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Employee on-Boarding and Sustainable Consumer Satisfaction: An Assessment of the Customer Responsiveness of the New Hires and the Transitioning Employees Inherited by the Ikeja Electricity Distribution Company (Ikeja Electric), Lagos From the Privatized Power Holding Company of Nigeria (PHCN)

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Abstract:
The study aimed to achieve two objectives: (1) To determine the effect of the on-boarding of the transitioning employees inherited from the privatized Power Holding Company of Nigeria by the Ikeja electricity distribution company on consumer satisfaction of electricity consumers.(2) To ascertain the effect the socialization of the new employees to the discredited work attitudes of the employees of the privatized Power Holding Company of Nigeria by the Ikeja electricity Distribution Company has on the consumer satisfaction of electricity consumers. The sample size was 349calculated using Raosoft sample size calculator. Out of the 349 copies of the questionnaire administered, 296 were returned fully completed representing a response rate of 84.81%. Two hypotheses were tested; and they showed that: (1) The on-boarding of the transitioning employees of the privatized Power Holding Company of Nigeria by the Ikeja Electricity Distribution Company has a significant effect on the satisfaction of the electricity consumers (2) The socialization of the new employees of the Ikeja Electricity Distribution Company to the discredited work attitudes of the employees of the privatized Power Holding Company of Nigeria has a significant effect on the satisfaction of the electricity consumers.

Keywords: *Employee on-boarding, new hires, transitioning employees, privatization, consumer satisfaction, socialization*

1. Introduction

One of the notable legacies of the Systems approach in organizational studies is that all the sub-systems or elements that make up the organization, which are interrelated, function interdependently and synergistically for the survival of the whole. Where a sub-system or an element experiences malfunctioning, the entire system is bound to be affected; as that is capable of bringing it to a state of disequilibrium. In effect, the system would experience difficulty in attaining a state of homeostasis (equilibrium or a steady state). In an input-output or import-export relationship, between the organization and its environment, a deficiency in any of the input resources which are imported from the environment, would affect the processing or transformation stage, and concomitantly, the output, which are exported to the environment usually in form of finished goods and services, would be faulty (Mele, Pels, and Polese, 2010).

In retrospect, looking at the works of classical management scholars like Taylor (1911) and his contemporaries Fayol (1917), and Weber (1919),the focus of management thought was on goal attainment, efficiency, increased productivity, and profit maximization which necessitated that emphasis be placed on "rationality" (goal specificity and high degree of structural formalization). As a result, the intellectual thinking and creative energies of the theorists were devoted to the generation of universally applicable laws either as "one best practice" of managing (Taylor), as "principles of management" (Fayol), or as "bureaucracies"(Weber). Their idea about the organization and its functions was mechanistic based on the principle of rationality; and, in their view, the ultimate goal of any business organization was how to achieve efficiency and increased productivity leading to high profits. Consequently, while emphasis was on structures and functions in the organization (structural-functionalism) as being suitable for achieving increased output with a high degree of efficiency to ensure profit maximization, the deficiency in their thought is that the human being, who should have been appropriately seen as the driver of the system, was seen merely as a productive tool in the same way as machines were regarded (Yalokwu, 2007).

Leaning on that intellectual thought, Friedman (1970), in his contribution to the shareholder theory, posits that business focus should be on the shareholder and how to satisfy his need for profit maximization. On his part, Drucker (1986) argues that without the customer and innovation there is no business. As a result, although Drucker alludes to the fact that innovation is important in today's business, which pertains to generation of creative ideas usually at top management level in organizations, the lacuna is that whilst the shareholder, the management and the customer were considered major stakeholders in the business in order to be able to achieve the goal of profit maximisation, the employee was not considered to be an important stakeholder in the process of making the profits. However, with the emergence of the stakeholder theory, which advocates the importance of other stakeholders alongside the shareholder, businesses gradually became aware that for profits to be assured, other stakeholders should equally be seen as important as the shareholder (Freeman, 1983; Donaldson and Preston, 1995).

Put differently, traditionally, the factors of production are land, labour, and capital. Land is unable to turn itself around except through the instrumentality of labour; and capital is not effectively and efficiently employed except with the active participation of the human element. Even with modern technology, whereby robotization looms large, the human being is still the key driver of the operational system. Man being the history maker, and an existential component of his environment; and who is able to turn around and put into productive use all the other factors of production, is capable of being socialized and acculturated into the cultural values of the group to which he finds himself (family, school, church, work environment, etc.). Therefore, the learning processes as well as the knowledge generation, acquisition, and accumulation intended to enable the members to imbibe the practices of the organization are encapsulated in the organizational culture. In its generic term, cultureis the peculiar way people do their things that distinguishes them from other people (Nzimiro, 1973).

Over the years, instability in the supply of electricity has been the bane of most business enterprises and the citizenry in Nigeria. Electricity consumers in Nigeria, made up of individuals and corporate bodies, have suffered untold hardships over the years arising from interruptions in power supply. This dates back to the period of the Electricity Corporation of Nigeria (ECN), which metamorphosed into the National Electric Power Authority (NEPA), which itself gave rise to the Power Holding Company of Nigeria (PHCN) as the sole operator in the power sector in Nigeria. The situation has been so disturbing to the extent that some companies that had operated in Nigeria for years had had to relocate to neighbouring Ghana where electricity supply has been relatively more stable. The reforms of the power sector by the Federal Government of Nigeria under the Obasanjo and the Jonathan Administrations as well as the Buhari-led Administration were necessitated by the need to stem this trend, and to ensure that individuals and companies operating in the country, including foreign companies, had access to a more steady supply of electricity; and to create an enabling environment for the private sector to take its rightful position as the driver of the economy. This gave rise to the enactment of the Electric Power Sector Reforms (EPSR) Act 2005; and with that enabling law, the citizens and companies have been waiting expectantly for radical changes in the sector to ensure regular supply of affordable electricity for domestic and industrial use, and the installation of a proper billing regime through an adequate metering system, as well as being able to attract, train, motivate, and retain the right quantity and quality of a satisfied innovative and customer-responsive workforce (Price water house Cooper, 2013).

Essentially, the law provides for the privatization of the power sector. Privatization is the sale of public assets to private owners; the contracting out of services formerly provided by state enterprises to private producers; and the entry of private producers into markets hitherto dominated by public monopolies (Goodman and Loveman, 1991). Put differently, privatization is the transfer of ownership of a property or business operations from a government organization to a privately-owned entity. It also refers to the transition of ownership from a publicly-quoted or owned company to a company that is privately owned; a process of transferring substantial ownership of a business, enterprise, agency, property from the public sector to the private sector (Investopedia, 2017).

What that translates to therefore is that with transfer of ownership of property, or business from government to the private sector, government ceases to be the sole owner (The Economic Times, 2017). In the Nigerian power sector, government has divested from the power sector by selling out 60% shares to electricity distribution companies (Discos) while it retained 40% shares. With the privatization of PHCN, which led to the transfer of some shares from PHCN to the electricity distribution companies (Discos), the Nigerian Government ceases to be the sole owner of the power sector. Consequently, there are three segments of the Nigerian power sector which currently represent the supply side: generation, transmission, and distribution (Electric Power Sector Reforms Act, 2005).

As expected, on the demand side, electricity consumers were elated when the Act was promulgated; and their value expectations became higher as many of them had the feeling that the long awaited solution to the "dark days" in Nigeria had come. These consumers' expectations are in order when considered against the backdrop of the opinions held by most scholars that privatization improves efficiency. On the other hand, a better assessment and assurance of efficiency emerges when considered from the other side of the coin that privatization thrives better where the industries involved are competitive, and the consumers are well-informed. From the latter stand point, a more acceptable framework for the assessment of the performance of the Discos since the privatization of the power sector in Nigeria, in terms of meeting the value expectations and satisfaction of the consumers, would have been through the mirror of a competitive environment, not a monopoly (The Organization of Economic Co-operation and Development, 2003).

The ability of the Electricity Distribution Companies to satisfy their consumers depends, to a large extent, on how they have set out to uniquely perform in order to close the supply gap created by the earlier government-owned electricity companies. Within the realm of organizational culture, some scholars have observed that the culture of an organization impacts strongly on its ability to achieve its set goals and objectives. Organizational culture is defined as a set of shared assumptions which act as a guide to what happens in an organization in defining appropriate behaviours for different situations (Revasi and Schultz, 2006). To be specific, there is evidence in the literature that there is a relationship between an organization's strategy and its culture: culture is in the heart of strategy formulation. While strategy is a means for achieving an organization's mission, corporate or organizational culture is the way an organization does its things, including the formulation and implementation of strategies that distinguish it from its rivals in the competitive market. For business organizations to make profits and survive, they must have clearly defined vision and mission statements, purpose, philosophies, strategies as well as their core values and work orientation which must form part of their corporate cultures (Robbins, 1989; Thompson, 2001; Cameron and Quinn, 2006).

Nowadays, emphasis is on corporate sustainability. It is an approach that creates long-term stakeholder value through which business organizations implement business strategies that consider how businesses are operated ethically, culturally, socially, environmentally, and economically. It is more focused on evolving strategies that ensure the longevity and sustainability of a business through transparency and employee development. It is a broader term that covers corporate social responsibility, corporate citizenship, corporate philanthropy, sustainable growth, etc. (Wikipedia, 2014). Elkington (1997) who developed the concept of the Triple Bottom Line proposes that business goals are inextricably linked to the environments and societies in which they operate. Hence, short-term economic gains could be pursued by businesses; but they may not be sustainable if the social and environmental impacts, which involve how the customers and consumers of the goods and services get satisfaction, are neglected.

