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Effect of Customers' Satisfaction of Service Delivery on Customers' Retention of Tigo Telecommunication Network (A Case of Abokobi-Madina Locality)

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Abstract:
The study mainly determined the effect of customer satisfaction of service quality on customer retention intention of TiGo in the Abokobi-Madina locality. The study specific determined the extent of customer satisfaction of service delivery by TiGo; evaluated customer retention intention of TiGo; and finally related customer satisfaction of service delivery to customer retention intention. The study used quantitative methodology to investigate the effect of customer satisfaction of service quality on retention of Tigo. A structured questionnaire was used to gather data. Customers' satisfaction of service quality delivered by Tigo and their intention to retain the service of Tigo were measured perceptually on Five-point scale. Questionnaires with a high reliability (Cronbach's alpha >0.70) were delivered through personal contact and self-administered by the customers. Overall, 250 respondent were selected. The study found that: the customers were satisfied with the quality of service delivered by Tigo; the customers could not indicate whether or not they would retain the services of Tigo; of the service quality dimension, tangibility, assurance and reliability had significant positive effect on customer retention intention of Tigo, while responsiveness had significant negative effect on customer retention. The study recommended that maintaining existing customers should be a better option than chasing for new non-existing customers by Tigo and that future study should consider expanding the scope so as to make the findings more dependable.

Keywords: Customer satisfaction, service quality, customer retention intention, TiGo, Abokobi-Madina locality

1. Introduction

The telecommunication industry in Ghana is the fastest growing sector, especially the mobile market. This development has become a catalyst for the growth of the nation's commercial and economic development. The growth rate in the use of telecommunication facilities has increased tremendously, especially in the number of telephone subscribers. The number of mobile telephones for every 100 persons increased from 16.5 in 2000 to 22 in 2003 (ISSER Report, 2003). The fixed line penetration ratio had risen from 16.6 per 100 population and 21.0 per 100 populations respectively by 2005 and 2008 (NCA, 2008). Telecommunication companies like MTN, Tigo, Airtel, Vodafone and Expresso have been seen as competing companies in the mobile telecom market. These five companies cover the following segments of the Ghanaian telecommunication market: traditional telecommunications, IP services, Wireless service, Mobile markets and technologies, broadband markets and technologies. They also provide mobile services with an increasing number of value added services as Short Message Service (SMS), Wireless Application Protocol, subscription services, General Packet Radio Services, and Third Generation. In a competitive environment, as it is with the mobile telecommunication service providers in the country, quality of service as well as customer satisfaction is important. It is important that, mobile telecommunication service providers in Ghana and other major stakeholders in this industry collectively undertake to establish the highest standard of quality of service in this domain. Perhaps, the only possible way the companies in the mobile telecommunication industry could find out whether their services are satisfactory to their customers is through a customer evaluation study to find out the level of customer satisfaction of the quality of service delivery and how that affects customer retention, hence, the need for this study.

The definitions of service quality vary only in wording but typically involve determining whether perceived service delivery meets, exceeds or fails to meet customer expectations (Cronin and Taylor, 1992; Oliver, 1993; Zeithaml, Berry and Parasuraman, 1993). According to Parasuraman *et al*. (1985), service quality can be defined as the consumer's comparison between service expectation and service performance. They proposed service quality to be a function of pre-purchase customer expectations, perceived process quality, and perceived output quality. Parasuraman, Zeithaml, and Berry (1988) projected a service quality model that identified perceived service quality into five dimensions: tangibility, reliability, responsiveness, assurance, and empathy.

Service quality is commonly noted as a critical prerequisite and determinant of competitiveness for establishing and sustaining satisfying relationships with customers. Previous study suggests that service quality is an important indicator of customer satisfaction (Spreng and Machoy, 1996). Attention to service quality can make an organisation different from other organisations and gain a lasting competitive advantage (Boshoff and Gray, 2004).

Customer satisfaction is defined as an "evaluation of the perceived discrepancy between prior expectations and the actual performance of the product" (Tse and Wilton, 1988, Oliver 1999). Satisfaction of customers with products and services of a company is considered as most important factor leading toward competitiveness and success (Hennig-Thurau and Klee, 1997). According to Kim, Park and Jeong (2004) customer satisfaction is customer's reaction to the state of satisfaction, and customer's judgment of satisfaction level. Customer satisfaction is the ability of a service provider to create high degree of satisfaction crucial for product differentiation and developing strong relationship with customers (Deng *et al*., 2009). The need to measure customer satisfaction through measuring service quality was pioneered by Parasuraman *et al*., (1988). Their realization that service quality is primarily different from product quality resulted into five dimensional service quality model called as SERVQUAL (Cronin & Taylor, 1992; Parasuraman *et al*., 1991). The SERVQUAL model suggests that the service quality is fundamentally a gap between the expectation in customer mind regarding a general class of a service provider and their estimation of actual performance of a specific firm within that class (Cronin & Taylor, 1992; Parasuraman *et al*., 1991).

A review of literature reveled that at least two different conceptualizing of customer satisfaction construct exist. Transaction specific conceptualize customer satisfaction is one time post-purchase evaluation (Oliver, 1977). On the other hand, cumulative satisfaction refers to overall evaluation after usage for a period of time (Anderson *et al*., 1994; Fornell, 1992; Fornell *et al*., 1996). Cumulative construct of satisfaction is more relevant to service sector, especially in case of continuous service providers as is the case in telecommunication. In general, increased customer satisfaction leads to: (1) higher customer retention rate, (2) increases customer repurchase behaviour, and (3) ultimately drive higher firm profitability.

1.1. Statement of the Problem
It appears that customers of the telecommunication industry are using more than one network, which brings out the question whether they are not satisfied with the service provided. This may be so because the telecommunication industry in Ghana is faced with combined difficulties of increasing national and international competition, slower growth rates, and mature markets. As a result, fewer new customers are being pursued by an increasing number of service providers. Under these circumstances, a large share of firm's resources is being devoted to the present customer base in order to make them satisfied and retain them. The significance of customer retention is its close relationship to the company's continued survival and strong future growth. Hence, for a company to maintain a stable profit level when the subscription level has reached the saturation point, with fierce competition, a defensive strategy which strives to retain existing customers is more important than an aggressive one, which expands the size of the overall market by inducing potential customers (Fornell, 1992; Ahmad & Buttle, 2002).

With the telecommunication industry in Ghana experiencing increasing competition due to the increasing number of the service providers, it has become necessary for the providers to look at how to retain their customers so that they do not lose them to their competitors. This study therefore aims at establishing the influence of customer satisfaction of service quality on the customer retention us TiGo as a case study.

1.2. Purpose of the Study
The main objectives the study is to verify the effect of customer satisfaction of service quality on customer retention intention of TiGo in the Abokobi-Madina locality.

1.3. Specific Objective of the Study
The objectives of the study are as follows:
1. To determine the extent of customer satisfaction with service delivery of TiGo in the Abokobi-Madina locality
2. To evaluate customer retention intention of TiGo in the Abokobi-Madina locality
3. To relate customer satisfaction of service delivery to customer retention intention.

1.4. Research Hypotheses
- HO: Customer satisfaction of service delivery does not relate to customer retention of Tigo in the Abokobi-Madina locality.
- H1: Customer satisfaction of service delivery relates to customer retention of TiGo in the Abokobi-Madina locality.

1.5. Significance of the Study
Customer retention has long been a major successful requirement for organization which seek sustainable competitive advantage. It is extremely significant for telecommunication companies in this new millennium to recognize that customer retention strategies are the way forward. As a result, the research therefore aims to enable Ghanaian telecommunication companies especially Tigo to be more proactive and innovative in their customer retention strategies through customer satisfaction of service quality. It may also help the telecommunication companies to assess and formulate policies that would improve their efficiency and effectiveness in their effort to retain their customers. The study may serve as a source of reference document for future researchers.

