**100.0**	**100.0**

Source: Secondary data, 2024

The results seen in Table 4.3 above indicate that (40.7%) of respondents have more than 10years working experience, representing the highest percentage of the total respondents, followed by aged 6-10years at 28%. 1-5years at 23.3% of respondents and lastly less than 1year at 8%. It is apparent that the overwhelming majority of the respondents were above 10years (37.1%). Although the total number of other working experiences was limited to 59.3%, their numbers could be much higher, if not for the fact that a number of them could not communicate fluently in English, the language used for the survey instrument.

4.2.4 Educational level of respondents

The educational level of business owners and managers prior to their business motivation is represented in table 4.4 below.

Table 4.4: Educational level of respondents

Parameters	Frequency (n=70)	Percentage	Valid Percentage
Valid			
Non-formal	26	17.3	17.3
Primary	6	4	4
Secondary	56	37.3	37.3
Vocational	22	14.7	14.7
Bachelor degree	27	18	18
Post-graduate degree	13	8.7	8.7
TOTAL	**N=150**	**100.0**	**100.0**

Source: Secondary data, 2024

Table 4.4 illustrates that two quarter (37.3%) of mobile users had completed secondary school prior to mobile phone usage, and 18% had obtained Bachelor's degree, 17.3% have never gone to school, 14.7 had acquired a certificate or skill after secondary school. It further illustrates that 8.7% had acquired a post-graduate degree, while, 4.0% had completed primary school education, although the results indicated that the majority of respondents had completed secondary school and some had only a primary school education, it is certainly considered that all of the respondents had some level of education, except 17.3% of respondents registering an absence of illiteracy among them.

Thus, higher education would increase the capacity of mobile phone owners would build knowledge, skills and management understanding of the required resources to sustain and develop their telecommunication expertise.

4.2.5 Marital status of respondents

Table 4.5: Marital Status of respondents

Results on the marital status of the respondents shows that 24.7% of the respondents are married, 56% are single, 12% engaged, while, 7.3% are divorced. This shows that marital status plays a significant role in the use of mobile phones.

Parameters	Frequency (n)	Percentage	Valid Percentage
MARITAL STATUS			
Married	37	24.7	24.7
Engaged	18	12	12
Single	84	56	56
Divorce	11	7.3	7.3
TOTAL	**N=150**	**100.0**	**100.0**

Source: Secondary data, 2024

4.3 Impact of customer orientation in timely manners before the use of products

The purpose of this section was to collect data on various characteristics of the impact of customer orientation in timely manners before the use of products.

4.3.1 Respondents 'relationship with management and satisfaction

Figure 4.1 below illustrates the type of relationship that respondents had with the telecommunication management and how are the customers satisfied. This line of enquiry ascertained that data was collected from the correct people to ensure validity.

Table 4.6: Customer relationship management and customer satisfaction

	Qcell SL	Orang SL

Description					e			
	SD	D	SA	A	SD	D	SA	A
Providing adequate network coverage	9	11	20	16	5	8	28	53
	6%	7.3%	13.3%	10.7%	3.3%	5.3	18.7	35.%
Network clarity/speed for call to other services	12	9	24	18	3	5	33	46
	8%	6%	16%	12%	2%	3.3%	21.3	30.%
Ease of connection to other service providers like banks, electricity etc.	5	7	27	17	3	7	32	52
	3.3%	4.7	18.0%	11.3%	2.1%	4.7%	21.3%	34.7%
Employees have technological knowledge in solving customer problems	6	9	31	26	4	6	37	31
	4%	6%	20.7%	17.3%	2.7%	4%	24.7%	20.6%
Network innovativeness ability to use current technology to improve services	8	6	18	28	6	2	45	37
	5.3%	4%	12%	18.7	4%	1.2%	30%	24.7