To be specific, to achieve the economic goal of profit-making in business, customer satisfaction is a key factor. Business is an activity that is aimed at creating surplus; which surplus comes in form of profit (Weihrich and Koontz, 2005). This view of business is from the stand point of what a producer or a service provider stands to benefit from engaging in the business. However, Drucker (2006), who views business from the stand point of the consumer or customer or the receiver of the products or services, defines it simply as an activity that serves markets, customers, and end-users. Consequently, from this stand point, it is argued that the results of any business are neither under the direct control of the business owner nor are they dependent on the control of persons within the business. Rather, he further argues, it is the customer, a major stakeholder, who is outside the firm, who determines whether the efforts exerted would yield economic results or the efforts would be wasted.

While Drucker (2006) notes that the resources of the business, which also come from outside, are allocated to exploit opportunities and not for solving problems, he argues that profits are rewards that a business receives for offering a "unique contribution" in a "meaningful area"; and what is considered a unique contribution or a meaningful area is not within the competence of the business firm to decide but the market, customer, or end-user. Consequently, he posits that what provides "value" to a customer is the satisfaction that the customer or consumer derives from the product or service and not necessarily based on the quality; because what the producer may regard as "quality" may not be so with the customer and the consumer.

The argument is stretched further when Drucker (2006) points out that within businesses, there are only cost centres which consume efforts and incur costs; there are no profit centres per se. By this therefore, he is of the view that profit is earned by a business, from providing goods or services which the market accepts as being of value for which it is ready to pay. Hill and Jones (2001) explain that in a competitive environment, a company achieves competitive advantage over its competitors depending on its ability to make sustainable profits above industry average rates for a long time compared to the firm's competitors in the same industry, made possible through its commitment to value creation. Value creation provides the driving force that propels a company to deploy its human capabilities to appropriately transform its tangible and intangible resources in producing differentiated goods and services at lower costs through adherence to the generic building blocks of superior efficiency, superior quality, superior innovation, and superior customer responsiveness.

From the foregoing, it is evident that for the value to emerge, a company which is not enjoying monopoly but in competition, must be a market leader in one area: in service delivery, in its distribution machinery, its ability to speedily convert ideas to quality products in the market at lower costs, etc.; and where such leadership is non-existent, the company's results are at best marginal which cannot guarantee business sustainability or even survival in difficult times. Therefore, a business should not focus on making profit alone; rather, it must attempt to fulfil the both sides of its mandate: aim at creating wealth for the owner(s), on the one hand, and to create value for the other stakeholders, including customers and the employees, on the other. This presupposes that where the business is only concerned about profit to satisfy the shareholders, and does not direct attention to the issue of creating value for the other stakeholders, including the customers and the employees, the business may not survive when it experiences difficult times (Bowman, 1973; Drucker, 2006).

Be that as it may, this brings us to the situation in the electric power industry in Nigeria with regard to the importance attached to the employee and customer satisfaction. It is expected that the strategies of the electricity distribution companies in Nigeria should be anthropocentric, and should be located within their corporate cultures. Unlike the hitherto categorization of the employee, there is a growing understanding that the employee is an asset and not a liability to the firm. Thus, two critical elements that a business organization cannot afford to ignore are the employee and the customer. What then is employee on-boarding and what is customer satisfaction? On-boarding is the process by which new employees or newly transferred or transitioning employees acquire the skills, knowledge and behaviours to become effective contributors to an organization. It goes beyond new employee orientation and re-orientation; it is also more than training, coaching and mentoring (Training Industry, 2013). On the other hand, customer satisfaction is a measure of how products and services provided by a company are able to meet or surpass the expectations of the customers. Farris, Bendle, Pfeifer, and Reibeste in (2010) define it as the number of customers or percentage of total customers that their reported experiences of the products or services of a firm exceed the firm's specified satisfaction goals.

1.1. Problem Statement

In spite of the privatization of the power sector in Nigeria, electricity supply has not improved markedly from what it was during the era it was solely the responsibility of government to generate and distribute electricity. Hitherto, it was government monopoly; but in this era of a privatized power sector, the monopoly has shifted to the companies owned by private investors that took over the 18 publicly-owned companies that controlled the sector.

Prior to the reforms which came in the wake of the Electric Power Sector Reforms (EPSR) Act 2005, electricity consumers were at the mercy of the workers of PHCN in a post-paid meter regime: there were the marketers who were the meter readers and bill distributors; the staff in the Customer care Unit who were usually unruly and discourteous in attending to consumers' complaints of over billing and illegal disconnections; the field staff who were responsible for disconnection of electricity supply, some of who engaged in illegal disconnection of consumers' supply lines to extort money from them; as well as staff in the control rooms who were used to switching on and off the control knobs to cut off power supply to certain areas they intentionally wanted to punish on flimsy excuses. However, with the privatization of PHCN, the sector is currently controlled by the three segments of operation in the sector; namely, the Electricity Generation Companies of Nigeria (Gencos), the Electricity Distribution Companies of Nigeria (Discos), and the Transmission Company of Nigeria (TCN).

On the distribution segment, the original intention was for the Discos to operate under a pre-paid regime which presupposes that every consumer should have been metered. However, the true position is that only a very few of the consumers have had meters installed in their premises since the Discos took over. Besides, even with the privatization of the sector, the electricity supply is still erratic as power outages still loom large; most individuals and corporate bodies are still compelled to generate their electricity through private power generating plants; and consumers are still subjected to payment of crazy and fraudulent estimated and coded bills for electricity not consumed. Illegal disconnections are still going on. In apparent defence of the shortcomings in the performance of these operators, some commentators have argued that these companies, especially the Discos, went into the sector uninformed about the numerous financial, technical, and manpower challenges in it. It is further argued that prior to privatization, the power sector was in a very bad shape; the networks were totally dilapidated, and the investment in the sector was grossly insignificant (The Nigerian Television Authority, 2016). However, these arguments cannot stand the test of time when viewed against the backdrop of the Biblical injunction which states: who is that person intending to "build a tower, sitteth not down first, and counted the cost whether he have sufficient to finish it, lest haply, after he hath laid the foundation, and is not able to finish it, all that behold it begin to mock him (Luke 14:28-29 King James Version).

The 11 electricity distributing companies, under the aegis of the Association of Nigerian Electricity Distributors, have blamed their inability to effectively supply electricity to consumers on the Federal Government of Nigeria. Their argument is hinged on the failure of the Federal Government of Nigeria, which holds 40% equity in the power distribution firms, to meet its own part of the foundational transaction arrangements on the privatization as contained in the performance agreement between the Discos and the Bureau of Public Enterprises (BPE). To them, this is partly responsible for the current low level of distribution. They claim that according to the agreement, government was to release N100 billion as subsidy to the private investors in the sector who took over the 18 successor companies of the privatized PHCN on November 1, 2013. Government was also expected to pay the outstanding electricity obligations of the Federal Ministries, Departments and Agencies (MDAs), to make sure that the Discos took off on debt free financial books; as well as the implementation of a cost-reflective tariff (Electric Power Sector Reforms Act, 2005).

Furthermore, the Discos specifically argue that because they rely solely on electricity sold to them by the Transmission Company of Nigeria (TCN), the present state of unsatisfactory power distribution in the country since they took over from the privatized PHCN is due to transmission constraints arising from the underfunding of the TCN by the government of Nigeria. In particular, TCN is said to have been unable to appropriate its estimated $7.5 billion for its five-year expansion plan which should have increased the power available to the Discos from the current level of 4,500 megawatts to 10,000 megawatts (The Punch, 2017).

However, one notable feature of the process of transfer is that the Discos inherited the staff of the privatized PHCN to ensure a smooth transition to them from PHCN. Therefore, while the arguments of underfunding advanced by the Discos for their inability to satisfy their customers in terms of service delivery cannot be wished away, it is not certain that this could assuage the expectations of the consumers since their general opinion is that the whole privatization exercise is like going from fry pan to fire. There is a noticeable gap between the consumers' expectations concerning regular supply of electricity by the electricity distributing companies and their actual level of performance in terms of consumer satisfaction.

Studies have shown that prior to privatization, the sector lacked qualified manpower in the right quantity and quality and therefore calls to question their social and technical competence to drive the sector. It will be naive to assume that the Discos were forced by government to inherit the workforce that was unsuitable for the privatized work environment. This is because at the time of privatization, the Discos had ample time for due diligence; a time to study the books and the workforce of PHCN and to ask relevant questions, and plan the manpower requirements, which would have included the quantity and quality of requisite skills available in the employees they were taking-over.

Having realized that the Discos inherited some of the former employees of the privatized PHCN and the electricity consumers are still complaining that they are not satisfied with the services under the new regime, the focus of this study is to assess the lacuna in the customer responsiveness of the Discos from the angle of how the on-boarding of the inherited employees of the privatized PHCN (in terms of attitudinal change to make them fit into a private sector environment) affects the customer and consumer satisfaction. Besides, the study will also investigate the extent to which imbibing the work attitudes of the inherited staff from PHCN by the new employees affects customer satisfaction.

1.2. Research Objectives

The following objectives will be achieved in this study:

- To determine how the on-boarding of the transitioning employees inherited by the Ikeja electricity distribution company from the privatized Power Holding Company of Nigeria affects the satisfaction of the electricity consumers.
- To as certain how the socialization of the new employees of the Ikeja electricity Distribution Company to the discredited work attitudes of the employees of the privatized Power Holding Company of Nigeria affects satisfaction of the electricity consumers.

1.3. Research Hypotheses

This study will test the following hypotheses:

- The lack of proper on-boarding of the transitioning employees inherited by the Ikeja Electricity Distribution Company from the privatized Power Holding Company of Nigeria has a significant effect on the satisfaction of the electricity consumers.
- The socialization of the new employees of the Ikeja Electricity Distribution Company to the discredited work attitudes of the employees of the privatized Power Holding Company of Nigeria has a significant effect on the satisfaction of the electricity consumers.