1.6. Scope of the Study
This study is limited to the TiGo and its customers in the Abokobi-Madina locality. This study covered two hundred (250) respondents were customers of the various networks.
Chapter Five: this chapter represents the conclusion and recommendation chapter.   The chapter summarizes the major findings of the study; the conclusion reached and also makes relevant recommendations based on the findings. The limitations of the study as well as suggestions for future studies are also included in this chapter.

2. Literature Review

2.1. Introduction
This chapter reviews both theoretical and empirical literature. The theoretical literature looks at the concept of service quality, its associated theories, and the role it plays to customer retention. The concept of customers' expectation and perception is also reviewed and the nature of the gap between expectation and perception delineated. The empirical literature, on the other hand, focuses on findings of similar studies on the on the topic, comparing customer expectation and perception of quality of service delivery by   the telecom industry.

2.2. Theoretical Literature

2.2.1. Concept of Service, Quality and Service Quality
A service is a process that leads to an outcome during partly simultaneous production and consumption processes (Gronroos, 2001). Many scholars such as Gronroos (2000), Kotler & Keller (2006); Lovelock and Wirtz (2007), agree on four attributes that characterise services: inseparability, Heterogeneity, intangibility and perishability. They further maintain that services involve a form of rental, and that service customers obtain benefits by renting the right to use a physical object, to hire the labour and expertise of personnel, or to pay for access to facilities and networks. In this way customers benefit without owning the property.
The term "quality" means different things to different people, and is especially harder to define, judge or quantify the quality of a service than of a product (Kotler, 1997). In as much as there is no consensus on a definition for quality, there are some key points that are common to almost all the definitions of quality, such as perceptions, expectations and the actual outcome experienced by the customer.
Johns and Tyas (1996) argue that service quality is growing in importance in the marketing literature. The early attempts to specify and measure hospitality quality were only concerned with tangibles such as food and physical facilities. However, during the past decades, the intangible services are recognised as being increasingly important in the advanced competitive marketmogeneity and perishability), the quality of services is more difficult for consumers to evaluate than that of physical products (Kennedy, 2003).
Service quality as perceived by the customer is the degree and direction of discrepancy between customer service perceptions and expectations Parasuraman *et al*., (1985). Gronroos (1984) defined service quality as a perceived judgment; resulting from an evaluation process where customers compare their expectations with the service they perceive to have received. Therefore, quality is the extent to which a customer or user believes the product or service surpasses the needs and expectations. Parasuraman *et al*. (1988) further explained quality as the degree of discrepancy between customer's normative expectations for the service and the perceptions of the service performance. Customer expectations may be defined as the desires and wants of consumers and the feel what a service provider should offer rather than would offer. All the definitions of service quality focus on meeting customer's needs and requirements and how well the service delivered matches the customer's expectations.
The aim of every service sector is consciously to minimize the discrepancy between service delivery and customer satisfaction. The ability of an organization to determine the customer needs and to effectively meet the needs has a great impact on service quality. Storbacka (1993) pointed out that service quality and relationship quality are antecedents to customer retention, and in a direct relationship with profit, since the cost of attracting new customers is higher than to retain existing ones.

2.3. Significance and Drivers of Service Quality
Delivering excellent service quality is widely recognised as a critical business requirement (Vilares and Coehlo, 2003). It is "not just a corporate offering, but a competitive weapon" (Rosen *et al*., 2003) which is "essential to corporate profitability and survival" (Newman and Cowling, 1996). Many authors agree that in today's dynamic market place and market space, organisation no longer compete only on cost but more importantly on service/product quality. In a competitive marketplace where businesses compete for customers, delivering quality service is seen as a key differentiator and has increasingly become a key element of business strategy (Kotler, 2006).
On the drivers of service quality, the most widely used model is the Service-Profit Chain (SPC), first proposed by Heskett *et al*., (1994). It provides one of the most powerful and widely supported perspectives on this issue. Overall, the SPC sees organisational internal features as driver of employee satisfaction, which drives service quality which is also identified as an antecedent of customer satisfaction which in turn drives customer loyalty and retention that eventually leads to profitability and growth.

2.4. Service Quality Model

2.4.1. The Gap Model
The GAP model was proposed by Parasuraman et al.(1985). The model presupposes that that service quality is the differences between expectation and performance relating to quality dimensions. These differences are referred to as gaps.
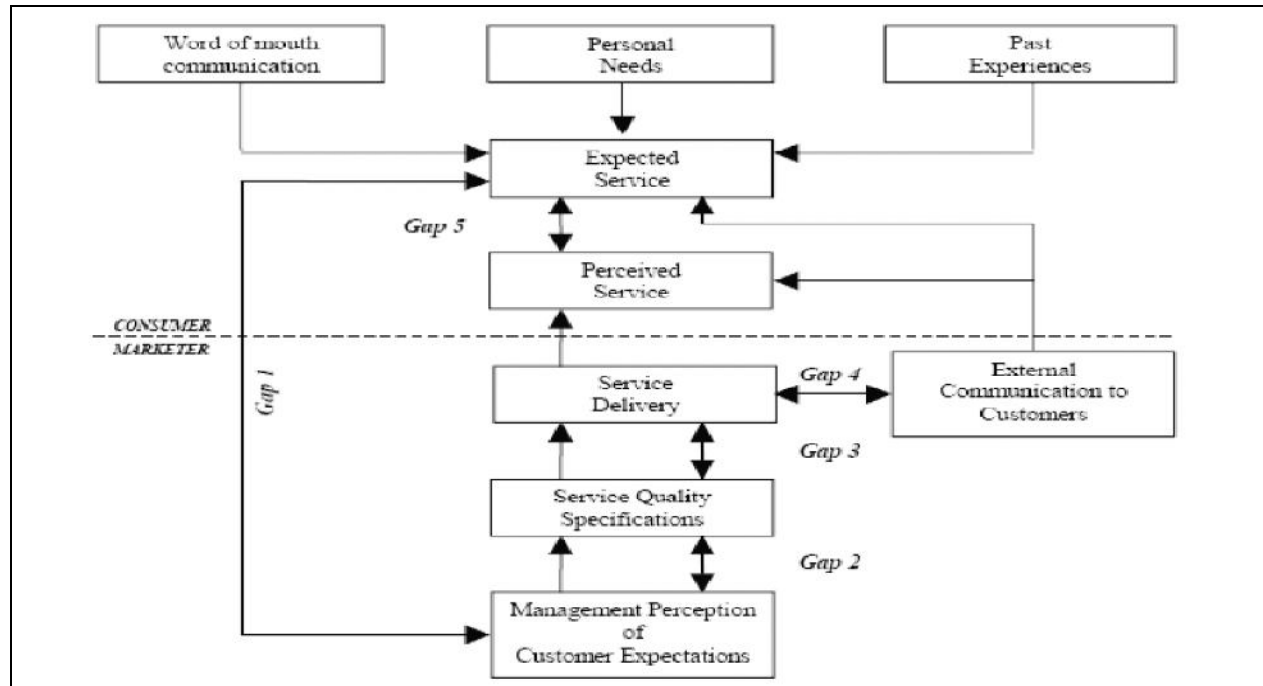

Figure 1:The Gap Model
Source: Parasuraman et al. (1985)

The gaps model (figure 2.1) conceptualises five gaps which are:
Gap 1: Difference between consumers' expectation and management's perceptions of consumers' expectations (not identifying what consumers expect); Gap 2: Disparity between management's perceptions of consumer's expectations and service quality specifications (inappropriate service-quality standards); Gap 3: variations between service quality specifications and service actually delivered (poor delivery of service quality);
 Gap 4: Difference between service delivery and the communications to consumers about service delivery (promises mismatch delivery);
Gap 5: Difference between consumer's expectation and perceived service; this gap depends on size and direction of the four gaps associated with the delivery of service quality on the marketer's side. Based on this, the SERVQUAL instrument was developed.
Lovelock (1996) has suggested that the gap model is a diagnostic tool and if used properly will enable the management to identify systematically service quality shortfalls. In other words, the evaluation is facilitated by the identification of gaps between a numbers of variables affecting the offering and more importantly from the perspective of the customer. Zeithaml and Bitner (2000) also claim that the gap between customer perceptions and expectations plays a major role in services marketing.