Source: Secondary data, 2024

The table above clearly indicates the customer relationship management and customer satisfaction. The results show that, 35.3% and 18.6% of respondents who uses Orange SL network agreed and strongly agreed on adequate network providence, while, Qcell SL customers agreed and strongly agree on 13.3% and 10.7%, thus, 5.3%, 3.3% and 7.3% and 6%, represents disagree and strongly disagree for both Orange SL and Qcell SL. Results on the network speed shows that Orange SL customers agreed and strongly agreed as thus, 30.7% and 22%, while, Qcell SL represents, 16% and 12%, strongly disagree and disagree represents 8%, 6% and 3.3%,

2% respectively for both Qcell SL and Orange SL. Ease of connection to other services represents, 34.7%, 21.3% and 18.0%, 11.3% for Orange SL and Qcell SL respectively, while, 4.7%, 2% and 4.7%, 3.3% represents Orange SL and Qcell SL customers. 30%, 24.7% and 18.7%, 12% states that they strongly agree and agree for Orange SL and Qcell SL respectively, while, 5.3%, 4% for Qcell SL and 4%, 1.3% represents strongly disagree and disagree. 20.6%, 24.7% of Orange SL customers strongly agreed and agreed on technological knowledge in solving customers' problems, while 6% and 4% of Qcell SL customers strongly disagree and agree respectively.

4.3.2 Provision of customer orientation on timely manners before the use of the product

Table 4.7: Customer orientation on timely use of products

Description	Qcell SL				Orange SL			
	SD	D	SA	A	SD	D	SA	A
Customer orientation on timely use of products	5	7	24	35	3	5	32	39
	3.3%	4.7%	16%	23.3	2%	3.3%	21.3%	26%

Source: Secondary data, 2024

Table 4.7 reveals that 26% and 21.3% represent Orange SL customers on the customer orientation while, Qcell SL customers reveal 23.3% and 16% respectively, strongly agree and disagree represents 4.7% and 3.3%, 2% of respondents on both telecommunication companies respectively.

4.3.3 Language used in customer orientation simple and easily understood

Table 4.8: Language used in customer orientation

Table 4.3 shows results of language used in customer orientation simply benefit the respondents and are easily understood.

Description	Qcell SL				Orange SL			
	SD	D	SA	A	SD	D	SA	A
Language used in customer orientation	2	4	31	34	3	2	34	40
	1.3%	2.7%	20.7%	22.7%	2%	1.3%	22.7%	26.7%

Source: Secondary data, 2024

These results indicate that 26.7, 22.7% of Orange SL respondents do agree and strongly agree with language been used in customer orientation, while, Qcell SL customers represents, 22.7%, 20.7% agree and disagree respectively. The strongly disagree and disagree stands at 2.7% and 1.3% for both telecommunication companies respectively.

4.3.4 Price of services is affordable and reasonable

Table 4.9: Price of services

Table 4.9 below reveals the price of services whether they are affordable or reasonable.

Description	Qcell SL				Orange SL			
	SD	D	SA	A	SD	D	SA	A
Price of services	8	9	22	19	9	10	31	42
	5.3%	6%	14.7%	12.7%	6%	6.7%	20.7%	28%

Source: Secondary data, 2024

The results above reveal that the Orange SL respondents 28%, 20.7% agree and strongly agree on price of services to be reasonable and affordable, while, Qcell SL customers agree and

strongly agree on 14.7% and 12.7%. On the other hand for strongly disagree and disagree both represents 6.7%, 6% and 5.3% respectively for both Orange SL and Qcell SL.

4.3.5 Quality of service provided in actual comparison of telecommunication companies

Table 4.10: Quality of service provided (Data, SMS, Call, other Levies)

Table 4.10 reveal study on the quality of service provided.

Description	Qcell SL				Orange SL			
	SD	D	SA	A	SD	D	SA	A
Quality of service provided	8	7	21	28	4	7	34	41
	5.3%	4.7%	14%	18.7%	2.7%	4.7%	22.7%	27.3%

Source: Secondary data, 2024

The table above shows that the Orange SL mobile users represent 27.3%, 22.7% agree and strongly agree on quality of services to be reliable, while, Qcell SL customers agree and strongly agree on 18.7% and 14%. On the other hand for strongly disagree and disagree both represents 4.7%, 2.7% and 5.3% respectively for both Orange SL and Qcell SL.

