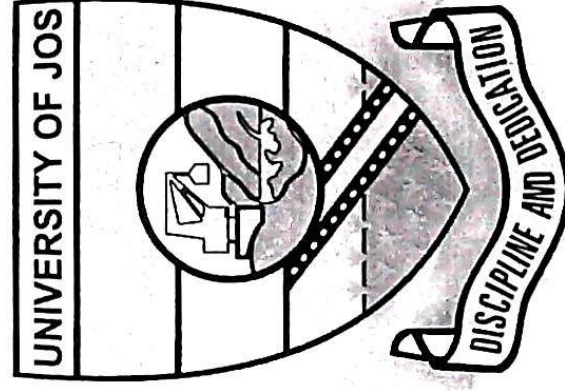


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Effects of Service Recovery Delivery on Loyalty of GSM Industry: Evidence from Customers in Nigeria

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ABSTRACT

Service recovery delivery has become a source of worries to GSM Industry in Nigeria. The survival and growth prospects of GSM services as a result of quality of service cannot be overemphasised. Customer satisfaction is however imperative primarily because the value of satisfied customers realized in terms of positive brand attitudes and repeat purchases would determine their existence. This study employed descriptive research design using cross-sectional survey method to collect data. The study results show that there is a significant effect of attentiveness of service to customer complaints on customer loyalty in Lagos State. Consequently, one of the major recommendations is that to improve service recovery delivery, GSM Industry should conduct integrated root-cause analysis and continuously learn from their service delivery system.

Keywords: Service delivery, Justice, Theory, loyalty, attentiveness of service, customer complaints

1.0 INTRODUCTION

Customer satisfaction has become a marketing imperative primarily because the value of satisfied customers has been realized in terms of positive brand attitudes and repeat purchases (Moghavveni et Al, 2018; Uysal & Mehmet, 2013). In the context of services, customer satisfaction related with the degree of quality of service and is argued to arise when an individual's perception of performance exceeds the expected performance. Organization is under moral obligation to render excellent services to their customers in order to achieve a sustainable competitive edge (Tee, Preko and Tee, 2018). Without any doubt, quality of service is a very critical aspect in the business related action for service delivery. Furthermore, Ballanthyne, Christopher and Payne, (2006) asserted that in a growing and competitive market, rendering uncommon quality service is seen as a basic factor for the success of service firms, global system for mobile telecommunication (GSM).

Similar to this, business strategy development that seek to understand customer is necessary in order to satisfy and retain them has been linked to customer patronage (Kotler and Keller, 2009). Customer patronage is through offerings that provide service delivery,

Swalleche (2021) put it that, business satisfaction leads to customer loyalty to repeat purchase. To deliver service to customers in the business, it requires the resources of human and mechanical as well as electrical resources void of compliant. Thus, service delivery is the expectation by the customer (s) and or beneficiaries in the acquisition of services by the respective entity that provides the service through payment in exchange (Shanka, 2012).

The importance of customer to organizational survival is buttressed by Brian (2011), Raza and Hanif (2013), Ali and Raza (2015), when they held that it is a common knowledge from marketing concept that to succeed in any business the customer must be the centre piece of organizational activities. Anuforo, Ogungbagbe, and Edeoga (2015) argued that customers however are sometimes difficult to please simply because, they are smarter, more price conscious, more demanding, less and they are prone to so many competitors with same or better offerings. The challenge according to Kotler and Armstrong (2010) is not only to produce satisfied and loyal customer since several competitors do same; to retain them for business growth. In delivering quality of service to customers in the mobile telecommunication business in Nigeria, it requires the resources of human and mechanical as well as electrical resources void of customer compliant.

In Nigeria, GSM services' provider continues to grow at a rapid pace as a result of the full liberalization of the sector, have remarkably increases in investment and network connectivity in recent years (Alabar, Ode, & Gbande, 2017). Nigeria is ranked seventh (7th) among the world's top ten countries with the most mobile phone subscribers (Wee, 2019). In order to improve client satisfaction and patronage, GSM service providers have invested about N5.750 trillion in network development and enhanced services (Akingbade, 2021; Samuel & Olatokun, 2019). GSM subscriber count had grown to 204, 601, 313 subscribers (NiCC, 2020). The GSM sector also has significantly contributed to the country's Gross Domestic Product (GDP), according to Thisday newspaper on March 16, 2020.

