RELATIONSHIP MANAGEMENT AND CUSTOMERS' RETENTION OF TELECOMMUNICATIONS: EVIDENCE FROM NIGERIAN TERTIARY INSTITUTIONS

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Abstract

The study was based on two constructs of relationship management and customer retention. The descriptive method of research was employed to gain an in-depth analysis of the study, while data were sourced primarily. A well-structured five-point Likert rating scale questionnaire was developed and administered to three hundred and fifty-one (351) respondents. The research findings illustrate that effective relationship management positively influences customers' satisfaction, customers' loyalty, customers' retention, and brand preferences. The study revealed that relationship management dimensions are explaining customers' satisfaction and customers' retention to the tune of 60%, and 67% coefficient respectively; while, brand preference and customers' loyalty exhibited by the respondents was explained with 91% and 92% coefficient respectively signaling an extreme significance. The study further revealed that relationship management leads to increased patronage; that is if customers enjoy quality service, coupled with sharing of adequate and timely information, customers drive toward customers' patronage in the form of customers' satisfaction, customers' retention, brand preference, and customer loyalty. The study recommends that telecom providers maintain specific processes to use in handling complaints from consumers to prevent misunderstanding and dissatisfaction. Besides, customers should be encouraged to report complaints directly to the management of the organisation to ensure quality service delivery.

Keywords: Relationship Management, Customer Patronage, Loyalty, Retention, Brand Preferences.

Introduction

Relationship Management (RM) is a methodology intended to supplement traditional marketing 4Ps. So, the long-term relationships, customer formulations are critical to stabilisation in an increasingly changing marketplace (Wu & Wu, 2015). Nevertheless, building long-term customer-service relationships will be the path to longevity in an increasingly competitive industry. More complicated and dynamic is the relationship between service users and service providers. If customer numbers increasing, service providers may need to rely more on their offerings to maintain meaningful connections with their customers.

Because of its size, Relationship Management (RM) has been the primary technique for businesses. It is because it costs up to five (5) times as much to retain potential buyers as it helps an established buyer to make a new order (Silverstein, 2000). The damage caused by an unsatisfied customer may be increased substantially, according to Connolly and Yager (2011). Customers who are not happy are more likely to distinguish themselves from providers to turn to competitors. At the moment, it is not shocking that customer experience management is an essential subject for discussion in the research and practitioner arena (Shankar&Saurabh, 2020).

Telecommunications is probably one of Nigeria's fastest-growing sectors. The deregulation of the telecommunication sector by the Nigerian government in 2001 has led to an intensified competition amongst operators (MTN, Airtel, Glo& 9Mobile). It is commonly believed that the restructuring of the market has significantly empowered consumers, who are no longer faced with a single operator decision taken; this has increased the existing rivalry. Moreover, the forces of liberalisation and globalisation of the telecom market have pressurised the companies to look for a more robust strategy for survival in passing through a dynamic transitional phase, as it is undergoing the operation of market forces of demand and supply. In recent times, complaints of customers who are dissatisfied with service provider's services have been on the increase which has been primarily attributed to poor service quality delivery, unattended charges, and so on; this has become a subject of debate in public.

The GSM service providers are currently being confronted with fierce competition. Despite being few in the market space, GSM network operators often find it almost impossible to fully keep their customers as GSM service subscribers continually brand-switch at no cost in search of quality service, affordable tariff, value-added and augmented services without losing their mobile number. Portability is a program requiring a customer to exit a different service provider without modifying the balance. GSM subscribers carried their mobile numbers successfully; the number of users sending their mobile number during this brief period reflects the vast extent of dissatisfaction with current service providers and their willingness to pursue better customer service anywhere. However, some have done so with an adventurous mind or out of curio.

It seems like subscribers in the tele-communications industry uses upwards of one network asking those questions of why they are not satisfied with the quality they have acquired aided. Under these circumstances, Nigeria's telecommunications industry is experiencing competition because of the growing many service providers, so it has to turn out to be essential for GSM network operators to look at how their subscribers can be maintained, so they don't lose their rivals. While the mobile telecom industry is growing in terms of subscribers, there have been complaints by customers of the poor quality of service, unsolicited SMS, and many others too numerous to mention.