4.4 Level of customer satisfaction brought by telecommunication companies' personal relationship

This study is done to assess the level of customer satisfaction brought by telecommunication companies' personal relationship

4.4.1 Prompt service delivery

Table 4.11: Prompt service delivery to customers (On time, Quality, Response rate, Loyalty programs

Table 4.11 reveal study on the prompt service delivery provided.

Description	Qcell SL				Orange SL			
	SD	D	SA	A	SD	D	SA	A
Prompt service delivery	4	9	27	34	1	3	32	40
	2.7%	6.1%	18%	22.7%	0.7%	2%	21.3%	26.7%

Source: Secondary data, 2024

The table above shows that the Orange SL mobile users represent 26.7%, 21.3% agree and strongly agree on prompt services delivery, while, Qcell SL customers agree and strongly agree on 22.7% and 18%. On the other hand for strongly disagree and disagree both represents 6.1%, 2.7% and 2%, 0.7% respectively for both Qcell SL and Orange SL.

4.4.2 Professionalism and discretion to customers

Table 4.12: Professionalism and discretion

Table 4.12 reveal study on the professionalism and discretion provided.

Description	Qcell SL				Orange SL			
	SD	D	SA	A	SD	D	SA	A
Professionalism and discretion	2	4	30	33			35	46
	1.3%	2.7%	20%	22%			23.3	30.7%

Source: Secondary data, 2024

The table above shows professionalism and discretion to customers, thus, that the Orange SL mobile users represent 30.7%, 23.3% agree and strongly agree on prompt services delivery,

while, Qcell SL customers agree and strongly agree on 22% and 20%. On the other hand for strongly disagree and disagree represents 2.7% and 1.3% respectively for Qcell SL.

4.4.3 Customers interest are represented and given uppermost importance
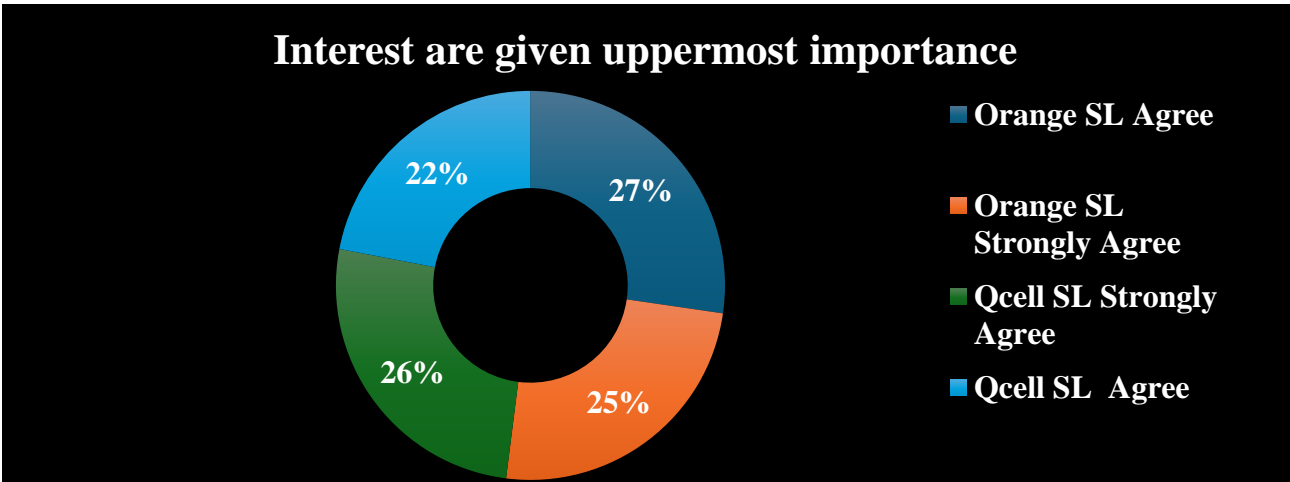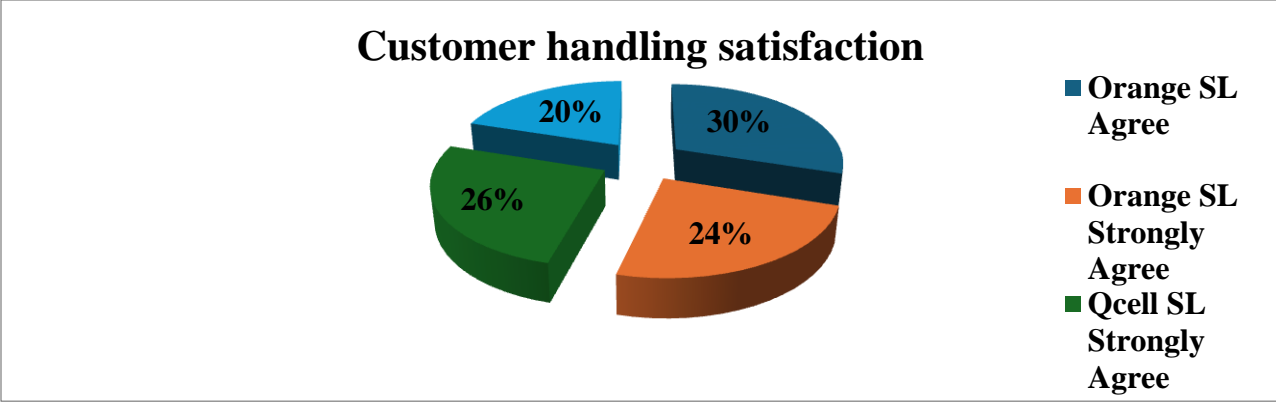