For instance, the mobile telecommunication sector contributed N1.58 billion to the Gross Domestic Product (henceforth, GDP) in 2016 and a 16.45% increment in the year 2021 (Kazaure et al, 2021; Ishola and Olusoji, 2020; Oyatoye, Adebisi and Amole, 2015). In spite of the GSM service providers' phenomenal growth in Nigeria, customers are worried about the quality of service delivery. The basis for this argument, is that the heterogeneity of services makes it somewhat difficult to assume that service delivery will be similar in all encounters, as well as elicit the same satisfaction levels among customers in various settings (Odoom et al., 2019). A service failure occurs during the service consumption process when the customer's expectations of the service delivery are unfulfilled (Xu et al., 2019; Anwar et al., 2018)

Complaints by the customers as a results of inadequate quality of services that could lead dissatisfaction, further lead to customer attrition (Ismail, Hussain, Shah, 2019; Muhanji and Ngari, 2015; Onigbinde and Odunlami, 2017). Customer complaints include illegal deduction of airtime for calls not made, poor reception, and poor inter-connectivity

with other networks among others which have resulted to complaint (Salim et al., 2018). Others are poor service quality and unfair treatment from the employees in these organizations (Okyere, Anna & Anning, 2015). Apart from being dissatisfied with the initial problems encountered, many consumers are likely to be unsatisfied with the ways in which their complaints can be resolved. Occasionally, it is not only the initial service failures that cause customers' dissatisfaction but also the service provider's lack of appropriate responses to failures.

Consequently, the customer dissatisfaction can be sensed in the way customers easily shifts their patronage between GSM services, due to the fact that customers have different SIMs for different occasions making it easier to defects (Kolawole and Umejel, 2018). In Nigeria, GSM services include Mtel, other entities operating in the area are MTN, Glo Airtel and 9mobile (Ogungbangbe, and Edeoga, 2015). According to Gronroos (2000) reveals that a defective relationship between the service provider and customers as a result of the provision of bad service from the view of customers. Service provider cannot completely avert service failure partly due to forces beyond their control, it then presupposes that service failures do occur. Indeed, gathering customer feedback is very tasking for service recovery (Mourtzis et al., 2018; Okolo et al., 2021; Yakubu & Kadiri, 2019; Dah & Dumenyi, 2017).

Studies reveal that there is link between customer complaints and service recovery (Ngari, 2015; Onigbinde and Odunlami, 2017). Recovery strategy is critical phase, which allows GSM service providers to restore customer's confidence, which enables firms with an opportunity to restore the damage in a subsequent phase (Muhanji and Ngari, 2015; Onigbinde and Odunlami, 2017). Vuuren, Robert-Lombard and Tonder argued that the way an organisation handles company complaint can effect it's business success in the long term. However, bad complaint handling process could damage the relationship between a firm and the affected customer, and results to dissatisfaction. It could advance negative word of mouth advertising leading potential customers to refrain from transacting with the organisation (Hussain, Shah, 2019; Morrison and Huppertz, 2018; Awards and Anyadighibe, 2014).

A captious reviewed of literature on service recovery shows that recovery procedures has focused mainly on compensation costs (Smith et al., 1999; Mattila, 2001b; Wirtz & Mattila, 2004; Roschk & Gelbrich, 2017) and preferential treatment (Neira et al., 2010; Luo et al., 2021). Compensation and preferential treatment can often be costly and may not produce desired results if not well executed by the service providers (Stakhovych & Tamaddoni, 2020; Oru & Madumere, 2022; Yakubu & Adedeji, 2017; Ogunnaike & Ogbari, 2016). Regardless of the type of service failure that customers experience, it is essential for service providers to a seamless service to rectify these failures by restoring and maintaining their customer relationships (Cheng et al., 2013; Tax & Brown, 1998).