2.5. Service Quality Measurement Approaches
Researchers have emphasized the distinct conceptualizations of quality (Holbrook, 1994). In operation management, reality and fitness of use define quality, whereas in marketing and economics, attributes of products constitute quality. In services, quality is concerned with the overall assessment of the services (Parasuraman *et al*., 1988) identified performance, features, conformance, reliability, durability, serviceability, aesthetics, and customer perception of quality based on service provider's image as the dimensions of quality.
Measuring service quality enables organization to know its position in the market and provides a strategic advantage to enhance its competitiveness. Measurement of service quality presents areas of strengths and weakness that offer opportunities to the organizations to initiate appropriate response to focus and improve salient attributes of customer perceived service quality. Through formal surveys of customers in different industries and focus group, Parasuraman *et al*. (1988) developed a list of characteristics that define service quality in general. They combined these attributes into five major dimensions of service quality, namely; tangible, assurance, responsiveness, empathy, and responsiveness. These authors subsequently tested these dimensions through SERVQUAL; a 22-items scale measuring customer's expectations and perception on five dimensions to evaluate service

quality. Berry *et al*., (1994) argued that SERVQUAL is an effective tool to steer organization in its pursuits of quality improvement by focusing on those areas that significantly contributes toward improvement.

Objective measurement of service quality is difficult because of unique characteristics of services (Zhu *et al*., 2002). Researchers have used different instruments to measure service quality index. The most widely used instrument is SERVQUAL scale. Researchers have found this instrument valid and reliable in numerous studies (Babakus & Boller, 1992; Cronin & Taylor, 1992, 1994). Some of these studies did not support the five factor structure of the instrument. Some researchers have criticized the instrument because of "its use of gap scores, negative wording used instrument is SERVQUAL scale measurement of expectations, positively and negatively worded items, the ability to generalize its dimensions, and the defining of baseline standard for good quality (Lai *et al*., 2007). SERQUAL primarily focuses on gap-based scale to measure service quality, whereas Cronin and Taylor (1992, 1994) emphasized the use of performance index only (SERVPERF). The SERVPERF measure has also found support in the other studies (Babakus & Mangold, 1992; Teas, 1993; Brown *et al*., 1993). The researchers have argued that cultural difference is an important aspect that affects customers' expectations of service of quality (Donthu &Yoo, 1998; Matilda, 1999); hence the relevance of SERQUAL in different cultures is also an issue. To improve reliability and validity of SEQVUAL, some researchers have merged expectations and perceptions into a single measure and tested it and came out with excellent results (Dadholkar *et al*., 2000). The quality of service delivered; from the mobile phone user's perspective is to be studied with just a view of the user rated on a scale to facilitate its measurement. SERVQUAL has been widely used in telecommunication industries in different cultural context with high reliability and validity (Tyran & Ross, 2006; Stafford *et al*., 1998). In a study of mobile telecommunication in South Africa, Van der Wal *et al*. (2002) used SERVQUAL with some modifications. The modified instrument resulted scale reliability of 0.95. In their study of service quality in telecommunication services, Ward and Mullee (1997) used reliability, availability, security, assurance, simplicity, and flexibility as criteria of service quality. They argued that, from customer's perspective, it is not appropriate to separate network quality from the other dimensions of quality.

2.6. Customer Satisfaction

Customer satisfaction is the outcome felt by buyers who have experienced a company performance that has fulfilled expectations (Kotler *et al*., 2002). According to Gershon (1993), customer satisfaction is the customer's perception that his or her expectations have been met or surpassed. A customer might experience various degrees of satisfaction. If the product or service performance falls short of expectation, the customer is dissatisfied. If performance matches expectations, the customer is satisfied. if the performance exceeds expectations, the customer is highly satisfied or delighted. Customer satisfaction is closely linked to quality. In recent years, many companies have adopted total quality management programs designed constantly to improve the quality of their products, services and marketing process. Quality has direct impact on product or service performance, and hence on customer satisfaction.

2.6.1. Dimensions of customer satisfaction

In the literature, many scholars have developed many models to explain the components of customer satisfaction. While some authors perceive satisfaction as an overall component, others, notably the disconfirmation school of thought, conceptualize satisfaction as a product of customers' comparison of the perceived performance of the product/service with some cognitive or affective standards like desire, expectation, perceived value or perceived service quality Parasuraman *et al.,* 1988; Gronroos 1994, 2000, 2001; Kotler & Keller, 2006). These components are conceptualized and displayed in Figure 2.2. These components are chosen because each of them is empirically validated to have significant impact on customer satisfaction (Parasuraman *et al*., 1988; Khalifa & Liu, 2002).

2.6.2. Disconfirmation Models of Customer Satisfaction

Disconfirmation models are models that suggest that customer satisfaction/dissatisfaction is the disparity that exist between the performance of a product/service and some cognitive or emotional standards of the consumer. Oliver (1980) was the first to propose and developed the expectancy disconfirmation theory. This theory has been tested and confirmed in several studies (Oliver & DeSarbo, 1988; Satari, 2007). According to expectation disconfirmation theory, customers after consuming a product/service, compare their perception of product/service performance against their expectations before the service encounter. When outcome or perceived performance is equal to expectations, confirmation occurs. Negative disconfirmation occurs when perceived performance of product/service is less than expected. Positive disconfirmation occurs when product/service performance is better than expected. Customer satisfaction occurs by confirmation or positive disconfirmation of consumer expectations, and dissatisfaction is caused by negative disconfirmation of consumer expectations. Within the disconfirmation school of thought, more recent researches opine that `desire' instead of `expectation' in comparison with perceived performance should be used in determining customer satisfaction (Spreng *et al*., 1996 in Satari 2007). Expectation disconfirmation model has been challenged as unsuitable since an expectation of a service can be rated as better than expected though it might not necessarily meet consumers desired set of services. Therefore desire disconfirmation has been suggested as a better substitute (ibid). Desire and expectations are both cognitive standards and it is not clear which one provides a better explanation of customer satisfaction. Khalifa and Liu (2002) proposed, in an empirically justified study, a contingency theory that incorporates both expectation and desire disconfirmations. They conclude that both desire and expectation simultaneously affect overall satisfaction significantly. This implies that desire could be used in addition to expectation and not instead of it.

2.6.3. Customer Satisfaction Measurement Scales

In measuring customer satisfaction, which type of measurement scale is appropriate and how many items should such a scale have? According to Danaher and Haddrell (1996), there are three broad categories of measurement scales used in customer satisfaction measurement. They are performance scales, disconfirmation scales and satisfaction scales. Performance scales are those that use scales such as poor, fair, good and excellent; disconfirmation scales are those that use scales such as worse than expected to better than expected; and satisfaction scales are those that use scales such as very dissatisfied to very satisfied. In Danaher and Haddrell (1996) and Rust *et al*. (1994) have recommended the use of disconfirmation scales instead of the others for three reasons. "First in one disconfirmation-based single question, it captures succinctly Parasuraman *et al*. (1988) two-stage SERVQUAL measurement, i.e. much worse than expected to much better than expected. Second, it is shown mathematically that comparison with expectations will correlate higher with customer retention than either a quality question or a satisfaction question (Rust *et al*., 1994). Lastly, using disconfirmation scale is better because a customer rating service quality highly, for example as good or excellent, may not perceive it as `better than expected.