Source: Secondary data, 2024

Figure 4.1: Customers interest as uppermost importance

The figure above shows results on the customers interest as uppermost importance to telecommunication companies, thus, Orange SL mobile users represent 27.3%, 24.7% agree and strongly agree on prompt services delivery, while, Qcell SL customers agree and strongly agree on 26% and 22%. Both companies' customers were certain on the importance of their interest and so didn't respond to disagree or strongly disagree.

### 4.4.4 General customer handling satisfaction

Customer handling satisfaction

Figure 4.2: General customer handling satisfaction

The figure above shows results on the customers handling satisfaction on telecommunication companies, thus, the results on Orange SL mobile users represent 30%, 24% agree and strongly agree on customer handling satisfaction, while, Qcell SL customers agree and strongly agree on 26% and 20%. Both companies' customers again were certain on the customers handling satisfaction and thus didn't respond to disagree or strongly disagree.

4.5 Importance of personal knowledge management on the level of customer satisfaction

4.5.1 Personal knowledge management on the level of customer satisfaction
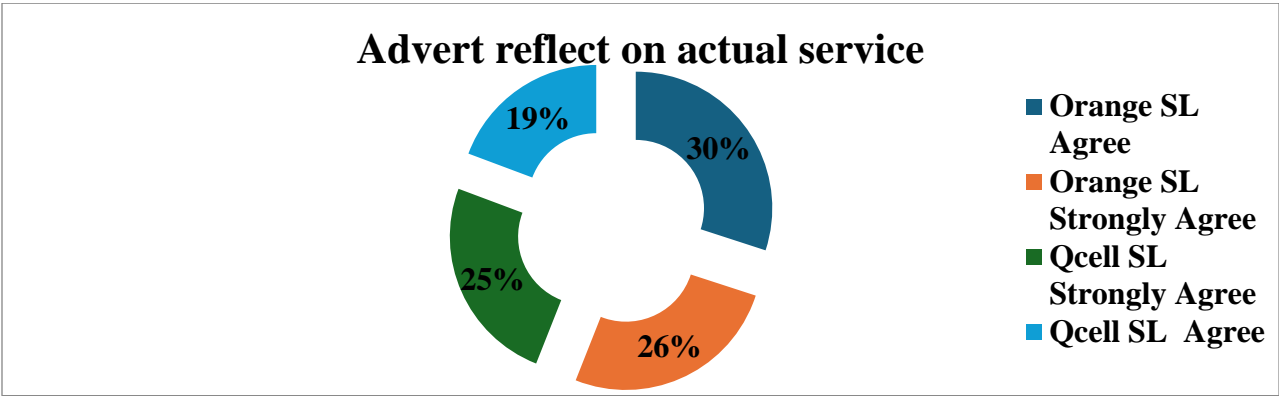

Personnel knowledge