The study's broad objective was to investigate the impact of relationship management on customers' patronage telecommunication services: evidence from selected tertiary institutions in South/West Nigeria. This comprises Lagos, Ogun, Oyo, Ondo, Osun, and Ekiti states. The specific objectives are to:

i.   determine the effect of service quality on customers' satisfaction;

ii.   assess the influence of information sharing on brand preference

Literature Review

A.   Relationship Management

In the last few decades, among academics and practitioners, issues concerning relationship management had been shifted to other strategies such as relationship strategy, service strategy, differential market strategy, augmented marketing strategy, word-of-mouth marketing strategy, and concentrated marketing strategy which had begun to dominate the marketing filed (Egan, 2011). Presently, relationship management is a crucial matter in the management and marketing concepts of business applications. It is being practiced globally. Concerted efforts are needed to convince a new customer to buy, even existing customers to continue to buy a product or

service. Hence, relationship management is concerned with steps and positive attitudes taken to identify and keep a customer to sustain an enduring business rapport among the industry and it subscribers for a very long time (Berry, 1995). Business organisations are thus to look for a new marketing philosophy, which organisations globally have to imbibe to keep their patronage. It goes further to strengthen personal involvement in satisfying customer's long-term business interests.

The term "relationship management was initially used by Berry (1983) and later by Jackson (1985) who introduced this idea in the world of corporate with the introduction of intermediaries otherwise known as middlemen in the supply chain management; relationship with subscribers were given prominent audience" (Sheth&Parvatiyar, 2005). Sugandhi (2012) later discovered that less attention had been given to the relationship as a concept in the running of the business. Levitt (1983) further used wedding in the marriage relationship to analyse the idea of the relationship. He said that it all depends on how sellers manage their relationships with buyers. This concept has further developed, and to some extent turned into a formal model and expression in the business world, networking, and relationship management. The relationship now becomes a subject of interest for both academia and researchers.

B.   Service Quality

In recent history, due to its increasing impact on the corporate results of organisations, executives, analysts, and practitioners have given considerable attention to service quality. Brown and Swartz (2011) submit that companies with high quality of service are preferred and valued by customers to the ones with low service or product quality. Hence, ensuring service or product quality is now the driving force for business organisations in the 21st century. User assesses the quality of service based on what they desire by matching their perceptions of service encounters with their expectations of what will result from the service. Marketers have only explained and evaluated the quality of tangible goods, while service quality has not yet been defined and is

under-researched (Parasuraman, Zeithaml, & Berry, 1985).On the other hand, the degree to which any action by one party (provider) can meet or satisfy another person's (customers, in this context, subscribers) expectation is known as quality (Kotler, 2012). Firms have realised that maximisation of profit coupled with market acquisition and sustenance depends much on the service quality. Service quality is now a primary strategy used to differentiate their goods and services from the vicinity of other firms because customers evaluate firms via the quality of their service or product. Gronroos (2004) opines that customers measure the quality of service or product by comparing their service expectation with service experienced.

C.   Information Sharing

Members of business organisations at all levels share information in and out of the organisation. The department that is saddled with this job called the department of Corporate Service is strategic to the dissemination of information. Business organisations, at all levels, communicate with business colleagues, customers, shareholders, and all other stakeholders such as the media and other members of the public daily, because the information is power. No organisation can function adequately or reach its goals without a sound system of information communication. The business organisation stands to gain by sharing information about it by communicating effectively with its customers. Efficient and efficient contact with consumers through the company saves time and money, so keeping current customers and gaining new ones is even cheaper (Mohr &Nevin, 2014). More useful business decisions are taken after communicating with customers because customers share their view on a product or service aspirations.

D.   Customers' Retention

Retention represents a coordinated initiative to minimise or eliminate problems. The retention process is to fulfill their needs and to take specific actions to meet their needs. The preservation of consumers is the activity in which a selling organisation reduces customer defects. A company begins with a customer and maintains a partnership for good customer retention over its

entire lifespan. A company can draw new customers and retain existing ones. It is not only linked to its goods or services but also to how it represents its future clients and generates a market-wide brand identity (Reichheld& Detrick, 2013; Deepa& Dinesh2019).

Customer retention is much more than just giving the consumer what they anticipate; it's about moving beyond their expectations to become loyal customers for their company. Customer loyalty brings 'customer value' instead of maximising business strategy profits (Egan, 2011). Customer retention is a strategic mechanism that maintains or preserves current customers and does not encourage them to converge or migrate for business with other suppliers or organisations, and this is only feasible if a quality partnership exists between customer and supplier. Generally, a consumer is likely to stick to one product or service over another brand or company to the degree that its basic needs continue to be appropriately met. The more you hold your customers, the higher the opportunity for market growth (Lee, 2010; Fogli, 2016;Wirtz&Lihotzky, 2012).