In an empirical study that compared several scales simultaneously on the same respondents, Danaher and Haddrell (1996) confirm that their results agree with the assertions by Devlin *et al*. (1993) and Rust *et al*. (1994) that the disconfirmation scale is a preferred method in measuring customer satisfaction. They further agree, in particular, with Devlin *et al*. (1993) that a five-point disconfirmation scale would be an improvement over the three-point scale if high predictive validity is essential. However, they pointed out that one drawback of the five-point disconfirmation scale (as noted by Devlin *et al*. 1993) could be its use in telephone surveys, where respondents might have to be continually reminded of five rather than three scale points.

For the above reasons, in this study, our theoretical framework for measuring customer satisfaction with service quality uses disconfirmation scales. Again, since personal contact was to be used and high predictive validity was a major concern, we appropriately adopted five-point disconfirmation scales: from much better expected or desired to much worse than expected or desired.

2.7. Concept of Customer Retention

Throughout the years, the main stream of customer retention and loyalty research has focused on the willingness of customers to enter and to stay in a relationship with the provider of a product or a service based on their satisfaction (Bowman & Narayandas, 2001). Retention rather than satisfaction is becoming the number one strategic goal in today's competitive business environment (Oliver, 1999). The customer retention will be increased since customers stay longer; spend more for the service and products. Companies spend millions trying to understand and influence customers – to hold on to them and to encourage them to spend more. But to increase the customers' loyalty and retention, companies must do more than track today's typical metrics: satisfaction and defection. Kotler (2003) noted that a highly satisfied customer stays longer, buys more as the company introduces new products and upgrades to existing products, talks favourably about the company and its products, pays less attention to competing brands and is less sensitive to price, offer product and services ideas to company and cost less than new customers".

In telecommunications service industry, it is frequently pointed out that once customers have been acquired and connected to the telecommunications network of a particular operator; their long-term relations with the operator are of greater importance to the success of the company in competitive markets than they are in other industry sectors (Gerpott et al., 2001). Oliver (1997) defines customer retention as: .a deeply held commitment to re-buy or re-patronize 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.

Also customer retention is concerned with maintaining the business relationship established between a supplier (service provider) and a customer. This can be achieved in two ways. The "first is by subsequent purchases, or by extending the customer's contract with the supplier over a specified period of time. The second is by the intention of the customer to make future purchases from the provider, or to refrain from quitting the contract (Herrmann & Johnson, 1999).

On the one hand, a business relationship may be maintained involuntarily because a customer is prevented by mobility barriers from changing suppliers or dispensing with a category of service. Again, a customer may carry out subsequent transactions because he has a favorable attitude towards the provider and the services he supplies, and because he therefore wants to keep the business relationship going to their mutual benefit. Customer loyalty is the term used when business relationships are continued in the latter way.   From this distinction it follows that, although customer loyalty and customer retention may be strongly related in terms of cause and effect, the existence of mobility barriers and mobility intensifiers means that they are not completely congruent.

Acquiring new customers is both costly and difficult in terms of marketing for GSM operators when the number of subscribers has reached its peak level. Hence, it is becoming an industry-wide belief that the best core marketing strategy for the future is to try to retain existing customers by heightening customer loyalty and customer value (Kim *et al*., 2004). Sustained business relationships result in massive savings in costs, e.g. costs of advertising to entice new customers; costs of personal selling pitch to new prospects; costs of setting up new accounts; costs of explaining business procedures to new clients; costs of inefficient dealing during the customers' learning process etc. (Peppers & Rogers, 1995; Reichheld, 2003).

Retention of customers, therefore, has a two-way advantage stream for a business –revenues increase through higher off takes and costs decline through a variety of savings. Thus, customer retention becomes an important source of long-term business success (Rust & Zahorik, 1993). Although business enterprises realize the value of retaining customers, a schematic approach to enhance customer loyalty is still obscure. Enterprises measure customer satisfaction, and hope that if the satisfaction scores are good, the customers will stay with the firm. But even satisfied customers are lured away by a competitors' offer (Berry & Bendapudi, 2003).The ability to make customers loyal to a specific company and repeatedly purchase from this company, also known as

customer retention, is a matter of growing importance. Kotler (2000) said that one major reason for this is the fact that it is five times more costly to attract new customers, than to keep the current.

A critical issue for the continued success of a firm is its capability to retain its current customers and make them loyal to its brands (Dekimpe *et al*., 1997). Loyal customers build businesses by buying more, paying premium prices, and providing new referrals through positive word of mouth over time (Ganesh *et al.*, 2000). In fact, companies in telecommunications are losing 2-4 percent of their customers monthly; disloyal customers can amount to millions of lost revenue and profit. Reichheld & Sasser (1990); Reichheld (1996) have studied customer lifetime value and the value of building customer retention by listening to their complaints, anticipating their defection, and understanding why customers move to competitors. Customers remain loyal because of the value they receive from the supplier. Furthermore, customer retention means continuing an active relationship with a customer (Cannie, 1994; Clemmet, 1998). Knowing and understanding that some customers have left the company is really important. The more the customers leave, the greater loss of the revenue. It's difficult to encourage customers to stay especially in the highly competitive markets, but it must be done base on the assumption that, keeping an existing customer is far more effective than acquiring a new one. Both parties in the customer/firm relationship can benefit from customer retention. That is, not only in the best interest of the organization to build and maintain a loyal customer base, but customers themselves also benefit from long-term associations (Zeithaml *et al*, 1996).

The benefits of customer retention for a company can be found in profits derived from sales, lower operating costs and customer's referrals to the company. Profits from sales are partly generated by repeated sales. In addition to this, the customers are willing to pay more for a firm's offering due to the fact that customer has become accustomed to the firm, its employees and the ,manner in which the service is delivered (Heskett *et al*., 1997). Mobile telecom operators must first invest in gaining brand awareness and getting businesses to use their marketplaces and then focus on customer retention. This effort begins with estimating how the company could improve its financial position by enhancing its performance on key "drivers" of revenue and costs. Such drivers include customer retention, new customer acquisition, and sales per customer on the revenue side.

Customer retention has been shown to be a primary goal in firms that practice relationship marketing (Groonroos, 1991). While the precise meaning and measurement of customer retention can vary between industries and firms (Aspinall *et al*., 2001) there appears to be a general consensus that focusing on customer retention can yield several economic benefits (Buttle, 2004). As customer tenure lengthens, the volumes purchased grow and customer referrals increase. Simultaneously, relationship maintenance costs fall as both customer and supplier learn more about each other. Because fewer customers churn, customer replacement costs fall. Finally, retained customers may pay higher prices than newly acquired customers, and are less likely to receive discounted offers that are often made to acquire new customers. All of these conditions combine to increase the net present value of retained customers.

Kotler *et al.* (2005) noted that, in the past many organizations took their customers granted. Customers often did not have many alternative suppliers, or the other suppliers were just as poor in quality and service or the market was growing so fast that the company did not worry about fully satisfying its customers. Customer retention for customer relationship success is crucial and has a behavioral and attitudinal character. Retention and Loyalty imply an intentional component and differ from repeat purchasing behavior as there is a reason for the customer repeats purchasing. The relevance of customer retention for a company's economic success is important as an increase in retention leads to cost reductions and sales increases. Thus, it becomes significant that retention is closely connected to customer relationship marketing success.