2. Review of Related Literature

2.1. The Concept of Privatization and Its Historical Development

Prior to the 1980s, governments in Western Europe, Latin America, the United States of America, and Eastern Europe, were more interested in the nationalization of companies to increase public sector ownership and control. However, since the 1980s there has been a paradigm shift towards privatization of government assets and services. The idea has been to increase efficiency and quality of government activities, tax reduction, and the trimming of size of government activities. In particular, the expectation has been that the profit drive of the new private sector managers will no doubt lead to cost minimization and greater emphasis on customer satisfaction (Goodman and Loveman, 1991).

From the 1990s, privatization has become a global transformation intervention initiative for transfer of ownership of electricity, prisons, railroads, education, health, etc., to private managers. It is noteworthy that by the end of the 1980s, sale of state enterprises worldwide amounted to $185 billion. In 1990 alone, the world sale was $25 billion. The largest single sale was in Britain where 12 regional electricity companies were bought over by private investors for $10 billion; while in New Zealand, government-owned telecommunications and printing office were sold for $3 billion. In the developing countries, political and economic ideologies of the governments in power coupled with the need to raise revenue propelled the emergence of privatization. In most cases, State-owned companies operated at deficits and accounted for a substantial part of the domestic debts of these countries. This necessitated their sale to raise money for government (Goodman and Loveman, 1991).

The debate as to whether privatization or public ownership is in the public interest is on. While some scholars in support of privatization posit that it leads to improved efficiency, some critics argue that private ownership does not automatically translate into improved efficiency. Besides, private sector managers may not be compelled to adopt profit-making strategies as they incorporate practices that make their services unaffordable to large proportions of the population who are indigent or poor. Another issue is not whether ownership is private or public but under which of the cases will managers act better in the public's interest. With the emergence of mergers and acquisitions, some critics argue that privatization merely involves the displacement of one set of managers who are entrusted by the citizens as shareholders by another set of managers who are answerable to private shareholders (Konomi, 2015).

It is therefore being widely argued that the private ownership alone does not guarantee that managers will act in the shareholders' best interest. More often than not, the increase in shareholder value noticed after mergers and acquisitions is attributable to the market's anticipation of efficiency, improved customer service, and general managerial effectiveness. These are gains leading to maximization of shareholder value which in volvefirm staff reduction, removal of unprofitable activities, and improved incentives for managers. As a result, the opinion being expressed is that it is not the form of ownership that matters but the managerial accountability to the public's interest which involves the removal of public sector managerial practices (Konomi, 2015).

Interestingly, the redirection of focus to managerial control away from the ideological perspective of the dichotomy between public and private sectors has made it easier to bring to the fore the more pragmatic issues of managerial behaviour and accountability. Hence Goodman and Love man (1991) summarise the arguments for and against privatization to be from three perspectives: (1) Managers, whether in public or private sectors, will always act in the best interests of their shareholders. For privatization to be effective therefore, private managers should be given incentives to act in the public interest, which reduces efficiency, amongst other things; (2) Managerial behaviour can be disciplined where there is competition. Therefore, for profits and public interest alignment to exist, the privatized service or asset should be in a competitive market; and (3) the simple transfer of ownership from public to private hands will not automatically reduce cost or enhance the quality of services. Rather, where the above conditions are not met, government's involvement in these services becomes inevitable.

According to the Organization for Economic Co-operation Development (2003), privatization is one of the strategies adopted by nations within the gamut of the broader structural adjustment reform initiative. However, it takes political will and commitment to overcome bureaucratic bottlenecks associated with privatization. Besides, the objectives to be achieved through the strategy have to be clearly defined and prioritized; the sale of the state enterprises should be done based on commercial considerations; and it should be as transparent as possible to enhance integrity and ensure credibility with potential investors and public support. Prior to privatization, an effective communication campaign is very important to explain the objectives of the programme and to sensitize the public. Some of the objectives include "fiscal objectives, attracting investment, improving corporate efficiency and performance, introduction of competition into hitherto monopolistic markets, capital market development, as well as political objectives" (Organization for Economic Co-operation Development, 2003:8). It is pertinent to observe that in the privatization of the PHCN, much as many consumers had wished for it to happen, there was no enough public sensitization inform of campaigns as to the integrity and credibility of the investors, let alone their organizational core competencies and pedigree in the power sector. It was more of political considerations.

A major observation made in the Report of the Organization for Economic Co-operation and Development (OECD) (2003) is that the employees of privatized government companies inherited by the new investors constitute one of the critical stakeholders in privatization. According to the Report, this is so because such employees constitute the major source of opposition to the policy, especially in the areas of job losses. The overall net effect of the losses, on the employment rate in the particular country depends on the dynamics in the sector or industry to which the privatized company belongs. In a sector where there is preponderance of skills compared to demand, the effect is devastating but where there is dearth in the supply of skills compared to demand, the effect is not too adverse. As a result, there must be communication with employees, upon identification of the issues involved and the specification of the measures to mitigate such adverse effects to gain the support of labour and remove opposition from employees. Besides, the Report also observes that privatization of State-owned Enterprises (SOEs) requires skills and expertise that are not available in the public sector to drive the process; and since it is known that most privatization processes are driven by public officers and advisers, it is essential for the public sector to develop "intelligent customer" capability to fully understand the quality of advice from experts (Organization for Economic Co-operation and Development, 2003).

2.2. Empirical Studies on Privatization

The study done by Newberry and Pollitt (1997) was on the privatization of the Central Electricity Generating Board (CEGB) in the UK. It reports that the privatization of the Board increased efficiency. However, while shareholders benefited by way of increased profitability, consumers did not share in the gains because of lack of sufficient competition. On the other hand, in the survey of several studies on privatization in the telecom industry in the UK, Holder (1998) reports that privatization of public utilities in the telecom industry gave rise to lower prices in real terms and improved service quality in the post-privatization era than the pre-privatization in addition to higher performance in terms of higher labour productivity.

About the same time as Holder (1998), La Port and Lopez De-Silanes (1998) did their work on the Mexican privatized companies which showed similar results. The study involved a comparison of 218 enterprises from 26 sectors which were privatized from 1983-1991; and it reports that the privatized companies quickly converged with private sector companies in terms of performance, especially where there was a competitive market. There was increased output, and a phenomenal decline in employment. However, it is interesting to note that the profitability did not come at the expense of consumers in the form of higher prices, but as a result of improved efficiency.

Still on the effect of privatization on the consumers, the study done by Boyl and and Nicoletti (2000) was more on the role of competition in driving down prices. In their study on the telecom industry in 23 OECD countries from 1991-97, which was focused on investigating the impact of privatization and market liberalization on efficiency, they report evidence of competition having a relationship with lower prices, improved productivity, and higher service quality levels. However, the report did not provide evidence on the impact of privatization on any single one of these variables.

With specific attention to labour, Nellis (2002) notes that studies carried out by the International Labour Congress (ILO) suggest that while a number of privatization retained workers or led to increased employment because most governments tended to promote job retention in their privatization, the experience was that post-privatization losses were higher than the gains.

2.3. Privatization in Nigeria

Like some of these other countries, Nigeria decided to embrace privatization following the poor performance of public enterprises as wholly owned government entities. This is in accord with the privatization in Albania which was aimed at achieving three objectives: efficiency, distribution, and stability.

Thus, the privatization process in Nigeria, like the one in Albania, was meant to bring about efficiency in privatized properties or companies; and how new investment will be run efficiently. In the case of distribution, it was meant to determine the impact of an alternative method of privatization on the distribution of wealth; while stability refers to how the implementation will in the short-term affect macroeconomic variables of inflation, unemployment, Gross Domestic Product structure, etc. (Konomi, 2015).

2.3.1. Manpower Challenges Associated with the Privatization of the Electricity Industry in Nigeria

BabaGana (2013), giving a background on the privatization of the power sector in Nigeria, reports that in 2006, the government of Nigeria decided to embark on fundamental changes to salvage the situation in the power industry following the discovery by 1999 that the Nigerian Electricity Supply Industry (ESI) had reached its lowest point in 100 years. As a result, there was political support which led to the establishment of the Presidential Action Committee and a Presidential

Task Force. He further reports that following government's approval to privatize the sector, government subsequently took a decision to pay off the severance benefits and pensions of the 47,913 PHCN employees to provide a clean ground for the take-off of the successor companies.

In actualising that decision, there was a process of negotiations with the Unions for 14 months consequent to signing of an agreement which led to the payment of the severance benefits to 42,910 employees as at 2013. The process of communication /negotiation with and payoff of the employees of the privatized PHCN is in agreement with the observation in the Report of the Organization for Economic Co-operation and Development (OECD) (2003) thatthe employees of privatized government companies inherited by new investors constitute one of the critical stakeholders in privatization (Organization for Economic Co-operation and Development, 2003).

More importantly, BabaGana (2013) observes that one of the serious challenges of the power sector in Nigeria is the lack of skilled manpower, including workers and engineers. However, he reports that some of the disengaged and retired employees of the defunct PHCN were absorbed by the successor investing companies in the power industry as part of the agreement signed between them and the government.

However, when juxtaposed with the privatization in India, it is on record that India's electricity company was privatized like Nigeria's; and today the consumers in New Delhi are enjoying the dividends of the privatization of the company. Sambitosh (2013) reports that when the Delhi Vinyut Board (DVB) was privatized, there was a tripartite agreement of government, DVB, and the employees; which guaranteed that there would be no retrenchment of existing employees prior to privatization; and that the employees were to continue their services in the successor companies under the same terms and conditions that had existed prior to their transfer. The liabilities for retirement benefits of existing DVB employees and retirees were secured with the Pension Trust Fund. In effect, the process adopted by the Nigerian Government in the privatization of Power Holding Company of Nigeria is similar in many respects with the process adopted by the Indian Government in carrying through the privatization of its electricity company.