Theoretical Framework
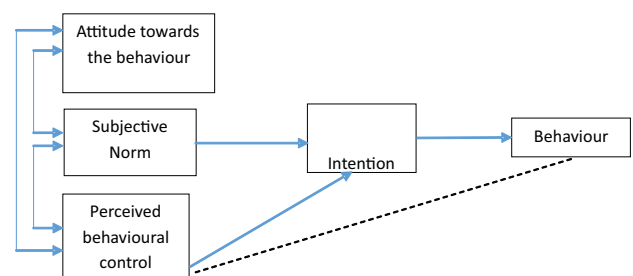
Theory of Planned Behaviour

Over the past three decades, the Theory of Planned Behaviour(TPB) (Ajzen, 1985), an expansion of the Theory of Reasoned Action (TRA; Fishbein&Ajzen, 1975), has been the dominant theoretical method to direct conduct study. Scholars well-known the theory, and many students, professionals, and policymakers are also familiar with it.

The theory of planned behaviour was premised that humans appear to act consciously. Ajzen refers, among other studies, to several individual meta-analyses performed by Notani (1998), to prove that the associations between intention and actions are typically significant. Hence, he presumes the following: "when people influence behavioural performance, they appear to behave according to their expectations" (Ajzen, 2005).

Intentions are a function of three fundamental determinants according to the TPB. One is personal, one reflects the social influence and social pressure, and the third is about control issues. The psychological dimension of the defendant is his attitude towards the acts. This attitude is the positive or negative appraisal of the person who conducts the particular exciting behaviour. The second determinant of intention is the subjective norm, consisting, or not, of the perception of the social pressure of the individual to conduct the action under consideration. Finally, the ultimate determinant of purpose is the sense of self-efficacy or desire to perform value behaviour, called perceived. The psychological dimension of the defendant is his attitude towards the acts. This attitude is the positive or negative appraisal of the person who conducts the particular exciting behaviour. The second determinant of intention is the subjective norm, consisting, or not, of the perception of the social pressure of the individual to conduct the action under consideration. Finally, the ultimate determinant of purpose is the sense of self-efficacy or desire to perform value behaviour, called perceived behavioural control.

Figure 1: Intention Determinants

Source: Adapted IcekAjzen, University of Massachusetts (1992)

To summarize the essence of the planned behaviour theory, people expect to perform a behaviour when evaluating it favourably, when feeling social pressure to do it, and when they feel they have the resources and incentives to do so (Ajzen, 2005). These three determinants are not always equally important, as attitudinal considerations are more vital for some intentions

than normative considerations, while for others, it is vice versa. The importance of perceived behavioural influence often differs according to behaviour. In some cases, it takes only two determinants to explain the purpose, while in others, all three factors are significant. Even the relative weights of the three factors will differ from person to person, or from one population to another, according to Ajzen (2005) in Deepa and Dinesh(2019).

Empirical Review

Rowley and Dawes (2015) studied the effect of relationship management on the efficiency of the cellular network using only one dependent variable: satisfied network performance and four independent variables (availability, coverage, drop calls, and call quality). Multiple regression analysis approaches were used, with regression findings suggesting an overall model of three constructs that predict network satisfaction significantly. The construct variables are the quality, coverage, and efficiency of calls, which have been satisfactorily loaded into the regression model. Calls dropped with a p-value higher than 0.05 were not considered necessary. The model accounts for a network satisfaction variance of 37.5 percent. This suggests that this model does not explain up to 62.5 percent of the differences in network satisfaction, calling for further research in this field indirectly. The beta values represent the importance of each factor in the regression equation that shows that network efficiency (0.435) has the most substantial effect on network satisfaction, followed by coverage (0.174), and call quality (0.125) in the United States. The study found that Relationship Management considers a stable customer base as a core asset.

Also, in Shanghai, China, Salmiah, Ungku, and Lim (2013) examined the contributory effect of relationship management on customer patronage of telecommunication subscribers. The study utilised switching costs, confidence, corporate identity, and perceived service quality as predictors of the patronage of consumers measured by customer loyalty and retention. The data were collected via a well-structured questionnaire from 185 subscribers.