However, to the best knowledge of the researchers, there is paucity of research on attentiveness of service on GSM subscribers in Lagos State, Nigeria. This study filled this gap in knowledge by investigating the effect of attentiveness of service on telecom

subscribers in Lagos State, Nigeria. The main objective of the study is to examine the effect of attentiveness of service on customer loyalty among telecom subscribers in Lagos State, Nigeria.

2.0 OBJECTIVES OF THE STUDY

The main objective of this study is to examine mobile service recovery on customer loyalty in the GSM service providers in Lagos State.

The specific objectives are to:

1. Identify if service recovery recovery on customer patronage in the GSM service providers in Lagos state, Nigeria
2. Examine attentiveness of service on customer loyalty in the GSM service providers in Lagos state, Nigeria

3.0 LITERATURE REVIEW

This sub-section explains the relevant theories used in this study, which underpins the study, as well as the empirical review of previous studies that have been conducted along similar research line. This is necessary to understand the depth of work that has been carried in the past and the gaps identified in the previous studies in to show the relevance of the current study.

3.1 Theoretical Review

Some theories have been reviewed for the purpose of this study in order to establish the impact between the dependent and the independent variables. The theories are Stakeholder and Justice Theory.

3.1.1 Stakeholder Theory

Stakeholder theory argues that every legitimate person or group participating in the activities of the firm do so to obtain benefits. All stakeholder interests should be considered intrinsically valuable. Stakeholder theory begins with the assumption that values are necessarily and explicitly a part of doing business. According to Freeman et al. (2004), the stakeholder theory motivates managers to propel the organization forward and allow it to enhance its performance metrics. The theory also articulates that managers will strive to foster efficiency through promoting better relationships within the work place.

The theory argues that the organization has relationship with many constituent groups and that managements can engender and maintain the support of these groups by considering and balancing their relevant interests (Reynolds et al., 2016). Employers therefore need to consider workers as very pertinent components of the decision making process in the organization. Firms only logically address the needs and wishes of four parties: investors, employees, suppliers, and customers. However, competitors are counted as stakeholders. Hence this theory was essential in the sense that a high levels of service quality both in terms of actual technical quality and customers' perceptions, would likely

evaluate a service positively when the company effectively provides the value promised to them.

The relevance of the stakeholder theory is that investors, employees, suppliers, and competitors were taken care of. customer is down played in order to retain existing customers and attract more customers not only by communicating the benefits they offer in terms of response to service failure can either bring back customer satisfaction or exacerbate negative customer ratings sustained lasting relationship with existing customers who in turn will recommend their friends, family, and other members of the public that patronises their GSM service providers.

3.1.2 Justice Theory

Service recovery is about how one reacts to a mistake. Service recovery is about using tools to turn a mistake into a positive and profitable situation. These customers are more likely to patronize the service providers in the future and to share their positive experience with others (Maxham and Netemeyer, 2002). Researchers such as Río-Lanza et al. commonly connect the customer perspective of a service recovery to the theory of justice. This theory builds on a three-dimensional view of the concept of fairness that evolves over time to include distributive justice (Deutsch, 1985), procedural justice (Lind and Tyler, 1988), and interactional justice (Bies and Shapiro, 1987).

Distributive justice refers to the perceived fairness of the actual outcome or consequence of a decision. Procedural justice refers to whether or not the customers believe the procedures or criteria used in making the decision are fair. Interactional justice deals with interpersonal behavior in the enactment of procedures and the delivery of outcomes. Justice theory offers a comprehensive framework for understanding the complaint process from initiation to completion (Tax and Brown, 1998).

The principle of justice maintains that companies should provide a reward that is relative to what the customer has invested in the relationship (Homans, 1961). For the customer, the implication of justice is that the punishment for the company should fit the crime. The pre-recovery phase covers the time period between initial awareness of a service failure and the first interaction between the customer and the organization. Failure reporting is critical in this phase, as it provides organizations with an opportunity to restore the damage in a subsequent phase. The literature identifies two potential organizational procedural responses: service recovery in terms of attentiveness of service.