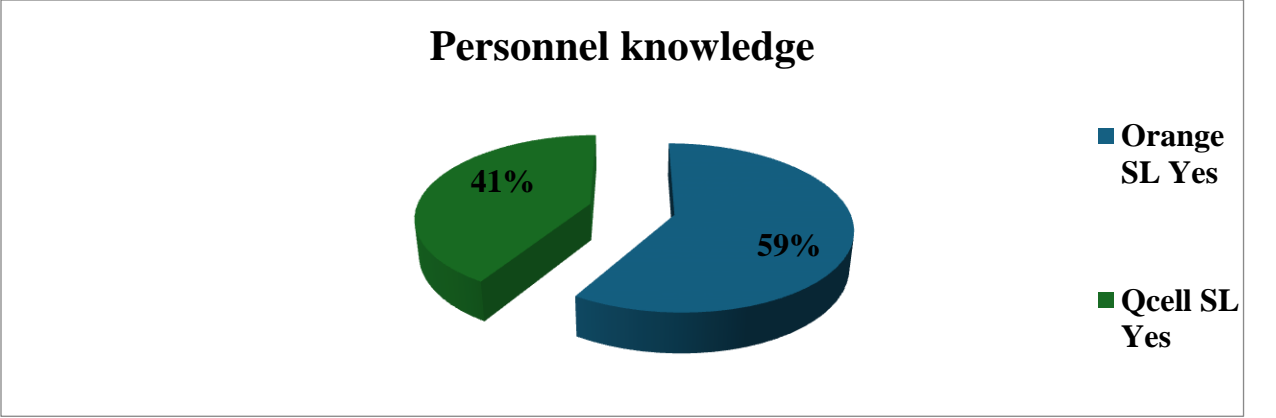
Source: Secondary data, 2024

Figure 4.3: Personal knowledge management on the level of customer satisfaction

The figure above shows results on the personal knowledge management on the level of customer satisfaction on telecommunication companies, thus, the results on Orange SL mobile users represent 58.7% customers responded YES on personal knowledge on the level of customer satisfaction, while, Qcell SL customers also responded Yes 20%. Both companies' customers again were certain on the personal knowledge management on the level of customer satisfaction.

**4.5.2 Advertisement reflects actual service provided**

Advert reflect on actual service

- Orange SL Agree — 30%
- Orange SL Strongly Agree — 26%
- Qcell SL Strongly Agree — 25%
- Qcell SL Agree — 19%

Source: Secondary data, 2024

Figure 4.4: Advertisement reflects actual service provided

The figure above shows results on the advert reflection on service provided on telecommunication companies, thus, Orange SL mobile users represent 30%, 26% agree and strongly agree on prompt services delivery, while, Qcell SL customers agree and strongly agree on 24.7% and 19.3%. Both companies' customers were certain on the advert reflection on service provided and so didn't respond to disagree or strongly disagree.