O'Malley and Tynan (2010) examined the relationship between relationship management and customer satisfaction in the telecommunications industry, with an emphasis on the Mobile Telecommunications Network (MTN) in South Africa. Exploratory factor analysis was used to assess the underlying variables of relationship management while multiple regression analysis was used to analyze the impact on client loyalty of relationship management. Research shows that the management of relationships has an effect on customer satisfaction and that the two variables have a positive relation. To maintain a high degree of consumer satisfaction, the company must, first of all, know the customer's needs and how to satisfy those needs, to keep them loyal, which translates into customer retention. It has also pointed out that hiring new clients costs more than retaining current ones.

Tulu (2015) investigated the relationship management impact on the patronage of customers at some selected private hospitals in the state of Lagos. The study uses service quality and follow-up (after-sales) service to measure relationship management while patronage of customers was measured by service preference and repeat visitation. The study followed a survey research procedure, while the sample size was calculated using a multi-stage sampling technique. 489 questionnaires were administered to respondents, and the data obtained were analyzed using multiple regression. The study found that relationship management has a significant influence on customers' service insistence, repeat visitation, and switching restraints.

Figure 2: Study's Model
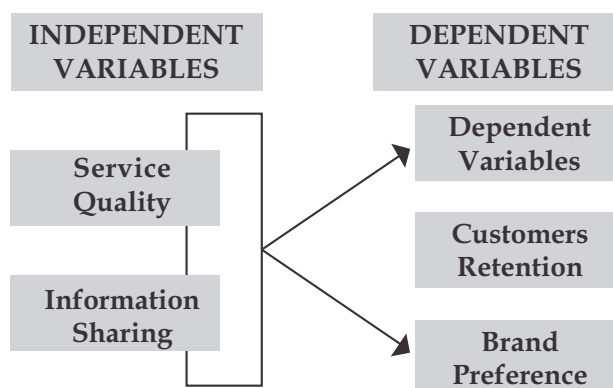
Methodology

The study seeks to investigate the relationship that exists between relationship management and customers' patronage in the telecommunication industry, hence it is essential to examine the phenomenon (relationship management) using a systematic approach so that the result will represent the whole picture of the behaviour of the group under study. Therefore, it is imperative to choose and adopt an appropriate approach to conduct research work. The study adopts a descriptive survey design of selected higher institutions in South-West Nigeria.

A multi-stage sampling technique was used to group the tertiary institutions in Southwest Nigeria into three strata- University, Polytechnic, and College of Education. Using the same method as above, the strata were further stratified into three- The Federal, State, and Private (homogenous groups). Convenience sampling technique was adopted to select four Federal Tertiary Institutions, namely the University of Lagos, Akoka, Lagos, Yaba College of Technology. Yaba, Lagos, Federal Polytechnic, Ede, Osun State and Federal College of Education, Osiele, Abeokuta, Ogun State), three State Tertiary Institutions (AdekunleAjasin University,

Table 1: Population of the Study

S.No.	States	Institutions Teaching	Population
1.	Lagos	University of Lagos, Akoka	1,123
		Yaba College of Technology, Yaba	876
2.	Ogun	Federal College of Education, Osiele, Abeokuta	888
3.	Oyo	The Polytechnic, Ibadan	3,081
4.	Ondo	AdekunleAjasin University, Akungba-Akoka	393
		Bethel College of Education, Ijare	141
5.	Osun	Federal Polytechnic, Ede	545
		Osun State College of Education, Ilesa	318
6.	Ekiti	AfeBabalola University, Ado Ekiti	175
		Crown Polytechnic, Odo, Ado Ekiti	149
		Total	**7,689**

Source: Academic Planning Units (2019)

The target population for this study is Seven Thousand, Six Hundred and Eighty-Nine (7,689) teaching staff of the selected tertiary institutions who are subscribers of the four (4) major GSM providers in Nigeria: vizMTN, Airtel, 9mobile and Glo comprising the teaching staff of the above named selected tertiary institution in South-West Nigeria as shown in Table 3.1:

AkungbaAkoko, Ondo State, The Polytechnic, Ibadan, Oyo State and Osun State College of Education, Ilesa, Osun State) and three Private Tertiary Institutions (AfeBabalola University, Ado Ekiti, Ekiti State, Crown Polytechnic, Odo, Ado Ekiti, Ekiti State and Bethel College of Education, Ijare, Ondo State) from each category of the stratum.