Clearly put, like the situation in India, the successor electricity distribution companies (Discos) in Nigeria, were made to inherit the former employees of the privatized PHCN who had not attained the retirement age. The employees who were due for retirement and the unemployable among them were disengaged and paid their severance benefits by the government prior to take over by the Discos who inherited the other employees. However, the difference between the privatization in the electricity industries in the two countries lies in the fact that inthe Delhi experience the three Discoms which took over from the privatized electricity company are able to meet set targets because of improved performance arising from loss reductions. Besides, following improvements in the quality of electricity supply and sharp reduction in power outages, the Delhi Discoms have been able to earn consumer support (Nigerian Electricity Regulatory Commission, 2005; Sambitosh, 2013). The question that arises here is if the Discoms in Delhi are able to improve on the quality of their electricity supply and win consumer support why has that of the Discos in Nigeria become a problematic?

Part of the explanation in this regard has been offered by KPMG (2016) which notes that one of the challenges the distribution companies have had to face is the unavailability of the required skilled manpower in the right quality and quantity and "this hampered the immediate gains stakeholders expected to see" (p.17). It also observes that PHCN did not make sufficient investment in the training and capacity building of its employees, a situation which made the investors to inherit an over-bloated workforce with little or no technical competence and professionalism. KPMG (2016) explains further that even the establishment of the National Power Training Institute of Nigeria (NAPTIN) by the government for the training of employees in the sector prior to privatization was unable to provide the manpower equipped with the requisite skills and practical know-how to drive the privatization.

Still on the challenges associated with the application of privatization in the power sector in Nigeria, Omonfoman (2016) articulates some of them to be in the areas of grid energy insufficiency and instability, network infrastructure, tariff and revenue shortfalls, metering, as well as operational and funding challenges. In the area of metering, he particularly notes that there is a huge metering gap, cases of estimated billing, and poor meter maintenance; while in the case of operational challenges, he argues that there is a challenge arising from the quality of their workforce and large operational areas covered by the Discos. On the whole, he observes that these challenges which are now noticeable after the privatization exercise were essentially the same challenges that led to the privatization of the power sector in the first instance. Hence he argues further that the challenges were underestimated or overlooked by the Bureau of Public Enterprises (BPE), the Nigerian Electricity Regulatory Commission (NERC), the core investors, and the financiers before embarking on the exercise. It is noteworthy that his study drew attention to paucity in the quality of workforce which necessitates that some other studies be carried out to unravel whether lack of proper work orientation required for a private sector organization is partly responsible for the "quality" of the workforce.

2.4. Employee on-Boarding

On-boarding, which is also referred to as organizational socialization, is the process by which new employees move from the status of being outsiders to that of becoming organizational insiders; a process which enables new employees to learn the knowledge, skills, and behaviours they require to succeed in their new organizations (Bauer and Erdogan, 2011).

However, in the literature, it has also been referred to as the probationary or introductory period. The scholars in this perspective go beyond the new employees to include transitioning employees in their definition. They define on-boarding as the process by which new employees or newly transferred or transitioning employees acquire the skills, knowledge and behaviours to become effective contributors to an organization (Training Industry, 2013).

On-boarding is more than new employee orientation and re-orientation; it is more than training, coaching and mentoring. Bauer and Erdogan (2011), in their model of socialization, identify five broad segments of socialization; namely, new employee characteristics, new employee behaviours, organizational efforts, adjustment, and outcomes. The combination of the new employee characteristics, new employee behaviours, and organizational efforts, determine how the new employee would adjust in the new organization and this, in turn, determines the outcomes which will manifest in the new employee. They identify employee characteristics which the new hire could bring into the organization to include proactive personality, extroversion, openness, and veteran attributes; the new employee behaviours include information seeking, feedback seeking, and relationship building; while the organizational efforts include socialization tactics, formal orientations, recruitment/realistic previews, and organizational insiders. All these give rise to the type of adjustment in the new employee in terms of role clarity, self-efficacy, acceptance by the organizational insiders, and knowledge of the organizational culture. The adjusted new employee would manifest outcomes of satisfaction, commitment, turnover, and performance.

Besides, the Training Industry (2013) summarises on-boarding programmes, which are aimed at achieving employee maximum effectiveness and ensuring alignment of programmes to current business goals, to include: (1) involvement of leadership in the process to provide support before, during, and after on-boarding; (2) involvement of all departments/functional areas in the design, development, delivery and review of on-boarding; (3) setting business goals beforehand in order to be able to develop an on-boarding/training framework which those involved will follow; (4) planning and implementation of coaching programmes or mentor networks for new or transitioning employees; and (5) implementation of constant and on-going on-boarding and training programmes.

2.4.1. On-boarding and Orientation

New employee orientation is only a part of on-boarding. New employee orientation is a one-time approach which involves delivering information to all new employees about the company's policies and the benefits that are to accrue to them in their new places of work. It usually lasts for a few hours to welcome the new hires to the company's culture, mission, vision, and values. Its general focus is to make the employee to be acquainted with his new role in the company; and it sometimes involves classroom work or online approach. In terms of content, it provides a general overview of the company; while its outcome is to prepare the new employees to start their work and be ready to take on job-specific training (Lewkovich, 2017).

On the other hand, on-boarding is an ongoing process of turning a new employee into a great employee. Unlike new employee orientation, it could last for several weeks or months; and its aim is to introduce the new employee to various events in the company; and this includes new employee orientation. It exposes the new employee to what is expected of him or her in order to succeed in his or her new position; and he or she is made to cultivate new relationships with his or her managers, co-workers, and subordinates. Specifically, the focus is to make the employee understand his or her specific role in his or her Department; and it involves on-the-job training and the expected outcome is that a productive employee has been raised (Lewkovich, 2017).

2.4.2. On-Boarding and Training

Training is narrower than on-boarding in the sense that it involves specifics andit takes into consideration only a part of on-boarding. Although there is a correlation between on-boarding and training, training is focused more on learning the specific responsibilities of a job (Muir, 2015).

On a larger scale, on-boarding is a critical period in the life of a new employee in so far as it is the process of building a lasting bond between the firm and the new employee and for reinforcing the recruiting reputation which the employer has built for it. It goes beyond the training of an employee to acquire a new role; and it is not just to learn responsibilities attached to a particular position in a company. Rather, it is a broad-based process of making new employees to be properly integrated into the ideals of the organization through making them to imbibe the company's culture, values, mission and fundamental practices. Through it, the new employee is made to understand and internalize the work ethics so that he or she is more able to relate with the organization on a fundamental basis. It also enables human resource managers to have the tools and resources that are needed for new employees; to communicate the organization's values and missions to them; integrate a training programme into the process; and create a good working relationship between the new employees and the older ones (Muir, 2015).

2.4.3. On-boarding and Employee Engagement

Boarding (2016) observes that for on-boarding to be effective, the process should commence with employee engagement. This means that the on-boarding process should commence by engaging the new employee through 'cultural on-boarding' where by the new employee is made to have an idea of the company's values and cultural fit through digital information before his or her first day at work. By so doing, the new employee is helped to contextualize his or her job within the larger vision of the organization thereby making him or her to have a better understanding of where he or she is coming to work.

He further observes that employees are faster and more effective in carrying out their jobs where there is a proper employee engagement before the new employees' first day at work when the on-the-job training is expected to commence. In fact, he reports that studies show that employee on-boarding programmes increase performance by 11%.

2.5. Consumer Satisfaction

Farris, Bendle, Pfeifer and Reibestein (2010) define consumer satisfaction operationally as the number of customers or percentage of total customers, whose experience with a firm, its products, or its services (ratings) exceeds the satisfaction goals that had been set. It has become a key performance indicator in businesses which forms part of the balanced scorecard in a competitive marketplace where businesses are involved in active competition for customers. It is therefore now seen as a key business strategy (Gitman and McDaniel, 2005); and a leading indicator of consumer "purchase intentions" and "loyalty" and the data collected from them serve two purposes: (1) to inform the firm of how important it is to attend to customers to ensure that they have a positive experience with the firm's goods and services, and (2) to go beyond market share or sales to show how well a firm is "currently" performing. This is expected to indicate how the firm's customers will make repeat purchases in future (Farris et.al, 2010). .

Put differently, customer satisfaction serves as a link between purchase and consumption, and post-purchase phenomena such as attitude change, repeat purchase, and brand loyalty (Surprenant and Churchill, 1982; Jamal and Naser, 2003; Mishra, 2009). In effect, customer satisfaction is built on human expectations in their minds about a product or service. In other words, the customer expectations about the product or service which he or she intends to purchase precedes the actual purchase; the expectations about the product or service comes from marketing, word-of-mouth or brand reputation. A buyer is satisfied if the product or service meets or exceeds his or her expectations; but he or she is dissatisfied where the product or service does not exceed the expectations which the customer had in his or her mind prior to purchase (Ali, Leifu, Yasir Rafiq and Hassan, 2015). Therefore, a feeling of satisfaction arises when the customer compares his or her perception of actual products and services performance with the expectations (Oliver, 1980); and any disparities between the customer's expectations and the performance creates a situation of disconfirmation.

The three types of disconfirmation identified by Oliver (1980) are: (1) Positive disconfirmation which takes place when the product or service performance is greater than expectations. This results in high customer satisfaction; (2) Negative disconfirmation which happens when product or service performance is less than expectations. This leads to high customer dissatisfaction; and (3) Zero disconfirmation which takes place when product or service performance is equal to expectations.

Some empirical studies show that there is a strong emotional component (affective component) of customer satisfaction (Westbrook and Oliver, 1991); while others establish that there are cognitive component and the affective component of a customer satisfaction which influence themselves in a reciprocal way to produce overall satisfaction over time (Homburg, Koschate and Hoyer, 2006).