According to (Zineldin, 2000), retention can be defined as "a commitment to continue to do business or exchange with a particular company on an ongoing basis". By this definition, retention is a commitment decision on the part of a customer or client to continue to do business with a particular supplier or firm, irrespective of attracting appeals from particular competitive suppliers or firms. Therefore, if customers are not delighted, they are likely to defect or unfavorably alter their pattern of purchases.

The challenge according to Gitomor (1998) is not to produce satisfied customers, several competitors can do this. The challenge is to produce delighted customers. This can be achieved through effective advertisement and promotions. For example, the use of electronic and print media as well as sending direct mails or making phone calls to possibly new prospects; its salespeople participating in trade shows where they might new leads; its purchases names from list-brokers among others. In other words, there are two main ways to strengthen customer retention. One is to erect high switching barrier and most suitable approach which is to deliver customers satisfaction. This makes it difficult for competitors to offer lower prices or inducement to switch.

2.8. Empirical Literature

Whereas some researchers established a link between satisfaction and customer retention, others did not. For instance, Fornell (1992) was of the view that high customer satisfaction will result in increased loyalty for the firm and that customers will be less prone to overtures from competition. Similarly, Jones and Sasser (1995) found that an increase in customer satisfaction produces a stronger effect on retention among customers who are at the high end of the satisfaction scale. But the difficulty has always been how to define the scale of satisfaction.

However, in Coyne (1989), it was concluded that the relationship between customer retention and customer satisfaction is weak when customer satisfaction is low, moderate when customer satisfaction is intermediate and strong when customer satisfaction is high. Thus, since different factors seem to affect the propensity to be loyal under the conditions of low and high satisfaction, it may be assumed that the form of the relationship between customer satisfaction and loyalty is different at different levels of satisfaction. Additionally, the relationship, between satisfaction and retention is neither simple nor linear and satisfied customers may defect (Jones & Sasser, 1995). As a result, there are no simple solutions for turning retention into profits. If it were easy, however, everyone would already be doing it (Keiningham *et al*., 2007; Vázquez-Casielles, 2009). Despite the lack of consensus, however, they agreed there exist some relationship between customer satisfaction and customer retention.

Simon, Seigyoung and Karen (2005) identified that as customer-organization relationships deepen; consumers increase their expertise in the firm's product line and industry and develop increased switching costs. Technical service quality is hypothesized to be a more important determinant of customer loyalty than functional service quality as expertise increases. Both technical and functional service quality are hypothesized to have a reduced relationship with customer loyalty as perceived switching costs increase. Three-way interactions between the main effects of service quality, customer expertise, and perceived switching costs yield additional insight into the change in relative importance of technical and functional service quality in customers' decision to be loyal. They concluded that some relationship exist between service quality and customer loyalty. In addition, Wan-Jin, (2009) in examining the relationship between web-based service quality and customer loyalty found that service quality has a direct and positive effect on customer loyalty. The same relationship is demonstrated by Al-Rousan, and Badaruddin, (2010) in examining the relationship between service quality and customer loyalty in the Jordanian tourism industry.

Bolton (1998) also noted that personal characteristics such as customers' gender (Cooil et al. 2007; Mittal and Kamakura 2001) and age (Baumann, Burton, and Alliott 2005), have been found to significantly affect customers' defection decisions in various industries including financial services, communication services and the auto industry.

Lim & Kumar (2008) studied the effect of gender influence and customer retention and concluded in their study that women are influenced by service quality more strongly than men whereas men are focused on perceived economic value in retention decisions. Purchases by women are more influenced by interpersonal components of the service interactions than men.

3. Methodology

3.1. Introduction
This chapter entails the research design of the study, the population of the study, and the sample size used. It as well includes the sampling techniques that were employed in the study. It also involves the research instruments that were used as well as the source of data for the study and how it data was analysed.

3.2. Design of the Study
The research is both exploratory, explanation and cross-sectional study that is mainly aimed at evaluating the effect of customers' satisfaction of service quality on customer retention of TiGo in the Abokobi-Madina locality. An exploratory research is conducted to find out what is happening; to seek new insights; to ask questions and to assess phenomena in a new light (Robson, 2002). The study therefore is exploratory because it focuses on examining the extent of customer satisfaction of service delivery and also evaluated customer retentions intention 0f TiGo. Explanatory research seeks to establish relationship that exists between variables, that is, to identify how one variable affects the other; it also seeks to provide an explanation to the causes and/or effects of one or more variables (Saunders *et al.*, 2007). In line with explanatory research, this study also sought to examine the effect of customer satisfaction on customer retention intention of TiGo. Again, it's cross-sectional because it focuses on a particular phenomenon at a specific period of time as opposed to longitudinal research which focuses on the phenomenon successive time interval (Saunders *et al.*, 2007).

The study used a structured-questionnaire as the primary data collection instrument to gather information. Only customers in the Abokobi-Madina locality were included in the study. Data analysis was done quantitatively. A Multiple-linear regression method was used to study the effect of customer satisfaction on customer retention intentions TiGo users.

3.3. Population and Sampling

3.3.1. Target Population
The study targeted customers of TiGo in the Abokobi-Madina locality. Such customers consist of individuals and orgranisations. Only the individual customers were targeted. The individual customers are also made up of those that are illiterate, semi-literate and literate. Only the semi-literate and literate individual customers were targeted because a structured questionnaire was self-administered to gather information and this required that the customer should be able to read and write.

3.3.2. Sample Size
Owing to the fact that the population of customers of TiGo in the Abokobi-Madina locality is too large and was unknown to the researcher at the time of the study, 250 of the target customers were selected. The choice of this sample size was based on convenience.

3.3.3. Sampling Techniques
A non-probability sampling techniques such as purposive and convenient sampling techniques were used because only customers who have reasonable knowledge about the issues under investigation and were willing to volunteer information as required were sampled. Also, customers with at least secondary level of education were considered.

3.4. Data Collection Instruments

3.4.1. Primary Data Collection
In this study, a structured-questionnaire was used as the primary research instrument. The questionnaires included mostly closed-ended questions (pre-coded) to make simpler for the respondents and also for easy analysis. The nature of the study was explained

to respondents, and respondents' confidentiality of any information provided was also assured. Respondents were also provided with detailed instructions as to how the questionnaires would be to be completed and returned. The rationale behind providing clear instructions and assuring confidentiality of information is based on the fact that this significantly reduces the likelihood of obtaining biased responses (Sekaran, 2003).

As stated by Saunders *et al.* (2003), the validity and the reliability of the data you collect, as well as the response rate you achieve, depend, to a large extent, on the design and the structure of your questionnaire. In this study, the questionnaire design will be approached in two ways:

- By first, adopting questions used in other questionnaires; and
- Secondly, including questions which the researchers think will be particular to the study.

The questionnaire was sectionalized into three sections as outlined below. The first section (section A) assessed the general demographic profile of the respondents which include items such as: Gender, Age, Marital Status, Level of, Sector of employment, Monthly Income of customers, Level of Patronage of TiGo services, other network used other than TiGo. Section B measured the extent of customer satisfaction of service delivery by TiGo. Customer satisfaction of service delivery was measured by adapting a questionnaire format initiated by Parasuraman *et al.* (1988) as this questionnaire has been psychometrically tested. The mentioned questionnaire is designed in accordance with the SERVQUAL Dimensions; Tangibility, Reliability, Responsiveness, Empathy and Assurance. Modification of SERVQUAL was done to include Technical quality. Items on this section were measured on a Five-Point Scales; as shown below:

- 1 = Very dissatisfied (if Service quality is much worse than expected)
- 2 = Dissatisfied (if Service quality is worse than expected)
- 3 = Satisfied (if Service quality is equal to expectation)
- 4 = More Satisfied (if Service quality is better than expected)
- 5 = Extremely Satisfied (if service quality is much better than expected)

Section C also measured the retention intention of customers of the target group of TiGo. Customer retention was measured by adopting the Five-point Likert Scale: 1 = Strongly disagree, 2 = Disagree, 3 = Neutral,4 = Agree, 5 = Strongly agree.