**4.5.3 Personnel installation of customers' confidence**

Personnel installation of customers confidence

- Orange SL Agree
- Orange SL Strongly Agree
- Qcell SL Strongly Agree
- Qcell SL Agree
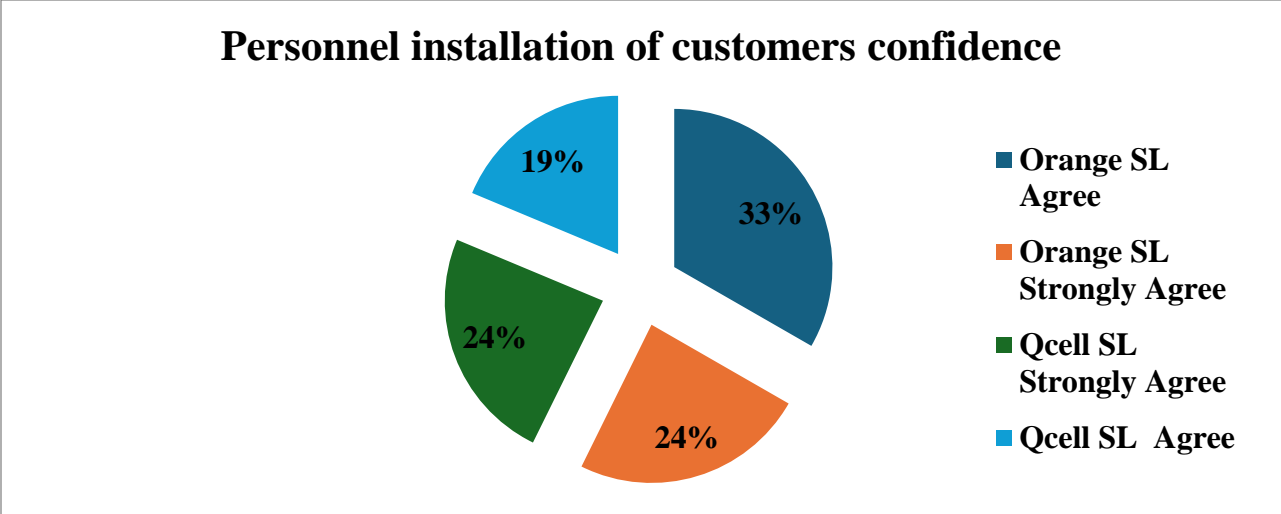
Source: Secondary data, 2024

Figure 4.4: Personnel installation of customers' confidence

The figure above shows results on the personnel installation of customers confidence on telecommunication companies, as Orange SL mobile users represent 33.3%, 24% agree and strongly agree on prompt services delivery, while, Qcell SL customers agree and strongly agree on 18.7% and 24%. Both companies' customers were certain on the advert reflection on service provided and so didn't respond to disagree or strongly disagree.

4.5.5 Mobile money transfer is prompt and reliable

Mobile money transfer

- Orange SL Agree
- Orange SL Strongly Agree
- Qcell SL Strongly Agree
- Qcell SL Agree
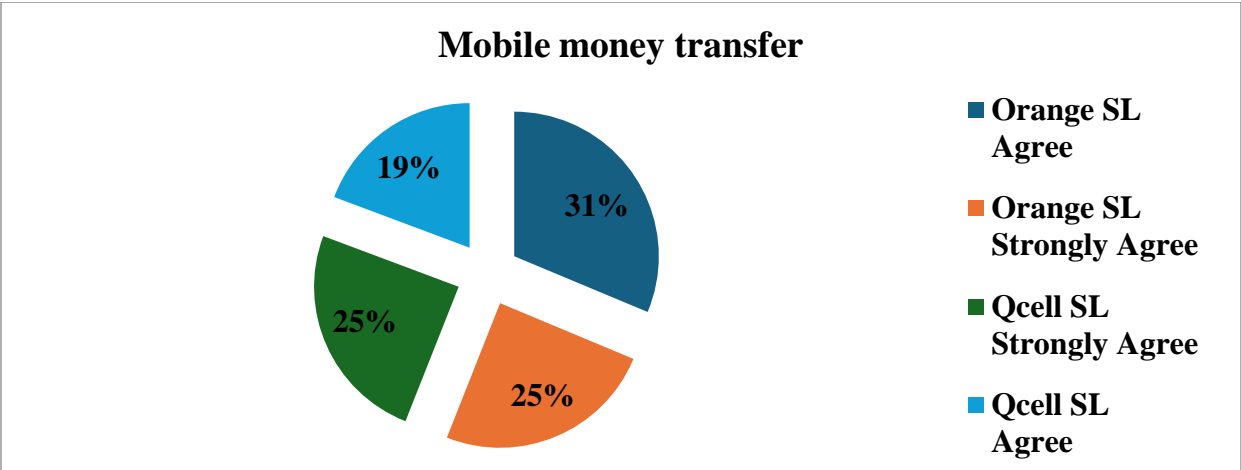
Source: Secondary data, 2024