2.5.1. Customer Value Expectation and Customer Satisfaction

There is always the tendency to confuse customer value expectations and customer satisfaction. Although the two concepts are interconnected, they are not exactly the same. Customer value expectation on a product or service is a customer's anticipated performance of the product or service (Miller, 1977); it represents the amount of benefits that customers expect to get from the purchase of a particular product or service. It is the difference between the values customers gain from the use of a product and the cost of the product or service. In the literature, different types of customer expectations have been identified. For instance, Miller (1977) identifies four types: (1) ideal; (2) expected; (3) minimum tolerable; and (4) desirable; while Day (1977) considers expectations that are about costs, the product nature, efforts in obtaining benefits, and expectations of social values.

Customer value is proactive in so far as it reflects the customer's state of assessing the difference between the benefits a product offers and the costs before purchase (pre-purchase). Customer value is said to be high if the customer gains more benefits from the product or service compared to the cost of the product or service; and it is said to be low if the customer gains less benefits from the product or service compared to the cost of the product or service(Anderson and Narus,1998; Ali et.al, 2015). Generally, where the customer's perceived value of a product or service (pre-purchase expectation) is high, it is easy to attract a good number of customers to that product but where its perceived value is low; the number of new customers it could attract is also low. Customer value is linked to quality, efficiency, brand, delivery, and after sale service, which are the benefits that buyers expect from the product. It is expected that the product or service would provide more benefit to the customer than what he or she pays for the product or service. In other words, it involves comparing an offering with that of competitors, that is, deciding which product or service offers more benefits with lower costs (Anderson and Narus, 1998; Ali et.al, 2015).

It must be noted that while customer value expectation is proactive, customer satisfaction is reactive. This is because they reflect the state of difference between products or service expectation with that of experience. Customer satisfaction is a measure of how products and services provided by a company meet or surpass customer expectations. If the perceived value received from a product or service (post-purchase assessment) is high, the impact on the existing customers will be that of satisfaction and a likely repeat purchase; where the perceived value is medium or low and lesser value is actually delivered, customers will be dissatisfied and less likely to have a repeat purchase. Where the perceived value received is low, even if the value actually delivered is low as this was expected, customers will still be satisfied and likely to repeat purchase. However, where the perceived value is medium or high and better value is delivered; existing customers will be very satisfied and likely to have high repeat purchase. Unlike customer value, the customer, in the case of customer satisfaction, decides not to buy a product or service if it does not meet his or her expectations since no customer will like to go for a product with less value compared to competitors' products (Ali et.al, 2015).

2.5.2. Customer Satisfaction, Customer Value and Quality

However, customer value and customer satisfaction are directly linked with quality of products and services(Ali et al, 2015). Research has shown that service quality precedes customer satisfaction (Parasuraman, 1988; Lee and Hwan, 2005; Balaji, 2009; Naeem and Saif, 2009; Bedi, 2010; Kassim and Abdullah, 2010; Naeem, Akram and Saif, 2011; Ali et al, 2015). In particular, Yee, Yeung, and Cheng (2010) found that service quality has a positive influence on customer satisfaction. On the other hand, Bitner (1990) and Bolton and Drew (1991) hold the contrary view that it is customer satisfaction that precedes service quality. In support of this position, Beerli, Martins, and Quintana (2004) are of the view that this is so because the feeling of satisfaction generates an evaluative judgment by the customer about the value received by him from the product or service. In particular, their study shows a high correlation between empathy and customer satisfaction and this has implication for employee-customer relationship. As a result, managers are expected to mount employee training programmes that are geared towards personalized service to ensure long-term relationship with the customers.

It is pertinent to observe, however, that there is the argument in the literature that the "expectation" in the customer satisfaction literature is different from the "expectation" in the service quality literature. Daniel and Berinyuy (2010) evaluate the definitions of expectation offered by other scholars and argue that their definitions do not relate to customer satisfaction, which should be a follow up to customer expectations, but relate to service quality. For instance, they consider the definition by Eshghi, Roy and Ganguli (2008) who view service quality as the overall assessment of a service by the customers, while Asubonteng, McCleary and Swan(1996) view it as the extent to which a service is able to meet the needs or expectations of the customers. In particular, they observe that Parasuraman, Zeithaml and Berry(1985) define service quality as the discrepancy between consumers' perceptions of the services a particular firm offers and their expectations about the firms offering such services; and define the expectation in customer satisfaction as predictions made by a consumer about what is likely to happen during a transaction that is going to take place.

Furthermore, Parasuraman, Zeithaml and Berry (1988) define consumers' perception of performance as more like what the consumer experiences in the course of a transaction. In which case, where what the consumer perceives about the service is below expectation, the consumer would judge the quality of the service to be low; and where the service is perceived by the consumer to meet or exceed his or her expectation; the consumer sees the quality to be high. As a result, the canon of their argument is that this meaning of expectation is from the point of view of the service quality literature; which is different from expectation in the customer satisfaction literature that defines expectation as predictions made by a consumer about what is likely to happen during a transaction that is yet to take place. From the point of view of consumers' perception of performance, it is what he/she experiences (Parasuraman, et. al, 1988).

However, in spite of the problem arising from definition, one thing that is certain is that the literature is inundated with arguments that there is a relationship between customer satisfaction and service quality. For instance, Tse and Wilton (1988),who see customer satisfaction from the expectancy-disconfirmation paradigm, define it as being made up customer's expectations and their perceptions of performance; Magi and Julander (1996) see it as very close to perceived service quality. Negi (2009) argues that quality gives rise to satisfaction; while Cronin and Taylor (1992) posit that satisfaction gives rise to quality. Furthermore, Parasurman et al (1988) are of the view that both have attitudinal attributes which are measurable. The point therefore is that majority of the arguments in the extant literature point to the fact that there is a relationship between service quality and customer satisfaction; but the point of departure, as Asubonteng et al (1996) would observe, is that it is the exact nature of the relationship between them that has not been ascertained.

2.5.3. Empirical Studies on Privatization and Customer Satisfaction

Following from these definitions, Daniel and Berinyuy (2010) whose work was on grocery stores where customer satisfaction is seen in respect of a tangible product rather than a service which is intangible, observe that more often than not, researchers who are out to measure customer satisfaction make the mistake of measuring service quality instead of customer satisfaction owing to improper definition of terms. They observe that the difficulty in measuring service quality in previous studies arises from its intangible nature; and because of the complex nature of human behaviour, the measurement of expectations and perceptions of consumers has been problematic. To them, a consumer's expectation is more about what he or she feelsa service provider (a grocery store) should offer; and this is influenced by his or her personal needs, past experience, word-of-mouth, and the service provider's communications, which constitute the critical component of service quality. They also argue that service quality is aimed at satisfying the customer's needs; as well as how good the service offered has been able to satisfy the customer's expectation of it. On the other hand, a consumer's perception is what he or she experienced from the service provider and that assessment is done after the performance.

In the empirical study on grocery stores referred to above, which was carried out by Daniel and Berinyuy (2010), they relied on the definition of service quality by Parasuraman et al(1985) as that arising from the discrepancy between expectations and perceptions (Perception – Expectation). They also used the SERVQUAL; the measuring instrument developed by Parasuraman et al(1985), but modified it to include statements on product since grocery stores deal on tangible products instead of intangible services which was not envisaged in the original instrument. With the use of the instrument, the discrepancy provides the gap scores that are used to assess service quality and customer satisfaction. While negative gap scores show that service quality is perceived poor, and hence there is no customer satisfaction; positive gap scores shows higher service quality and hence customer satisfaction. From their study, it was found that overall service quality in the grocery stores was perceived low (-0.7932) which means that the scores on expectation exceeded scores on perception of services. This shows that there is no customer satisfaction.

In recent times, organizations focus on quality to be able to increase customer satisfaction. Total Quality Management is the set of continuous programmes that are designed to improve the quality of products, services, and marketing processes. As a result of these differences, organizations are advised to strive to build good value offerings, communicate good value offerings, deliver good value, and ensure that pre-purchase expectations of value are in alignment with the actual value that the product or service is able to deliver (Hill and Jones, 2001).

Woodruff (1997) suggests that there is a strong relationship between customer satisfaction and customer value; while Oyeniyi and Abiodun (2008) are of the view that rather than attempt to persuade and manipulate customers, what is of paramount importance is to find out their needs and expectations and to find ways to satisfy them. Customer satisfaction is a measure of a customer's post-purchase evaluation of a product; and it forms the hub of creating sustainable competitive advantage, and in particular, in creating customer loyalty (Loveluck, Patterson, and Walker, 2007).

Prevos (2009), in his work on the effect of privatization on customer satisfaction in the water chain, is of the view that most critics of the public sector model of privatization often hinge their argument on the fact that there is a general perception that services rendered by them are hardly adequate. Besides, because their pricing is not based on competitive criteria but on government considerations, which are often politically motivated, they are usually unable to meet their costs. More often than not, they rely on government for funding in terms of subventions, and as a result, they constitute a heavy burden and financial drain on the lean resources of government (Deichmann and Lall, 2007).

Furthermore, public ownership of utility-providing institutions is also being criticised on the ground that they lack the 'invisible hand' of Adam Smith to guide the allocation of resources that takes into consideration the preferences of consumers (Andreassen, 1994). Their services are considered to be inadequate, with only few of them able to recover full cost as a result of political motivation (Deichmann and Lall, 2007).

As a result of the foregoing criticisms, some scholars advocate that such public institutions be privatised to divest their ownership from government to private investors. By so doing, they are expected to be private-sector driven. For instance, the Essential Services Commission (2009) which is the regulator of the water and sewerage services in Australia, identifies the advantages derivable from privatization of public utilities as more efficient allocation of resources (allocative efficiency), efficiency and productivity improvements which result in lower costs of providing services from existing input services, processes and technologies (productive efficiency), long-term efficiency and productivity improvements which lead to lower costs and improved service quality from new input services, processes, and technologies (dynamic efficiency), and greater customer choice with innovations in the way products are offered that are out to meet customer needs and preferences.