3.4.2. Personal/Control Variables
Four personal variables were used. These included; gender, extent of patronage of service, education level, and income level of the respondents.

3.4.3. Validation of Research Instrument
The research instrument was validated both internally and externally. The following internal validities were ensured.

- For face validity, the researchers thought that it was logical to measure customer satisfaction with service quality using a questionnaire-based survey.
- To achieve content validity, the questionnaire for this study was given to research experts in marketing for review.
- For criterion validity, the questionnaire developed was matched up with other similar validated SERVQUAL instruments that have been developed and used in several studies.
- Construct validity were ensured by deriving the determinants of customer satisfaction and service quality from existing Parasuraman et al. (1988) SERVQUAL model and the Discontinuity model

To ensure external validity, the findings and results were generalized to the customers in Abokobi-Madina locality and the findings also limited specifically to service quality delivered by TiGo.

3.4.4. Reliability of the Research Instrument
To ensure that the questionnaire is able to elicit the required information for the study, 30 samples of the questionnaire were pre-tested. Cronbach's alpha was used to determine the reliability of the measurement instrument. The measure ranges from 0 to 1. A value of 1 indicates perfect reliability, and the value 0.70 is considered to be the lower level of acceptability (Hair, Anderson, Tatham & Black. 1998). Therefore, a Cronbach's alpha of at least 0.70 was ensured.

3.4.5. Secondary Data
Secondary sources of data collection were obtained for additional information. The study relied on both unpublished and published data such as, articles from journals and the internet which will be related to the topic. Sources of all secondary data were duly acknowledged at the reference section of the research.

3.5. Analysis of Data

3.5.1. Descriptive Statistical Analysis
Descriptive statistics such as frequency distribution was used to assess the demographic profile of the respondents. Also, measures such as mean and standard deviation were used to represent the extent of customer satisfaction of service delivery by TiGo and also the customer retention intention. Descriptive statistics allow the researchers to present the data acquired in a structured, accurate and summarized manner (Huysamen, 1994).

3.5.2. Inferential Statistical Analysis

According to Sekaran (2003), "inferential statistics allow researchers to infer from the data through analysis the relationship between two variables; differences in a variable amongst different subgroups; and how several independent variables might explain the variance in a dependent variable."

As noted in the design of the study, multiple regression method was used to evaluate the effect customer satisfaction of service delivery on the customer retention. The proposed model is:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \beta_5 x_5 + \beta_6 x_6 + \beta_7 x_7 + \beta_8 x_8 + \beta_9 x_9 + \beta_{10} x_{10} + \varepsilon_i$$

Where: β_0 (Constant), $\beta_1, \beta_2, \beta_3, \beta_4 \beta_5, \beta_6, \beta_7, \beta_8, \beta_9$ and β_{10} represent the coefficients of gender (X_1), extent of patronage of service (X_2), education level (X_3), income level (X_4), tangibility (X_5), reliability (X_6), responsiveness (X_7), empathy (X_8), assurance (X_9) and technical quality (X_{10}). ε=error/residual component of the model. The coefficients were evaluated with the help of the statistical software of Statistical Package for Social Sciences (Version, 18). Analysis of variance (ANOVA) was performed to determine the adequacy of the model. Frequency tables were used to present findings of the study.

4. Result and Discussion

4.1. Introduction

This chapter presents the results from the analysis of data obtained from the field of study. It starts with the demographic profile of the respondents. Section 4.3 measures the extent of customer satisfaction of service quality delivered by Tigo. Section 4.4 assesses customers' intention to retain the service of Tigo. While section 4.5 examines the relationship between customers satisfaction of service quality and customer retention intention of Tigo, section 4.6 discusses the findings of the study.

4.2. Demographic Profile of Respondents

Table 1 represents the demographic characteristics of the respondents who were customers of Tigo

Profile	Category	Number	%Freq.
	Male	160	64.0
Gender	Female	90	36.0
	Total	250	100.0
	Less than 18	5	2.0
	18-29	200	80.0
Age(years)	30-39	35	14.0
	50+	10	4.0
	Total	250	100.0
	SHS/O-/A-Level	15	6.0
	Diploma	45	18.0
Educational level	Degree	170	68.0
	Masters	20	8.0
	Total	250	100.0
	Public	15	6.0
	Private	30	12.0
Sector of occupation	Self-employed	45	18.0
	Unemployed	160	64.0
	Total	250	100.0
	Less than 200	55	29.7
	200-399	50	27.0
Average monthly income (GH¢)	400-599	45	24.3
	600-799	15	8.1
	800 or more	20	10.8
	Total	185	100.0
	Regular	185	74.0
Frequency of patronage of services	Irregular	65	26.0
	Total	250	100.0
	MTN	155	62.0
Other networks used apart from Tigo	Vodafone	65	26.0
	Airtel	25	10.0
	Expresso	5	2.0
	Total	250	100.0

Table 1: Demographic Profile of Respondents
Source: Survey data, 2015

4.2.1. Gender Distribution of Respondents
Regarding the gender distribution of the 250 respondent, more than half of the respondents, 64% (n=160), who constituted the majority, were males while the remaining, 36% (n=90) representing females. This statistics may be due to the willingness of the male respondents to the questionnaire, but it does not in way suggest that male customers of Tigo were significantly higher than female customers.

4.2.2. Age Distribution of Respondents
About the age distribution of the sampled customers of Tigo, 80 % (200 out of 250) of the respondents were within the age group of 18-29 years. This was followed by those who were 30-39 years of age. This group constituted 14% (35 out of 250) of the respondents. While 4% (10 out of 250) of the respondents were 50 years and above, only 2% (5 out of 250) respondents were found to be less than 18 years of age. Overall, 98% of the respondents were 18 years and above. The mean age fell within the modal age group, a possible indication of data that normally distributed. The implication of the findings is that majority of the respondents were the youth.

4.2.3. Educational Qualification of Respondents
In assessing the educational qualification of the customers of Tigo included in the study, majority, 65% (170 out of 250), of respondents who were found to have a Degree educational qualification. This is followed by, 18% (45 out of 250) of the respondents who claimed they had Diploma qualification. While 8% (20 out of 250) of the respondents held Master's degree qualification, 6% (15 out of 250) of the respondents held SHS/O-/A-Level qualification. Overall, 94% of the respondents had Diploma qualification or higher. Implied, the respondents were educated enough to be able to respondent to the issues of service quality being investigated.

4.2.4. Sector of employment of Respondents
In evaluating the sector of employment of the customers of Tigo included in the study, majority, 65% (160 out of 250), of respondents claimed they were unemployed. This is followed by, 18% (45out of 250) of the respondents who indicated they self-employed. While 12% (20 out of 250) of the respondents were employed in the Private Sector, 6% (15 out of 250) of the respondents claimed they were employed in the Public sector. The findings may have implication on the level of patronage of the services of the Tigo by customers. Large unemployed customers may not have enough income to purchase recharge units and therefore, may be patronizing the services of Tigo to a small extent. However, most of the respondents were graduates, implying that they may be unemployed graduates who are seeking job placing and therefore will go to a large extent of making call to finding job vacancies thereby utilizing the services of Tigo to large extent.

4.2.5. Average Monthly income of Respondents
In assessing the income distribution of thee customers of Tigo involved in the study, only 185 of the target customers responded to the questionnaire. the outcome shows that majority, 29.7% (550 out of 185), of respondents had monthly less than GH¢200, 27.0% (50 out of 185) of the respondents had GH¢200-399 as average monthly income, 24% (45 out of 185) had GH¢400-599, 8.2% (15 out of 185) had GH 600-799, and finally, 10.8% had GH¢800 or more as average monthly distribution. On the average, the respondents had GH¢200-399 as average monthly income. This may have implication on the extent of patronage of the services of Network as part of this income has to be used to purchase rechargeable units.