The sample size was determined from the total number of Seven Thousand, Six Hundred, and Eighty-Nine (7,689) teaching staff of the selected tertiary institutions. Krejcies and Morgan (1970)'s formula for sample determination was employed to determine the sample size of this study to represent the study's population. Hence, based on the above, 367 teaching staff of the selected tertiary institutions were proportionally selected from the study's population to serve as the study representative sample size. The formula is as shown below:

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the above, 367 teaching staff of the selected tertiary institutions were proportionally selected from the study's population to serve as the study representative sample size. The formula is as shown below:

$$S \frac{x^2 NP\ (1-P)}{d^2(N-1) + x^2 P\ (1-P)}$$

Where:

s   =   required sample size

χ^2 =   The chi-square table value for 1 degree of freedom at the desired level of confidence (3.841)

N   =   the population size

P   =   The proportion of the population (assumed to be 0,50 because the maximum sample size will be provided)

d   =   degree of accuracy expressed as a proportion (0.05)

N = 7689, X^2 = 3.481, P = 0.50 and d = 0.05

Therefore, substituting for the above variables, this yield:

$$S = \frac{3.841\ (7,689 \times 0.5)\ (1-0.5)}{0.05^2\ (7,689-1) + 3.8\ 41\ \ 0.5\ (1-05)}$$

$$S = \frac{7,405.15175}{20.18025}$$

S =   366.9504466

S ≅   367

Table 2 : Sample Size and Sampling Technique

S/N	States Institution	Pop	% of Pop	Sample Size	% of Sample
1.	Lagos University of Lagos, Akoka	1,123	$\frac{1,123}{7,689}$ x 100 = 15%	15% x 367 = 55	15%
	Yaba Coll. of Tech, Yaba	876	$\frac{876}{7,689}$ x 100 = 11%	11% x 367 = 40	11%
2.	Ogun Fed. Coll. of Edu., Abeokuta	888	$\frac{888}{7,689}$ x 100 = 12%	12% x 367 = 44	12%
3.	Oyo The Polytechnic, Ibadan	3,081	$\frac{3,081}{7,689}$ x 100 = 40%	40% x 367 = 147	40%
4.	Ondo AdekunleAjasin University, Akungba Akoko	393	$\frac{393}{7,689}$ x 100 = 5%	5% x 367 = 18	18%
	Bethel Coll. of Edu., Ijare	141	$\frac{141}{7,689}$ x 100 = 1.8%	1.8% x 367 = 7	1.8%
5.	Osun Federal Polytechnic, Ede	545	$\frac{545}{7,689}$ x 100 = 7%	7% x 367 = 26	7%
	Osun Osun State Coll. of Edu., Ilesa	318	$\frac{318}{7,689}$ x 100 = 4%	4% x 367 = 15	4%
6.	Ekiti AfeBabalola Univ., Ado Ekiti	175	$\frac{175}{7,689}$ x 100 = 2.2%	2.2% x 367 = 8	2.2%
	Crown Polytechnic, Ado Ekiti	149	$\frac{149}{7,689}$ x 100 = 2%	2% x 367 = 7	2%
	Total	**7,689**	**100%**	**367**	**100%**

Source: Researchers Field Survey (2020)

The questionnaire data were coded, and the answer to each item was put in different vital themes. Using Statistical Packages for Social Sciences (SPSS), quantitative data collected from the research instruments were analysed. Based on the dependent variables of the construct in relation to their attendant independent variables, hence, four mathematical models are discerned from this study that is,

$CS = f(\beta_{Ser} \pm \beta_{A} \pm \beta_{Inf} \pm \beta_{Tru} + v)$, $CR = f(\beta_{Ser} + \beta_{Ass} + \beta_{Inf} + \beta_{Tru} + v)$, $BP = f(\beta_{Ser} + \beta_{Ass} + \beta_{Inf} + \beta_{Tru} + v)$ and $CL = f(\beta_{Ser} + \beta_{Ass} + \beta_{Inf} + \beta_{Tru} + v)$

Dependent Construct: Customers' Patronage.