Hart, Schleifer and Vishny (1997) and Estache and Rossi (2002) are in agreement that private suppliers of utilities do so at a lower cost than the public suppliers. While the former scholars hinge their argument on the fact that public ownership leads to inefficiencies and government is compelled to subsidize such badly-managed businesses, the latter argue that empirical data on public water supply in the United States show that publicly-owned companies charge higher than the privately-owned water supply companies. As a result, what is being advocated is the transfer of such supply from being publicly-owned companies to private ownership (Auriol and Picard, 2009a). However, Estache and Rossi (2002) and Bakker (2007) are quick to point out that the arguments regarding efficiency from the point of view of ownership (public or private) of such companies is inconclusive; as it has not been proven that there is significant statistical differences in efficiency between water corporations that are publicly-owned and those that are privately-owned.

Still in support of privatization of public utilities, Narver and Slater (1990) advocate marketing orientation that provides long-term profit through three behavioural components of: (i) Customer orientation to ensure that the companies understand the needs of customer to be able to create superior value; (ii) Competitor orientation which will understand the short-term and long-term strengths and weaknesses of competitors; and (iii) Inter-functional co-ordination that would ensure leveraging collective resources to create value.

2.5.4. Customer Satisfaction and Customer Journey

It is interesting to note that in recent times it is no longer sufficient to make customers happy with each interaction had with them. Rather, top leadership of organizations embrace a more encompassing concept of "customer journey" which refers to all elements of a company that includes the buying of a company's product to the point of actual usage of it, the buying decision, as well as even the decision to use the product for the first time. The customer experience survey carried out by Pulido, Stone, and Strevel (2014) among 27,000 American consumers in 14 different industries shows that customer journeys are more important than customer satisfaction on individual basis. In the survey, customer journeys were 30% more predictive of overall customer satisfaction than measuring happiness for each individual interaction.

Following the observation by Pulido et.al (2014) that customers are no longer patient with "average" experience in service delivery, they advise firms to ensure that they attend promptly to areas of deficiencies to achieve customer satisfaction. To achieve satisfaction, they also suggest that firms should embrace "consistency" which gives rise to the three Cs of customer satisfaction: customer-journey consistency, emotional consistency, and communication consistency.

Customer-journey consistency means that companies are expected to ensure that they provide customers with superior service by having policies, rules and supporting mechanisms to achieve consistency. However, it is not every company that is able to achieve consistency in delivering services to meet the needs of customers across customer journeys (Pulido et.al, 2014).

In the case of emotional consistency, positive customer emotions are derived from customer experience built on trust. This type constitutes the most drivers of customer satisfaction and loyalty as it plays a major role in establishing a relationship of trust with the customers. A valuable consistency-driven emotional connection to a brand, more often than not, leads to customer loyalty. On the other hand, communication consistency means that a firm's brand is not only dependent on the promises made but on promises kept. A critical factor here is that the customers must recognize the delivery of the promises, which shows that communication with the customers must be proactively shaped in such a way that there is consistency in their delivery (Pulido et.al (2014).

2.6. Employee Work Attitudes

Attitudes are statements that are favourable or unfavourable concerning how people evaluate people, objects, or events (Hettiararchchi and Jayarathna, 2014); how one feels about something (Robbins, 2003); and positive or negative feelings which are learned through one's experience that tend to put specific influence on how a person reacts to people, objects or situations (Fishbein and Ajzen, 1974).

These definitions show the following characteristics of job attitudes: (1) Attitudes are learned; not innate (2) They define one's predispositions towards given situations (3) They are emotional basis for a person's interpersonal relations (4) They are organized and are close to the core of an individual; and (5) Interestingly, some work attitudes change over time, others are relatively enduring. They are reasonably good at predicting behaviours: positive job attitudes help to predict desirable behaviours; while negative job attitudes help to predict undesirable behaviours (Fishbein and Ajzen, 1974; Robbins, 2003; Hettiararchchi and Jayarathna, 2014).

In a study doneby Hettiararchchi and Jayarathna (2014) two findings emerged: (1) There is a positive relationship between organizational commitment and job performance (2) There is a positive relationship between job involvement and job performance. They identify loyalty to one's organization, personal identification, belief in and acceptance of values and goals of an organization to form organizational commitment; while they group caring about one's work, personal involvement in work, having a sense of duty towards work; and pride, as the ingredients of job involvement.

2.7. Culture and Socialization

The fact that attitudes are learned in the process of interaction brings us to the concept of culture. Culture in generic terms is the way of life of a people (Linton, 1945); the way people do their things (Nzimiro, 1973); or the collective programming of the mind which distinguishes a people from others (Hofstede, 2001).

Sociologists define socialization as the process of preparing newcomers to become members of a group that is already in existence on how to think, feel, and act in particular ways the group considers to be appropriate. It includes situations such as child rearing, orientation of a new employee into the practices and norms of an organization, etc. (Persell, 1990).In other words, socialization is the process through which culture is transmitted from one group to another; it is the vehicle or platform through which culture is diffused; usually in the process of social interaction.

3. Methodology

The study will focus on the Ikeja Electricity Distribution Company (Ikejaelectric) which covers the Ikeja, Oshodi, and Ikorodu areas of Lagos as a microcosm of all the Discos in Nigeria. The population is made up all the employees of Ikeja Electricity Distribution Company with a staff strength of 3,761 (Ikeja Electricity Distribution Company,2014). The Zone covered by the company is subdivided into seven districts, namely, Ikeja, Shomolu, Alimosho, Ojodu, Ikorodu, Oshodi, and Abule-Egba. Using the Raosoft formula for calculating sample size, the sample size for the study is 349.The sample was drawn from the population made up of staff in the districts of the Ikeja Electricity Distribution Company using multi-stage sampling technique, which involved stratifying the population before the final sample was drawn through simple random sampling.

Data was collected from primary source through questionnaire formulated using Likert scale; and the questionnaire was pre-tested with 103 respondents using test-retest reliability which gave $r_s = 0.90$. In the main study, out of the 349 copies of the questionnaire distributed to staff of the Company in the seven districts, 296 were returned fully completed which represents 84.81% response rate.

4. Data Analysis

No	Statement	SA	%	A	%	U	%	D	%	SD	%	Total	Total %
1.	The absence of an on-boarding programme with clearly specified goals for the transitioning employees inherited from PHCN makes performance to be below consumers' expectations.	188	63.51	32	10.81	1	0.34	68	22.97	7	2.37	296	100
2.	The lack of leadership commitment and support for on-boarding of the staff inherited from the defunct PHCN makes the high level of the consumers' complaints to exceed satisfaction goals	186	62.84	39	13.18	3	1.01	41	13.85	27	9.12	296	100
3.	Lack of functional departmental involvement in the design, delivery, and review of on-boarding of the transitioning staff of the defunct PHCN affects efficiency in consumer service	190	64.19	31	10.47	1	0.34	51	17.23	23	7.77	296	100
4.	Lack of proper orientation during probationary period for transitioning staff of the defunct PHCN makes consumers to have negative experiences from services rendered.	188	63.51	23	7.77	0	0.00	57	19.26	28	9.46	296	100
5.	Lack of proper planning and implementation of coaching programmes for transitioning staff of the defunct PHCN affects the quality of service to consumers.	189	63.85	30	10.13	2	0.68	42	14.19	33	11.15	296	100
6.	Lack of proper employee engagement to make the transitioning staff of the defunct PHCN imbibe entrepreneurial spirit affects consumer loyalty	175	59.12	38	12.84	3	1.01	45	15.20	35	11.83	296	100
7.	Lack of proper mentoring of transitioning staff of the defunct PHCN affects consumer responsiveness	184	62.16	34	11.49	0	0.00	66	22.30	12	4.05	296	100
8.	Lack of training programmes for transitioning staff of the defunct PHCN to acquire new skills, knowledge, and attitudes affects their behavioural change to consumer satisfaction.	188	63.51	31	10.47	1	0.34	60	20.27	16	5.41	296	100

Table 1: Analysis of Some Likert Scale Statements by Percentages
Source: Field Survey, 2018

With regard to the Objective Oneas shown in Table 1, out of the 296 respondents, 188 or 63.51% strongly agree, 32 or 10.81% agree, 1 or 0.34% undecided, while 68 or 22.97% disagree and 7 or 2.37% strongly disagree that the absence of an on-boarding programme with clearly specified goals for the transitioning employees inherited from PHCN makes performance to be below consumers' expectations. Also, 186 or 62.84% strongly agree, 39 or 13.18% agree, 3 or 1.01% undecided, while 41 or 13.85% disagree and 27 or 9.12% strongly disagree that the lack of leadership commitment and support for on-boarding of the staff inherited from the defunct PHCN makes the high level of the consumers' complaints to exceed satisfaction goals..

Moreover, 190 or 64.19% strongly agree, 31 or 10.47% agree, 1 or 0.34% undecided, while 51 or 17.23% disagree and 23 or 7.77% strongly disagree that lack of functional departmental involvement in the design, delivery, and review of on-boarding of the transitioning staff of the defunct PHCN affects efficiency in consumer service. Also, 188 or 63.51% strongly agree, 23 or 7.77% agree, 57 or 19.26% disagree and 28 or 9.46% strongly disagree that lack of proper orientation during the probationary period for the transitioning staff of the defunct PHCN makes consumers to have negative experiences from services rendered.

To the statement that lack of proper planning and implementation of coaching programmes for the transitioning staff of the defunct PHCN affects the quality of service to consumers, 189 or 63.85% strongly agree, 30 or 10.13% agree, 2 or 0.68% undecided, 42 or 14.19% disagree and 33 or 11.15% strongly disagree. Also, to the statement that lack of proper employee engagement to make the transitioning staff of the defunct PHCN imbibe entrepreneurial spirit affects consumer loyalty 175 or 59.12% strongly agree, 58 or 12.84% agree, 3 or 1.01% undecided, 45 or 15.20% disagree and 35 or 11.83% strongly disagree.