This theory is germane in explaining the relationship between service recovery and customer retention. Consumers are prone to spread a negative word of mouth when they perceive an unfair response to a service failure. When customers perceive that they have not been sufficiently compensated for the damage, they may feel even more annoyed than they were subsequent to the failure. This is because a report of a service failure may imply unfair treatment of the customer; service recovery must therefore re-establish justice – from the customer's perspective. With effective handling of complaints, consumers will perceive fair treatment. In a nutshell, service failure by GSM service providers would be perceived by subscriber as unfair to customer if quality of service delivery is not addressed.

4.0 CONCEPTUAL REVIEW

4.1 Attentiveness of Service

Attentiveness refers to personalized psychological care and attention disgruntled customers receive in order calm and address their emotions and disappointments. Courtesy, empathy, and respect from service representatives impact significantly on complaint-handling and post-complaint satisfaction, and likelihoods to engage in positive word-of-mouth and repurchase behaviour (Hocutt et al., 1997; Estelami, 2000; Davidow, 2000). Such impact on customer satisfaction, Estelami (2000) found, is even stronger than that of redress.

Blodgett et al. (1997) reported that courtesy and respect significantly impact on both repurchase intentions (positive) and word-of-mouth publicity (negative). Knowledge and courteousness impact positively on satisfaction and repurchase intentions (Martin and Smart, 1994) just as McCollough et al. (2000) found that courtesy and professionalism impact significantly on post-recovery satisfaction. Further, effort, courtesy, concern, extra efforts by representatives, procedural issues, and employee neutrality have significant effects on customer satisfaction with outcomes (Sparks and McColl-Kennedy, 2001).

Several scholars (Morris, 1988; TARP, 1981; Martin and Smith, 1994) reported that the tone of response impacts negatively on word-of-mouth and positively on satisfaction, repurchase intentions and attitude toward the firm, Sparks and Callan (1995) posit that style of communicating the feelings has minor impact on post-complaint behaviour. Edmondson's (2011) report on service failures in hospitals showed that the behaviour of middle managers in terms of responding to failures, encouraging open discussion, welcoming questions, and displaying humility and curiosity significantly affects customer satisfaction, referrals, and profitability.

Thus, it is not just addressing the reasons for the complaints that matter but also the feelings.

4.2 Customer Concept

Customer according to Encarta Dictionary is somebody or a person that buy goods or services. It is the contention of Kotler (2006) that customer does not necessarily mean the person that buys a company's product rather a person that makes buying decisions whether at an individual level, institutional as well as organizational level. Customer goes beyond the individual buying an article from the shop floor to the person behind the purchase (Oduro, Boachie-Mensah & Agyapong, 2018). Consequently, customer is an individual, institutions and or organizations that patronizes a company's products or services.

Emphasizing the importance of customers, Alis, Karakurt and Melli (2000) held that the substance of all marketing activities and function is centred on customer usually referred to a resale or end-users of products. Drucker (1982) emphasized that in any organization all the activities going on are costs and that what brings in revenue is from the outside of the organization. These people from the outside that reward the effort of profit

making organization are the customers. They are the prime reason why business exists in the first place (Salim Setiawan, Rofiaty and Rohman, 2018). They turned business effort into economic reward. This same position about strategic roles of customer is reinforced by Kotler and Armstrong (2010), when they recognized that the very first step organizations take towards its goal attainment.

The importance of customer to organizational survival is further buttressed by Brian (2011), Raza and Hanif (2013), Ali and Raza (2015), when they held that it is a common knowledge from marketing concept that to succeed in any business the customer must be the centre piece of organizational activities. Similar to this, Dyehe (2002) argued that customer is better think of in respect to the following: a. Repeat business which is the backbone of selling as it provides increased revenue and certainty for the business b. Organizations depend on their customers and as such should develop offerings that satisfy the need of customers otherwise they stand to lose them. c. Basic in the responsibility of organization is to fulfill the needs of the customers d. Business aims are achieved using customer as the vehicle

4.3 Services

The service is an economic activity that is offered by one party to the other party. Often the activities performed in a certain period of time (time-based), in the form of an activity (performances) that will bring the desired results to recipients of the object, and other assets which are the responsibility of the buyer (Lovelock, 2011). Thus, basically the service is all the economic activities that result is not a physical product or construction, which are generally produced and consumed by simultaneously as well as provide added value for example comfort, entertainment, pleasure, or health for the consumer.