Independent Construct: Relationship Management

The mathematically model below is expressed as $Y = f(\beta)$

Where Y = Dependent Variable

X = Independent Variable

Y = Customers' Patronage (CP)

X = Relationship Management (RM)

Data Analysis and Interpretation of Results

Table 3 : Demographic Characteristics of Respondents

Characteristics	Category	Frequency	Percent	Cumulative percent
Gender	Male	267	76.1	76.1
	Female	84	23.9	100.0
Age	20 - 35yrs	29	8.3	8.3
	36 - 45yrs	107	30.5	38.7
	46 - 55yrs	119	33.9	72.6
	56yrs and Above	96	27.4	100.0
Marital Status	Single	104	29.6	29.6
	Married	229	65.2	94.9
	Separated	12	3.4	98.3
	Widowed	6	1.7	100.0
Highest Qualification	NCE/OND	8	2.3	2.3
	HND/B.Sc. or Equivalent	125	35.6	37.9
	Postgraduate	218	62.1	100.0
Employment status	Permanent	330	94.0	94.0
	Contract	21	6.0	100.0

Source: Author's Computation, 2020

The frequency distribution of the demographic features of the respondents has illustrated in table 3. The table shows 267 (76.1 %) of the 351 respondents are male while 84 (23.9 %) are female. Although the findings recorded a higher number of male staff of the selected tertiary institutions than their female counterpart, by implication, it can be deduced that the views being expressed are representative of both males and females. Also, the table above captured the statistics on the age distribution of the respondents. From the table, the majority of the respondents numbering 119 (33.9%) are within 46-55 age bracket, 107 (30.5%) within 36-45years, 96 (27.4%) were within 56 years and above, and 29 (8.3%) occupies 20 to 35 years. The finding is primarily dominated by staff between the age brackets of 46-55years. By implication, this deduced that the study has a more mature minded staff as respondents.

More importantly, out of the 351 respondents, 229 (65.2%) of the selected tertiary institutions are married, 104 (29.6%) staff are single while 12 (3.4%) staff are separated parents, and 6(1.7%) are widowed. Hence, this means that the highest numbers of the employees are married. The figures as presented above narrates the educational background of the respondents where 218 respondents totaling 62.1 percent hold postgraduates certificates, 35.6 percent which amounts to 125 respondents hold first degree certificates (i.e. HND/B.Sc. or Equivalent). In contrast, 8 employees who are 2.3 percent of the respondents hold either OND or NCE certificates.

This connotes that the highest numbers of employees sampled are educated above the first-degree educational level. By implication, means that the respondents were resilient thoughtful of what the matter is all about.Lastly, 330 (94.0%) of the sampled respondents are permanent employees of the selected tertiary institutions, while 21 (6.0%) are contract staff. Hence, this by implication indicates that the majority of the employees sampled are a permanent staff of the selected tertiary institutions

Result Presentation for Hypotheses

Multiple regression was used to explore the impact of relationship management (proxied by service quality, and information sharing) on perceived customers' patronage (proxied by the customers' satisfaction scale). Table 4a presents the model summary. It shows that the correlation coefficient r is 0.76 which indicates that there exists

It is also clear from the table that the r2, which is the coefficient of determination is 0.60, approximately 60%. That implies that more than two-thirds of the percentage, i.e. 60 % change in customers' satisfaction can be explained by the availability of service quality, and information sharing. At the same time, the remaining 40% is explained by other factors that are not captured in the model.

Also, the regression result as found in Table 4b: ANOVA indicates that the approximate F-test was 129.93, meaning 1% [p<.000] which is less than 0.05 (p<0.05) p-value. It means the critical variable elements as a whole will together affect a shift in the dependent variable (Customer Satisfaction). However, the Table 4b further elucidate the results of the variance analysis of the dependent variable with a sum square regression of 83.41, as opposed to the residual sum of squares with a value of 55.53.

Table 4ᵃ : Model Summary

Model R	R Square	Adjusted	R Square	Std. Error of the Estimate	Durbin-Watson
1	.775ᵃ	.600	.596	.401	1.718
a. Predictors: (Constant), Service Quality, Information Sharing					
b. Dependent Variable: Customer Satisfaction					

Source: Author's Computation, 2020

Table 4ᵇ : ANOVAa

a very strong relationship between customers' satisfaction (dependent variable, i.e. the variable being predicted) and service quality, and information sharing - which are predictors or independent variables.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	83.407	4	20.852	129.926	.000b
	Residual	55.529	346	.160		
	Total	138.936	350			

a.   Dependent Variable: Customer Satisfaction

b.   Predictors: (Constant), Service, Service Quality, Information Sharinga

Source: Author's Fieldwork Computation, 2020

Specifically, the regression performance as shown in Table 4c below: showed that a positive relationship existed between perceived sales service and presumed customer satisfaction so that a unit increase in perceived sales service scores resulted in approximately .15 unit increases in presumed customer satisfaction scores, which were significant at 1% with the aid of p-value It shows that consumer satisfaction rises by 15 percent with every rise in the indicator. This, therefore, means that the higher the after-sales operation, the greater the customer satisfaction.