Furthermore,184 or 62.16% strongly agree, 34 or 11.49% agree, 66 or 22.30% disagree and 12 or 4.05% strongly disagree that lack of proper mentoring of the transitioning staff of the defunct PHCN affects consumer responsiveness; while 188 or 63.51% strongly agree, 31 or 10.47% agree, 1 or 0.34% undecided, 60 or 20.27% disagree and 16 or 5.41% strongly disagree that lack of training programmes for the transitioning staff of the defunct PHCN to acquire new skills, knowledge, and attitudes affects their behavioural change to consumer satisfaction.

No	Statement	SA	%	A	%	U	%	D	%	SD	%	Total	Total %
1.	The socialization of new employees into the fraudulent practice of estimated and coded billing inherited from the defunct PHCN makes performance to be below consumers' expectations	188	63.51	28	9.46	0	0.00	38	12.84	42	14.19	296	100
2.	The socialization of the new employees to bribe-taking from consumers to avoid disconnection inherited from the defunct PHCN affects quality of service	186	62.84	26	8.78	1	0.34	65	21.96	18	6.08	296	100
3.	The socialization of the new employees to indiscriminate switching off of electricity supply inherited from the defunct PHCN allows the number of consumer complaints to exceed satisfaction goals	184	62.16	30	10.14	3	1.01	45	15.20	34	11.49	296	100
4.	The socialization of the new employees to the discourteous behaviour inherited from the defunct PHCN leads to negative consumer experience from Their services	190	64.19	24	8.11	0	0.00	57	19.25	25	8.45	296	100
5.	The socialization of the new employees to the practice of the defunct PHCN of tampering with consumers' meters affects consumer loyalty.	185	62.50	33	11.15	0	0.00	49	16.55	29	9.80	296	100
6.	The socialization of the new employees to the nonchalant attitude inherited from the customer care staff of the defunct PHCN affects consumer responsiveness	189	63.85	28	9.46	1	0.34	62	20.94	16	5.41	296	100
7.	The socialization of the new employees to the nonchalant attitude of the field staff inherited from the defunct PHCN affects efficiency in service delivery.	186	62.84	26	8.78	0	0.00	66	22.30	18	6.08	296	100

Table 2: Analysis of Some Likert Scale Statements by Percentages
Source: Field Survey, 2018

With regard to Objective 2 as shown on Table 2, out of the 296 respondents, 188 or 63.51%strongly agree, 28 or 9.46% agree, 38 or 12.84% disagree and 42 or 14.19% strongly disagree that the socialization of new employees into the fraudulent practice of estimated and coded billing inherited from the defunct PHCN makes performance to be below consumers' expectations. Also, 186or 62.84% strongly agree, 26 or 8.78% agree, 1 or 0.34%, 65 or 21.96% disagree and 18 or 6.08% strongly disagree that the socialization of the new employees to bribe-taking from consumers to avoid disconnection inherited from the defunct PHCN affects quality of service.

To the statement that the socialization of the new employees to indiscriminate switching off of electricity supply inherited from the defunct PHCN allows the number of consumer complaints to exceed satisfaction goals, 190 or 64.19% strongly agree, 24 or 8.11% agree, 57 or 19.25% disagree and 25 or 8.45% strongly disagree that the socialization of the new employees to the discourteous behaviour inherited from the defunct PHCN leads to negative consumer experience from their services.

Moreover, 185 or 62.50% strongly agree, 33 or 11.15% agree, 49 or 16.55% disagree and 29 or 9.80% strongly disagree that the socialization of the new employees to the practice of the defunct PHCN of tampering with consumers' meters affects consumer loyalty. Also, 189 or 63.85% strongly agree, 28 or 9.46% agree, 1 or 0.34% undecided, 62 or 20.94% disagree and 16 or 5.41% strongly disagree that the socialization of the new employees to the nonchalant attitude inherited from the customer care staff of the defunct PHCN affects consumer responsiveness.

To the statement that the socialization of the new employees to the nonchalant attitude of the field staff inherited from the defunct PHCN affects efficiency in service delivery, 186 or 62.84% strongly agree, 26 or 8.78% agree, 66 or 22.30% disagree and 18 or 6.08% strongly disagree.

5. Hypothesis Testing

5.1. Hypothesis 1

Lack of proper on-boarding of the transitioning employees inherited from the privatized Power Holding Company of Nigeria by the Ikeja Electricity Distribution Company has a significant effect on the customer satisfaction of the electricity consumers.

Ho: $p \leq 0.5$

H_A: $p > 0.5$

	x	freq(f)	f (%)	fx	f(x-x)²
SA	5	186	62.84	314.20	62.84 $(5-4.05)^2$
A	4	32	10.81	43.24	10.81 $(4-4.05)^2$
U	3	1	0.34	3.00	0.34 $(3-4.05)^2$
D	2	54	18.24	36.68	18.24 $(2-4.05)^2$
SD	1	23	7.77	7.77	7.77 $(1-4.05)^2$
Total		296	100.00	404.89	206.05

Table 3: On-Boarding of Inherited Employees and Consumer Satisfaction

Source: Field Survey, 2018

Note: These Figures Were Generated By Taking the Average of the Scores in Questions 1-8 of the Questionnaire

$$Z_c = 6.88$$

$$Z_{t0.05} = 1.645$$

5.1.1. Decision

Reject Ho since Z_c= 6.88> Z_t = 1.645 at 0.05 level of significance using the critical value approach. Using the p-value approach, reject Ho p-value = 0.00001 < 0.05, and accept the alternate hypothesis that lack of proper on-boarding of the transitioning employees inherited from the privatized Power Holding Company of Nigeria by the Ikeja Electricity Distribution Company has a significant effect on the customer satisfaction of the electricity consumers.

5.2. Hypotheses 2

The socialization of the new employees of the Ikeja Electricity Distribution Company to the discredited work attitudes of the employees of the privatized Power Holding Company of Nigeria has a significant effect on the customer satisfaction of the electricity consumers.

Ho: $p \leq 0.5$

H_A: $p > 0.5$

	x	freq(f)	f (%)	fx	f(x-x)²
SA	5	186.86	63.13	315.65	63.13 $(5-3.99)^2$
A	4	27.86	9.41	37.64	9.41 $(4-3.99)^2$
U	3	0.71	0.24	0.72	0.24 $(3-3.99)^2$
D	2	54.57	18.44	36.88	18.44 $(2-3.99)^2$
SD	1	26.00	8.78	8.78	8.78 $(1-3.99)^2$
Total		296.00	100.00	399.67	216.15

Table 4: Socialization of New Employees and Consumer Satisfaction
Source: Field Survey, 2018
Note: These Figures Were Generated by Taking the Average of the Scores in Questions 9-15 of the Questionnaire

$Z_c = 6.74$

$Z_{t0.05} = 1.645$

5.2.1. Decision

Reject Ho since $Z_c = 6.74 > Z_t = 1.645$ at 0.05 level of significance using the critical value approach. Using the p-value approach, reject Ho p-value = 0.00001 < 0.05, and accept the alternate hypothesis that the socialization of the new employees of the Ikeja Electricity Distribution Company to the discredited work attitudes of the employees of the privatized Power Holding Company of Nigeria has a significant effect on the customer satisfaction of the electricity consumers.

6. Discussion of Findings

From the hypothesis testing, the hypothesis in respect of Objective One, that lack of proper on-boarding of the transitioning employees inherited from the privatized Power Holding Company of Nigeria by the Ikeja Electricity Distribution Company has a significant effect on the customer satisfaction of the electricity consumers has been accepted. Other specific findings include:

- The absence of an on-boarding programme with clearly specified goals for the transitioning employees inherited from PHCN makes performance to be below consumers' expectations.
- Lack of leadership commitment and support for on-boarding of the staff inherited from the defunct PHCN makes the high level of the consumers' complaints to exceed satisfaction goals.
- Lack of functional departmental involvement in the design, delivery, and review of
- On-boarding of the transitioning staff of the defunct PHCN affects efficiency in consumer service.
- Lack of proper orientation during the probationary period for the transitioning staff of the defunct PHCN makes consumers to have negative experiences from services rendered.
- Lack of proper planning and implementation of coaching programmes for the transitioning staff of the defunct PHCN affects the quality of service to consumers.
- Lack of proper employee engagement to make the transitioning staff of the defunct PHCN imbibe entrepreneurial spirit affects consumer loyalty.
- Lack of proper mentoring of the transitioning staff of the defunct PHCN affects consumer responsiveness.
- Lack of training programmes for the transitioning staff of the defunct PHCN to acquire new skills, knowledge, and attitudes affects their behavioural change to consumer satisfaction.

The findings in respect of Objective One find support in the summary provided by Training Industry (2013) as to what constitutes on-boarding. The summary on on-boarding programmes which are aimed at achieving employee maximum effectiveness and ensuring alignment of programmes to current business goals include: (1) involvement of leadership in on-boarding to provide support before, during, and after the process of on-boarding; (2) involvement of all Departments/functional areas in the design, development, delivery and review of on-boarding; (3) setting business goals beforehand in order to be able to develop an on-boarding/training framework which those involved will follow; (4) planning and implementation of coaching programmes or mentor networks for new or transitioning employees; and (5) implementation of constant and on-going on-boarding and training programmes.

All these affect how the inherited employees are able to provide consumer satisfaction having regard to the fact that what provides consumer satisfaction is the extent to which the consumer perceives the services as valuable because of the quality he attaches to them, not how the service provider considers the services to be of good quality. In recent times, organizations focus on quality to be able to increase customer satisfaction; it therefore takes quality employees to provide quality service. In fact, Total Quality Management experts argue that total quality is the set of continuous programmes that are designed to improve the quality of products, services, and marketing processes. As a result of these differences, organizations are advised to strive to build good value offerings, communicate good value offerings, deliver good value, and ensure that pre-purchase expectations of value are in alignment with the actual value that the product or service is able to deliver (Hill and Jones, 2001).