4.4 Service Failure

Service failure is all the fault of services when a customer is associated with a company, which can increase negative emotions and dissatisfaction of customers (Kim and Jang, 2016). So any errors often cannot be shunned from the company with the level of customer service and high stages. Further, the failure of the Layanan merupakan an activity that occurs as a result of the services received by the customer, which it turns out is not in accordance with customer expectations

4.5 Service Delivery

In general, system delivery is described as the capability of producing a specific, desired effect, or in other words "getting the right things done. Service delivery refers to the actual delivery of a service and products to the customer or clients (Lovelock & Wright, 2012). It is therefore concerned with the where, when, and how a service product is delivered to the customer and whether this is fair or unfair in nature. The service concept defines the "how" and the "what" of service design, and helps mediate between customer needs and an organization's strategic intent (Goldstein et al., 2015). According to Chen et al. (2019), innovation in service delivery orientation refers to an organization's openness

to new ideas and propensity to change through adopting new technologies, resources, skills and administrative systems.

In a services management context, service delivery system is defined as “the structure (facilities, equipment, etc.), infrastructure (job design, skills, etc.) and processes for delivering a service” (Goldstein, 2012). From these definitions it becomes apparent that SDS effectiveness is related to the degree to which a system’s objectives have been achieved and therefore, an effective SDS is the one that is capable of delivering the outcomes for which it was originally designed and developed (Kingman-Brundage, 2011). Service delivery systems normally should be able to produce several positive outcomes, ranging from reduced costs, and increased availability of efficient operations, improved service quality and optimum customer experience (Walley & Amin, 2014).

Notably, many scholars have argued that the main aim of a service delivery system is to bridge the gap between customer expectations and customer experience (Lovelock, 2014; Armistead, 2010). The Service Delivery System is in fact the medium through which service employees attempt to meet the quality standards set by the management, in order to close the third gap of services quality, which refers to the gap between service quality specifications and the actual service delivery (Parasuraman et al, 1985). Service delivery system must lead to high levels of service quality both in terms of actual technical quality and in terms of customers’ perceptions, since customers are far more likely to evaluate a service positively when the company effectively provides the value promised to them.

4.6 Service Recovery

Service recovery is the specific actions that need to be done by the organization to ensure that the customer get the solution after the failure of the service which causes them to be disappointed or dissatisfied. Service recovery done to offset the negative reaction of customers to the service failure. Zemke and Bell (2010) mention that the service recovery is a thought, a plan, and the process to make up for the disappointment of the customer to be satisfied with the organization after the services provided experiencing the problem (of failure).

Hoffman and Bateson (2016) defines the service recovery as a reaction to a given organization’s complaint, consumers in order to provide satisfaction to the consumer. According to Michael et al (2019) recovery service is the act of integrative companies can do to rebuild satisfaction and customer loyalty after a service failure (recovery customer), to ensure that the incidence of failure encourages learning and improvement process (recovery process) and to train and reward their employees for this purpose (restoration of employees).

4.7 Customer Complaints

Complain is an expression of dissatisfaction by a customer, potential customer or other business partners. It is an expression that customer are displeased with service quality as a result of the inability of the product or service to perform its functions as expressly promised by the service provider. Dissatisfied customer has every reason to complain. To

this end, Angelova (2011) held that companies and by extension service organizations need to develop strategies of how to handle dissatisfied customers. He further expatiated that it is detrimental for businesses to lose customers because the cost of winning new customers to replace the lost ones is huge.

In the view of Ofori-Okoyere et al (2015) held that customer dissatisfaction and complaints are necessary adjunct of any service organization as it cannot be avoided no matter the efficacy of strategies put in place by service organizations. To deliver service to customers in the banking business, it requires the resources of human and mechanical as well as electrical resources. These resources need to be effectively coordinated, machines need to be maintained and taking care of to avoid service breakdown and consequent complaints by customers. Available literatures have shown that customer complaints resulting from dissatisfaction in itself is not bad. What is bad is the way and manner in which these complaints are managed by the GSM service providers.