There was also a favourable association between perceived service perceived value and perceived customer satisfaction so that a unit improvement in perceived service quality scores resulted in approximately .50 unit increases in presumed customer satisfaction scores, which were significant at 1% p-value (0.000). Any improvement in this factor would increase customer satisfaction by 50%. Therefore, it means that all aspects are equal, the higher the level of service, the greater the perceived variance in customer satisfaction.

higher the variance in the presumed customer satisfaction.

Furthermore, there was a negative relationship between perceived trust and perceived customer satisfaction such that a unit rise in perceived trust scores induced about .02-unit decrease in perceived customer satisfaction scores which was statistically not significant at 1 percent going by the p-value (0.77).

Decision Rule: As depicted on the table above, it is, therefore, established that taking into account (Service Quality and information sharing) constant at zero, customer satisfaction will be 0.60. However, the results presented indicate that taking other independent variables (service quality) at zero, an increase in the service quality adjustment unit will lead to an improvement in customer satisfaction by 0.50 (50 percent). Consequently, the Null Hypotheses are dismissed because the p-value is 0.00, which is much less than 0.05. Therefore, the alternative theory is acknowledged, that there is a major connection between the management of the company and

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Table 4^c : Coefficients^a

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Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.601	.143		4.208	.000
	Service Quality	.499	.056	.488	8.966	.000
	Information Sharing	.198	.052	.226	3.812	.000
a. Dependent Variable: Customer Satisfaction						

Source: Author's Fieldwork Computation, 2020

More significantly, there was a favourable relationship between perceived information sharing and perceived customer satisfaction so that a unit increase in perceived information sharing scores contributed to a rise in perceived customer satisfaction scores of about.20 units, which was statistically meaningful at 1% p-value (0.000). It, therefore, implies that all things are equal, the more the sharing of information, the

satisfaction of the customers. It suggests that when a partnership is handled well through the predictors; it appears to have a significant effect on consumer satisfaction.

Discussion of Findings

From the analysis and test of hypothesis one, it was evident that service quality affects customers'

patronage in terms of customers' satisfaction. An accurate evaluation of a company's service quality will lead to the fulfillment of customer expectations, thus leading to satisfaction. Significant relationship finding is compatible with Swartz and Brown's current research (2011); Metters, King-Metters, and Pullman (2013) arguing that high-quality service firms are preferred and valued by customers over low-service or low-quality production firms.

Also, the study hypothesized, "Information sharing does not significantly affect brand preference". The result of computation showed a correlation coefficient of 0.30, which indicates that there exists a very strong positive linear relationship between information sharing and brand preference. Besides, the probability and [t-statistics] value of .000 and [13.08] further suggests that the relationship between information sharing and brand preference is significant since the alpha level of .05 is higher than the p-value. The conclusion, therefore, is that improvement in information sharing is a significant contributor to brand preference. It is evident in the studies of Duncan and Moriarty (2015) and Babita andYogita(2019) see customer relationship that drives brand preference. They believed information sharing directly affects building long-term and enduring relationships with stakeholders of an organisation.

Conclusion and Recommendations

From the study, it was deduced that relationship management is a process that effectively integrates customer group management, management heads of an organization, and business management. RM acts as a tool to expedite the business and thus enhance customer relationships with the organizations. Finally, after conducting and validating this study through various data and quantitative analysis, it can be adequately stated that RM is needed in the telecoms sector, resulting in the optimization of customer patronage. Customer loyalty is one of the main aspects RM offers. The study recommends that Shared information about the services is of immense importance to maintain customer satisfaction in the industry. Telecoms

should maintain a clear procedure for handling complaints from customers to avoid confusion and dissatisfaction. Telecom firms need to maintain a definite strategic plan to maintain trust and organise training for the managers and employees on how to handle issues promptly and manage the relationship from all sources; empowering employees with enough required authority so that they can instantaneously manage customers' queries. To provide service quality, the study recommends that customers should be encouraged to voice their complaints directly to the firm's management.

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