Woodruff (1997) suggests that there is a strong relationship between customer satisfaction and customer value; while Oyeniyi and Abiodun (2008) are of the view that rather than attempt to persuade and manipulate customers, what is of paramount importance is to find out their needs and expectations and to find ways to satisfy them. Customer satisfaction is a measure of a customer's post-purchase evaluation of a product; and it forms the hub of creating sustainable competitive advantage, and in particular, in creating customer loyalty (Loveluck, Patterson, and Walker, 2007).

The staff which Ikeja Electricity Distribution Company inherited from the defunct Power Holding Company of Nigeria (PHCN) did not have the orientation while in PHCN of creating value for the consumer through quality service to encourage consumer loyalty because they were sure of subventions from the Federal Government of Nigeria. In the Ikeja Electricity Distribution Company where there is no government subvention, the revenue depends on the payment of bills by the consumers who would only be willing to do so if they are convinced that the services are of value to them. Where they are not convinced, and in the absence of alternative electricity providers, that would have encouraged their switching to rival service providers, they are compelled to remain with Ikeja Electricity Distribution Company but are unwilling to pay electricity bills. Consumers' unwillingness to pay bills leads to a reduction in the income of the electricity companydue to backlog of unpaid bills.

On the other hand, the hypothesis in respect of Objective two, that the socialization of the new employees of the Ikeja Electricity Distribution Company to the discredited work attitudes of the employees of the privatized Power Holding Company of Nigeria has a significant effect on the customer satisfaction of the electricity consumers has been accepted.
Other specific findings include:

- The socialization of new employees into the fraudulent practice of estimated and coded billing inherited from the defunct PHCN makes performance to be below consumers' expectations.
- The socialization of the new employees to bribe-taking from consumers to avoid disconnection inherited from the defunct PHCN affects quality of service.
- The socialization of the new employees to indiscriminate switching off of electricity supply inherited from the defunct PHCN allows the number of consumer complaints to exceed satisfaction goals.
- The socialization of the new employees to the discourteous behaviour inherited from the defunct PHCN leads to negative consumer experience from their services.
- The socialization of the new employees to the practice of the defunct PHCN of tampering with consumers' meters affects consumer loyalty.
- The socialization of the new employees to the nonchalant attitude inherited from the customer care staff of the defunct PHCN affects consumer responsiveness.
- The socialization of the new employees to the nonchalant attitude of the field staff inherited from the defunct PHCN affects efficiency in service delivery.

These findings are supported by the works of sociologists who define socialization as the process of preparing newcomers to become members of a group that is already in existence on how to think, feel, and act in a particular way the group considers to be appropriate. As Persell (1990) would articulate, socialization includes situations such as child rearing and orientation of a new employee into the practices and norms of an organization, etc. In other words, socialization, being the process through which culture is transmitted from one group to another or the vehicle (or platform) through which culture is diffused usually in the process of social interaction, can only achieve customer satisfaction where the informal socialization of the new employee to acquire the attitudes, practices, and work orientation is in line with the goal of creating value for the consumer. Where the organization, as a deliberate policy, is interested in collecting maximum revenue without providing value for money collected, it is certain that the organization has no commitment to ensuring customer satisfaction. It stands to reason therefore that where the new employee is exposed also to the sub-cultural practices and work orientation that are in conflict with the new concept that organizations should go beyond consumer satisfaction to place emphasis on "customer journey", the organization is bound to lose consumers if they had alternatives.

As shown in the works of Fishbein and Ajzen (1974); Robbins (2003); and Hettiararchchi and Jayarathna(2014), work attitudes are reasonably good at predicting behaviours: positive job attitudes help to predict desirable behaviours; while negative job attitudes help to predict undesirable behaviours. In particular, in the study done by Hettiararchchi and Jayarathna (2014) two findings emerged: (1) There is a positive relationship between organizational commitment and job performance; and (2) There is a positive relationship between job involvement and job performance. They identify loyalty to one's organization, personal identification, belief in and acceptance of values and goals of an organization to form organizational commitment; while they group caring about one's work, personal involvement in work, having a sense of duty towards work; and pride, as the ingredients of job involvement.

Employees should not only develop desirable behaviours that would ensure employee commitment and involvement in their jobs, it is instructive, as also highlighted above,to note that in recent times it is no longer sufficient to think of creating consumer satisfaction from the point of view of making customers happy with each interaction a company has with them. Rather, it is being advocated that top leadership of organizations embrace a more encompassing concept of "customer journey" which refers to all elements of a company that includes the buying of a company's product to the point of actual usage of it; the buying decision, as well as even the decision to use the product for the first time have all become paramount. For instance, the customer experience survey carried out by Pulido, Stone, and Strevel (2014) among 27,000 American consumers in 14 different industries shows that customer journeys are more important than customer satisfaction on individual basis. In the survey, customer journeys were 30% more predictive of overall customer satisfaction than measuring happiness for each individual interaction.

Following the observation by Pulido et.al (2014) that customers are no longer patient with "average" experience in service delivery, they advise firms to ensure that they attend promptly to areas of deficiencies in achieving customer satisfaction. They also suggest that to achieve satisfaction, firms should embrace "consistency" which gives rise to the three Cs of customer satisfaction; namely, customer-journey consistency, emotional consistency, and communication consistency. Customer-journey consistency means that companies are expected to ensure that they provide customers with superior service by having policies, rules and supporting mechanisms to achieve consistency. However, it is not every company that is able to achieve consistency in delivering services to meet the needs of customers across customer journeys.

In the case of emotional consistency, positive customer emotions are derived from customer experience built on trust. This type constitutes the major driver of customer satisfaction and loyalty as it plays a key role in establishing a relationship of trust with the customers. A valuable consistency-driven emotional connection to a brand, more often than not, leads to customer loyalty. On the other hand, communication consistency means that a firm's brand is not only dependent on the promises made but on promises kept. A critical factor here is that the customers must recognize the delivery of the promises, which shows that communication with the customers must be proactively shaped in such a way that there is consistency in their delivery (Pulido et.al (2014).

7. Conclusion and Recommendations

The two objectives which the study sets out to achieve which led to the formulation of the two hypotheses of the study have been achieved. The Hypothesis One established that the lack of proper on-boarding of the transitioning employees inherited from the privatized Power Holding Company of Nigeria by the Ikeja Electricity Distribution Company has a significant effect on the customer satisfaction of the electricity consumers. Secondly, it was also established that the socialization of the new employees of the Ikeja Electricity Distribution Company to the discredited work attitudes of the employees of the privatized Power Holding Company of Nigeria has a significant effect on the customer satisfaction of the electricity consumers. The other findings of the study have also been clearly articulated.

These findings go to show that part of the problems of the privatized electricity industry in Nigeria is that there was no proper on-boarding of the transitioning employees who were inherited from the defunct Power Holding Company of Nigeria by the Ikeja Electricity Distribution Company and this significantly affects consumer satisfaction. Besides, another issue which the results of this study have addressed is that the socialization of the new employees of the Ikeja Electricity Distribution Company to the discredited work attitudes of the defunct Power Holding Company of Nigeria significantly affects consumer satisfaction.

It is pertinent to observe that these findings are in accord with the explanation offered by KPMG (2016) that one of the challenges the distribution companies have had to face is the unavailability of the required skilled manpower in the right quality and quantity and "this hampered the immediate gains stakeholders expected to see" (p.17). KPMG (2016) also observes that PHCN did not make sufficient investment in the training and capacity building of its employees, a situation which made the investors to inherit an over-bloated workforce with little or no technical competence and professionalism. Furthermore, KPMG (2016) explains that even the establishment of the National Power Training Institute of Nigeria (NAPTIN) by the government for the training of employees in the sector prior to privatization was unable to provide the manpower equipped with the requisite skills and practical know-how to drive the privatization.

These findings are also in accord with those in the work of Omonfoman (2016) who argues that one of the operational challenges associated with the application of privatization in the power sector in Nigeria, is that of the challenge of quality of the workforce of the Discos. Thus, the findings of this study, which find support the findings in other studies discussed in this study, have shown that one of the critical factors responsibility for the inability of the Ikeja electricity distribution company to deliver electricity supply in the allocated domain to the satisfaction of its consumers is the lack of proper on-boarding of its transitioning staff and the socialization of the new hires into the discredited practices of the employees of the defunct PHCN.

In the light of those findings, and the findings in this study, we recommend that (1) Ikeja Electricity Distribution Company should have a new strategic direction that would ensure that its services are rendered to achieve consumer satisfaction through well-articulated vision, mission, philosophy and core values upon which the on-boarding programme should be hinged. This will ensure that all employees are fully aware of the strategic direction of the Company, except it is comfortable with its present state of being unable to satisfy its consumers.(2) Ikeja Electricity Distribution Company should take a deliberate action to ensure that it develops an organizational culture that should distinguish it from the defunct PHCN; as well as evolve strategies at the corporate level of the company that would reflect the organizational culture; (3) In particular, the transitioning employees of the defunct PHCN should go through training programmes designed for attitudinal change. This will ensure that such employees jettison the discredited practices associated with the defunct PHCN; and (4) The Company should ensure that the formal and informal socialization of new employees do not involve the discredited practices of the privatized PHCN; and (4) From the formal angle, for instance, the Company should, as a matter of policy, mount training programmes as well as evolve appropriate sanctions that would compel meter readers to engage in actual meter readings and discourage them from fraudulently generating estimated and coded bills to create 'phoney' profits without value creation. It is instructive that the evolvement of adequate corporate strategies, geared towards institutional change, would go a long in reducing the socialization of new employees in to the discredited practices of the employees of the defunct PHCN by the transitioning employees to get them to imbibe the unwholesome practices of the defunct PHCN which have been widely adjudged to be socially and economically unacceptable,.

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