Figure 4.5: Mobile money transfers are prompt and reliable

The figure above shows results on the mobile money transfer as prompt and reliable on telecommunication companies, as Orange SL mobile users represent 31.3%, 24.7% agree and strongly agree on prompt services delivery, while, Qcell SL customers agree and strongly agree on 24.7% and 19.3%. Both companies' customers were certain on the advert reflection on service provided and so didn't respond to disagree or strongly disagree

4.6 Conclusion

Data related to the empirical study in the study area was presented and analyzed. Demographic information and customer satisfaction of respondents were presented. Possible satisfactions which could have contributed to customer satisfaction were examined. The results revealed that there were numerous satisfactions which influenced the growth of telecommunication companies in the study area.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the Findings

This study had a good response from the sample selected and provided with great and carefully insight on the specific study area. All the objectives were handled in proper way and the findings were unique. The study main objective was to examine the relationship between customer relationship management and customer satisfaction in telecommunication industry in Sierra Leone, where Orange SL and Qcell SL were used as a case study. The findings have shown that customer relationship management plays an important and vital role in bringing about customer satisfaction in telecommunication business related environment and other aspect, which involve customers in one way or another.

These findings went parallel with the study hypotheses in agreeing the fact that customer orientation to the new services and products increases the level of customer satisfaction since it increases the earliest customers' awareness on the products and services. From the findings, it seems that customer orientation is not given in timely manner as majority of the respondents did

not agree on the provision of orientation to new services and products in a timely manner after the launch.

On the second hypothesis, the findings proved that the customer personnel relation is the key ingredient for customer satisfaction. Responses showed that there was a good customer-personnel relation that increased levels of satisfaction among customers. Customers were generally satisfied and happy with how they were handled by Orange SL and Qcell SL personnel representative, which results into brand loyalty.

The third hypothesis was about personnel knowledge management. The study helped to identify that personnel knowledge management has great impact to the levels of customer satisfaction. Respondents were satisfied with how technical personnel responses to technical problems as well as how their needs are met. It shows that Orange SL and Qcell SL has qualified personnel who knows what they are doing especially on the new technology and that installed confidence among the respondents.

The technology based customer management and its impacts on customer satisfaction. The findings showed that in the technological era, Orange SL and Qcell SL customers were satisfied with the use of technology and the levels of technology employed by Orange SL and Qcell SL.

5.2 Conclusion

From this study results, it can be concluded that customer relationship management and customer satisfaction are well connected and parallel for the health of the business. Any company cannot run away from customer relationship management when the aim of a business is to satisfy customers, which bring profit and health into business and other commercial perspectives. Customer relationship management is a significant driver of customer satisfaction in

telecommunication industry. This study shows that improving customer relationship management practices has the potential of enhancing customers' satisfaction hence maintaining customer retention and loyalty.

Customer relationship management acts as tool to facilitate the business and thereby improving customer relationship with the organizations or company. Finally, after conducting this research and validating it through various data and quantitative analysis it can be effectively stated that customer relationship management is needed in any organization because when properly applied, it results in optimizing profitability, income and meeting the needs of customers. The most important thing that customer relationship management provides is customer satisfaction. An effective customer relationship management will lead a customer to satisfaction and if the customer is satisfied it drives towards positive word of mouth and loyalty. This in fact helps in leveraging the business as well as generating more revenues and profits as well as efficiency for the organizations in terms of services they provide to the society.

5.3 Recommendations

It is concluded from the analysis of the present study that customer relationship management elements are responsible for creating customer satisfaction. This indicates that telecommunication companies' managements and business decision makers should give greater emphasis on service quality provided to customer and giving high tension on solving customer problems and complaints raised immediately reported which was responsible mainly for customer satisfaction as shown in this study.

Telecommunication companies should be viewed as a source to provide addition value added services, which is developed based on customer needs and wants, and not only to consider

customer relationship as customer's record only. Since competition in the telecommunication industry is very tense and high, greater importance should be given to customer relationship management as a tool to gain competitive advantage through customer satisfaction and enough research required for the telecommunication companies to identify the customer needs in terms of the services and product before to launch to achieve customers' needs within that time.