4.2.6. Frequency of Patronage of Services
Regarding the frequency of patronage of the services of Tigo, more than half of the respondents, 75% (185 out of 250) claimed they were regular users of the services of the Network. Regular means that apart from personal calls they made, they also use the services of the Network in their business operations. The remaining, 26% (65 out of 250) of the respondents, were irregular users of the services of Tigo. This means they utilized the services of the network for only personal calls. The implication is that the most of the respondents were regular users of the network and therefore had some knowledge about the quality of service the network provided.

4.2.7. Other Networks used by Respondents other than Tigo
Majority, 65% (155 out of 250) of the respondents used MTN in addition to TiGO, 26% (n=65) used Vodafone, 10% (n=25) used Airtel and 2% (n=5) used Expresso. This has implication on customer retention intentions. Dissatisfied customers of Tigo may switch any of the networks with MTN being the most likely network. That is, customers have a choice to switch if quality of service provided by Tigo leaves much to be desired.

4.3. Extent of Satisfaction of Service Delivery by Tigo
The first specific objective of the study was to determine the extent of customer satisfaction of service delivery of TiGo in the Abokobi-Madina locality. To achieve this objective, a Five-point Scale used to measure the level of satisfaction or dissatisfaction of the customers relative to the services provided by Tigo.
The results found were summarized in table 4.2 below. Overall, the customers were 'satisfied' (Mean: 3.00-3.99) with all the dimensions of customers service which included: Tangibility (Mean=3.08, Stdev=0.88), Responsiveness (Mean=3.06, Stdev = 0.99), Assurance (Mean=3.28, Stdev= 0.93), Empathy (Mean =3.24, Stdev = 0.85), Reliability (Mean =3.14, Stdev= 1.01), and Technical quality (Mean = 3.08, Stdev = 0.92). The implication is the customers of Tigo contacted claimed they were satisfied

with the quality of the services of the network. This has implication on the intentions of the customers to retain the services of the network as being satisfied with a service does not only mean the service will be retained.

	Frequency	Mean	Stdev
Tangibility	250	3.08	0.88
Responsiveness	250	3.06	0.99
Assurance	250	3.28	0.93
Empathy	250	3.24	0.85
Reliability	250	3.14	1.01
Technical quality	250	3.08	0.92
Overall Satisfaction of Service quality	250	3.16	0.93

Table 2: Extent of Customer satisfaction Services of Tigo
Scale: 1= Very dissatisfied, 2= Dissatisfied, 3= Satisfied; 4 =More satisfied, 5= Extremely Satisfied

4.4. Customer Retention Intentions of TiGO

The second specific objective of the study was to evaluate customer retention intention of TiGo in the Abokobi-Madina locality. To attain this objective, a Five-point Likert Scale was adopted to measure the intention of the customers to retain the services of the network and the outcome summarized in Table 4.3

The outcome shows that overall, the respondents were 'neutral' (Mean: 3.00-3.99) about their intention to retain the services of Tigo. Neutral means that the respondents could not indicate whether or not they would retain the services of the network. This implies that if service quality of the network is improved; it may lead to retention of services by the customers otherwise the customer switches to other networks. The respondents were neutral about the following assertions: "The relationship with my network provider is important to me" (Mean=3.40, Stdev=1.11), "I am very loyal to my network" (Mean=3.34, Stdev=1.04), "I would encourage friends and relatives to do business with my network provider" (Mean=3.32, Stdev=0.98), "Future relationship continuation with my network" (Mean=3.28, Stdev=1.03), "I consider Tigo as my first choice for mobile network services" (Mean=3.14, Stdev=1.09), and "My network provider would be my first choice if I needed network services now" (Mean=3.10, Stdev=1.07).

However, the respondents 'disagreed' (Mean: 2.00-2.99) with assertion that "I would recommend Tigo as the best mobile provider in my area" (Mean=2.94, Stdev=1.04).   This means that because the respondents had the opportunity of using the other mobile telecommunication networks, they did think Tigo was not the best even though they were satisfied with the services provided by Tigo mobile network.

	Frequency	Mean	Stdev
The relationship with my network provider is important to me	250	3.40	1.11
I am very loyal to my network	250	3.34	1.04
I would encourage friends and relatives to do business with my network provider	250	3.32	0.98
Future relationship continuation with my network	250	3.28	1.03
I consider Tigo as my first choice for mobile network services	250	3.14	1.09
My network provider would be my first choice if I needed network services now	250	3.10	1.07
I would recommend Tigo as the best mobile provider in my area	250	2.94	1.04
Overall, am not thinking of leaving my network in the foreseeable future	250	3.36	1.05

Table 3: Customer retention intentions of TiGO (Chronbach's alph=0.875)
Scale: 1= strongly disagree, 2= Disagree, 3= Neutral; 4 =Agree, 5= strongly agree

4.5. Relationship between Customer Satisfaction and Customer Retention

The third specific objective of the study was to relate customer satisfaction of service delivery to customer retention intention. To do this, a multiple-linear regression was used to evaluate the effect customer satisfaction of service delivery on the customer retention. The following model was proposed.

The outcome of the analysis shows that: educational level, tangibility, responsiveness, assurance, and reliability had significant effect on customer retention intentions of Tigo ($P < 0.05$). While tangibility, assurance and reliability had significant positive effect on customer retention intention of Tigo, educational level of customer, and responsiveness had significant negative effect of customer retention of Tigo.

Model	Unstandardized Coefficients		Standardized Coefficients	t-statistic	Sig.
	B	Std. Error	Beta		
Constant (β_o)	-4.968	0.532		-9.344	0.000*
Gender (X_1)	0.205	0.069	-0.146	-2.954	0.340
Education (X_2)	-0.324	0.037	-0.493	-8.757	0.000*
Extent of patronage of service(X_3)	0.023	0.054	0.063	0.452	0.625
Income level (X_4)	-0.125	0.133	-0.173	-0.940	0.356
Tangibility (X_5)	1.356	0.073	1.132	18.505	0.000*
Responsiveness (X_6)	-0.662	0.067	-0.751	-9.941	0.000*
Assurance (X_7)	0.499	0.045	0.398	11.196	0.000*
Empathy (X_8)	-0.052	0.068	-0.044	-0.761	0.448
Reliability (X_9)	0.488	0.058	0.523	8.417	0.024*
Technical quality(X_{10})	-0.059	0.238	-0.064	-0.250	0.805
a. Dependent Variable: Customer retention (Y)					

Table 4: Coefficients of the regression model
*Statistically significant at 95% confidence level

Analysis of variance (ANOVA) was performance to determine the suitability of the proposed mode to adequately explain the customers' satisfactions of service quality and customer s' retention intentions of Tigo. The outcome shows the proposed model was suitable in explaining the relationship (F=7.894, P=0.0074). However, the coefficient of determination of the above regression model was found to be (Rsq adj. = 41.5%). The implication is that, 41.5% of the probability that a customer will retain the services of Tigo was explained by the ten (10) factors included in the study, the remaining proportion was explained by other factors which were not included in the study (e.g. call rate, switching cost, customer care, expected quality of service, etc.)

4.5.1. Educational Level of Respondent and Customer Retention Intention
Customers' education level negatively but significantly had influence on customer retention intentions. This implies that, the higher a customer advances in the educational ladder, the more one appreciates the level of quality service provided by Tigo. The negative value of the standardized coefficient (-0.493) means that the higher a customer' educational qualification, the less he/she remains loyal to Tigo. That is, if ones education level is increased by a level, it will decrease customer retention by 0.493, assuming all the other factors remain constant. Therefore, of the customers contacted, customers with higher academic qualification did not express interest in retaining the services of Tigo.