Based on the above conclusion, the researcher recommends the following to take into considerations:

- Telecommunication companies should conduct special and frequent training programs to all front office personnel to deal positively with customers through identifying main customer relationship management tools in telecom industry.
- Telecom management should enhance the process and procedures of solving customer complaints and problems directly, which can foster customer relationship management and customer satisfaction.
- Special attention should be given by management to physical environment and technological infrastructure, which has a direct relationship with customer satisfaction.

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Appendix 1: Consent Form for Questionnaire

I am **AHMED JEIGULA**, a Student of Njala University, studying for Degree in BSc in Business and Information Technology, Mokonde Campus, Sierra Leone. I am doing a community-based research study to find out the **"THE IMPACT OF CUSTOMER RELATIONSHIP MANAGEMENT IN TELECOMMUNICATION INDUSTRY IN SIERRA LEONE, COMPARING ORANGE SL AND QCELL SL".** You will not have any direct benefit now from this research but you can be benefited in long run if any governmental or nongovernmental organization started any Program on telecommunication based on the report of this research. As a part of the study, I would like to ask you some information regarding yourself, variable outcome, customer satisfaction etc. The information collected will be kept confidential and used for research purposes only. You can refuse to answer any of the questions that you don't

want to. You can opt out of the interview at any time without fear or harm. If you are willing to

participate, kindly give me your consent. Willing to take part in the research

Yes / No

Interviewer: Date

Witness……………………

Appendix II: Questionnaire

Demographic information of businesses owners/managers

1. Gender   (a) Male (b) Female

2. Age   (a) 18-25 (b) 26-35 (c) 36-45 (d) 46-55 (e) 56 and above

3. Working experience (a) Less than 1year (b) 1-5years (c) 6-10years (d) Above 10years

4. Educational level of respondents (a) Non-formal (b) Primary (c) Secondary (d) Vocational (e)

Bachelor degree (f) Post-graduate degree

5. Marital status of respondents (a) Married (b) Engaged (c) Single (d) Divorce

IMPACT OF CUSTOMER ORIENTATION IN TIMELY MANNERS BEFORE THE USE OF PRODUCTS.

6. Customer orientation in timely use of products

Description	Qcell SL				Orange SL			
	SD	D	SA	A	SD	D	SA	A
Providing adequate network coverage								
Network clarity/speed for call to other services								
Ease of connection to other service providers like banks, electricity etc.								
Employees have technological knowledge in solving customer problems								
Network innovativeness ability to use current technology to improve services								

7. Provision of customer orientation on timely manners before the use of the product.

Description	Qcell SL				Orange SL			
	SD	D	SA	A	SD	D	SA	A

Customer orientation on timely use of products								

8. Language used in customer orientation simple and easily understood.

Description	Qcell SL				Orange SL			
	SD	D	SA	A	SD	D	SA	A
Language used in customer orientation								

9. Price of services is affordable and reasonable.

Description	Qcell SL				Orange SL			
	SD	D	SA	A	SD	D	SA	A
Price of services								

10. Quality of service provided in actual comparison of telecommunication companies.

Description	Qcell SL				Orange SL			
	SD	D	SA	A	SD	D	SA	A
Quality of service provided								

11. Level of customer satisfaction brought by telecommunication companies' personal relationship.

12. Prompt service delivery.

Description	Qcell SL				Orange SL			
	SD	D	SA	A	SD	D	SA	A
Prompt service delivery								

13. Professionalism and discretion to customers.

Description	Qcell SL				Orange SL			
	SD	D	SA	A	SD	D	SA	A
Professionalism and discretion								

14. Customers interest is represented and given uppermost importance. (a) Yes (b) No

15. General customer handling satisfaction. (a) Yes (b) No

16. Importance of personal knowledge management on the level of customer satisfaction. (a) Yes (b) No

16. Advertisement reflects actual service provided. (a) Yes (b) No

17. Personnel installation of customers' confidence. (a) Yes (b) No

18. Mobile money transfer is prompt and reliable. (a) Yes (b) No