4.5.2. Tangibility and Customer Retention
Tangibility represents availability of enough physical facilities for the network provider. This aspect of customers' service was shown to have positive and significant effect on customer retention. The coefficient of the quality service was found to be 1.132, implying that if that aspect of customer service is improved by a unit amount, it would increase customer retention by 1.132 if the other factors are held constant.

4.5.3. Responsiveness and Customer Retention
Responsiveness represents the willingness of the employees in the network to help customers and the insistence of the network on error free records. This aspect of customer service was found to have negative but significant effect on customer loyalty of the Airline. This means that while the customers were satisfied with the responsive aspect of the service quality, it did not in any influence positively their intention to retain the service of the network.

4.5.4. Assurance and Customer Retention
Assurance signifies the feelings that customers get from the network provider. This aspect of service quality yielded a coefficient of 0.398. Impliedly, if that aspect of customer service is increased by a unit amount, it would increase customer retention by 0.398 all things being equal (*ceteris paribus*).

4.5.5. Reliability and Customer Retention
Reliability represents the ability of the network to deliver its promise and at the right time. It also connotes the level and consistency of courtesy given to customer by employees of the network. This aspect of customers' service had positive and significant influence on customer retention. The standardized coefficient of this aspect of service quality was found to be 0.523. The implication is that, if that aspect of customer service is improved by a unit amount, it would increase customer retention by 0.523 assuming that all other factors are held constant.

4.6. Discussion of Results
As included in this study, demographic factors were taken into account when viewing customer service quality. Lim *et al*. (2008) have identified the importance of demographic characteristics in measuring service quality. The researchers noted that demographic characteristics such as age, income, education etc can be taken into consideration to measure the service quality (Kumar & Lim,

2008). In study, demographic factors taken in to account were gender, educational level and income level of customers Tigo, only educational level but not gender and income level had significant effect on customer retention.

In the literature, aspects such as reliability is known to be important factors in customer evaluations of service quality and hence customer loyalty (Hensher *et al.*, 2003; Tyrinopoulos and Aifadopoulou, 2008). The study also found that reliability of service provided by Tigo had significant effect on customers' retention intention thereby confirming the observations made by the above researchers.

As noted by the findings of the study all the service quality dimensions, except empathy and technical quality, were found to have significant relationship with customer loyalty. Zeithaml *et al.* (1996) observed a significant relationship between service quality and loyalty. Cronin and Taylor (1992) show divergent results and did not find a direct relationship between quality and loyalty. Indeed, they concluded that service quality had less of an impact on purchase intentions than did consumer satisfaction and that quality is an antecedent of the latter. For Cronin et al., (2000) this apparent contradiction is an indication that quality provides only a partial view of customer loyalty and that "models of consumers evaluations of services that consider individual variables or direct effects are likely to result in incomplete assessments of the basis of these decisions.

The outcome supports the study of Oyeniyi & Abiodun (2008) who investigated the relationship between customer service quality and customer retention of mobile users in Nigeria and found a moderately positive correlation (0.506) between the variables ($r = 0.506$, $n = 132$, $p < 0.01$). This indicates that when customers' service quality is higher, customer retention is also high. Retention is achieved only when the customers believe that customer services offered are effective and high.

5. Summary, Conclusions and Recommendations

5.1. Summary of Major Findings
The study mainly determined the effect of customer satisfaction of service quality on customer retention intention of TiGo in the Abokobi-Madina locality. The study specific determined the extent of customer satisfaction of service delivery of TiGo; evaluated customer retention intention of TiGo; and finally related customer satisfaction of service delivery to customer retention intention.

The study used quantitative methodology to investigate the effect of customer satisfaction of service quality on retention of Tigo in the Abokobi-Madina locality. A structured questionnaire was used to gather data for the study. Customers' satisfaction of service quality delivered by Tigo and their intention to retain the service of Tigo were measured perceptually. Questionnaires with a high reliability (Cronbach's alpha >0.70) were delivered through personal contact and self-administered by the customers. Overall, 250 respondent were selected.

The outcome showed that, demographically, 64% were males. Overall, 98% of the respondents were 18 years and above with mean age within 18-29 years. 94% of the respondents had Diploma qualification or higher, 65% of respondents were unemployed with the remaining proportion being those that were self-employed and those employed in the publics and private sectors. The average monthly income of the respondents was GH¢200-399. A proportion of 75% of the customers used the services of Tigo both for personal and business purpose. About the other networks used other than Tigo, 65% used MTN, 26% used Vodafone, 10% used Airtel and 2% used Expresso

Regarding the extent of customer satisfaction of the services of Tigo, the customers were 'satisfied' (Mean: 3.00-3.99) with all the dimensions of customers service which included: tangibility, responsiveness, assurance, empathy, reliability and technical quality.

Regarding the customers' intention to retain the services of Tigo, overall, the customers were 'neutral' i.e, could not indicate whether or not they would retain the services of the network.

Concerning the effect of customer satisfaction of service quality on customer retention, the study found that, tangibility, responsiveness, assurance, and reliability had significant effect on customers' retention intentions of Tigo ($P < 0.05$). But while tangibility, assurance and reliability had significant positive effect on customer retention intention of Tigo, and responsiveness had significant negative effect on customer retention of Tigo. This was mediated negatively by the educational level of the respondents.

The proposed model was found to be adequate in explaining the relationship between customers' satisfaction of service delivery by Tigo and customers' intention to retaining the services of the network.

5.2. Conclusions
Based on the findings of the study, the following conclusions can be made;
- The customers were satisfied with the quality of service delivered by Tigo
- The customers could not indicate whether or not they would retain the services of Tigo
- Of the service quality dimension, tangibility, assurance and reliability had significant positive effect on customer retention intention of Tigo, while responsiveness had significant negative effect on customer retention

5.3. Recommendations
Based on findings of the study, the following recommendations were proposed.
- Customers were just satisfied with the quality of service delivered by Tigo. Providers of Tigo services are encouraged to raise the satisfaction level of respondents to very high level if not maintained at the current level.
- The customers could not indicate whether or not they would retain the services of Tigo. It is possible that if the quality of service is improved, customers will be more satisfied leading to customer loyalty and retention.

- Educational level of respondents had negative effect on customer retention. Tigo Company is advised to concentrate more on the customers of higher educational qualification to as to maintain them.
- The manner in which Tigo respond to its customers in times of problems with their network should be changed entirely for a better customer centre approaches. Customers' complaints must be solved to the best of his or her satisfaction.
- Maintaining existing customers should be a better option than chasing for new one

5.4. Limitations of the Study

The study is limited in scope because it did not cover all the customers of Tigo in Ghana. This is because access to information from the respondents was the main challenge as the respondents were not willing to respond to the issues on the questionnaire. Also the researchers were constrained by time and resources. This is because the study was not sponsored and that the researchers who were students were to meet a narrow deadline for the submission of the study report. Also, the data obtained from the respondents was in the shape of perceptual measures (Likert Scale). Normally, instead of perceptual measures, the objective measures are more desirable and they particularly are more consistent in outputs (Huselid, 1995; Harel and Tzafrir, 1999). Observational methods for research are limited in use.

5.5. Further Studies

Future studies should consider expanding the scope of the study especially, the number of customers. The study should go beyond customers of Tigo to the other Mobile Telecommunication networks in the country. The method used (questionnaire) in this research to collect the data is a very common research instrument. Other methods could have been used for this research study, e.g. focused group discussions/discussion forum etc.

6. References

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