4.8 Customer Loyalty

Customer loyalty is deeply ingrained in purchasing or supporting the preferred product or service in the future. However, situational influence and marketing efforts can influence customers to change (Kotler & Ketler, 2009). Loyal customers will be willing to buy even at different prices, make repeat purchases, and provide advice on the company's products or services to others (Kartajaya, 2003). According to Dick & Basu in Kotler (2011), there are four types of customer loyalty: namely, first, there is no loyalty because customers usually rarely shop at the same place for the second time/move places. Second, false loyalty usually customers buy because they feel suitable and want to buy elsewhere. Third, latent loyalty is a situational factor that causes customers to buy or not to make a purchase.

Fourth, loyal customers will feel proud of the products used and recommend them to others. This can also be related to the characteristics of loyal customers; namely, buyers usually stick to one product and do not buy it elsewhere and recommend it to others (Griffin, 2005). Based on previous research, the quality product has a significant impact on loyalty among Porkee customers in Surabaya, along with customer satisfaction, which significantly impacts customer loyalty (Irawan & Japariato, 2013), and other previous research claims that service quality has a significant impact on customer loyalty to KA Lokal Bandung Raya (Agiesta, Sajidin, & Pervito, 2021).

5.0 EMPIRICAL REVIEW

In a study conducted by Sousa and Voss (2019) titled the effects of service failure and service recovery on customer loyalty in e-services shows that the failure of the service have a negative influence and significant impact on customer loyalty. The factors that affect customer loyalty one of them is trust, kepercayaan telah be considered sebagaikatalis in a variety of transactions between the seller and the buyer to the satisfaction of pelanggan dapat materialize as expected. Meyer et al 2015 define trust as the willingness of

one party to trust a party that is based on the expectation that the other party will perform a particular action important to the trust.

Another the research conducted Cheng et al (2018) a video Service Recovery, customer satisfaction and customer loyalty: Evidence from Malaysia's hotel industry, the results show the failure of the service has a positive effect on customer loyalty. Both of these studies indicate the existence of a research gap that needed further research about the effect of service failure on customer loyalty. The occurrence of the research gap on the other variables of this study can be explained that in a study conducted by Wingsati(2017) titled the Influence of Handling the Failure of Service, Trust, and lifestyle Consumer Loyalty Famou stating that the variable is handling the failure of the service does not have a significant effect on customer loyalty.

This is in contrast with research Antika (2017) entitled Analysis of the Influence of Service Recovery On Customer Loyalty In mobile Cellular Services (a Case Study On Indosat IM3) where the results of the study showed that the variables of service recovery berpengaruh positive impact on customer loyalty. Due to the existence of a research gap in research conducted by the Wingsati (2017) and research conducted by Antika (2017) it is necessary to do further research about the influence of variable recovery service to variable customer loyalty.

Shammout et al (2018) examined the impact of complaints' handling on customers' satisfaction using commercial banks' clients in Jordan. Compliant handling which is the independent variable was disaggregated to service recovery, service quality, switching cost, service failure, service guarantee and perceived value while customer satisfaction was employed as the dependent variable. Descriptive statistics, simple regression analysis and t-test was employed in analyzing the data. The results of the research showed that there is a statistically significant impact of the overall dimensions of complaint handling (service recovery, service quality, switching cost, service failure, service guarantee, and perceived value) on customer satisfaction.

Nwokorie (2016) investigated service recovery strategies and customer loyalty in selected hotels in Lagos State, Nigeria. Data for the study were gathered through a structured questionnaire and analyses were carried out using inferential statistics, while the study hypotheses were tested using the regression technique. The study revealed that there is significant relationship between service recovery strategy, time, customer loyalty and customer satisfaction. The study concludes that effective recovery efforts have a significant impact; hence compensation was among recovery strategies adopted by most hotels studied.

Ibragimova (2016) investigated complaint handling in the Gastronomy Sector: Service Recovery Differences in Vienna and Krasnodar. Descriptive statistics and Pearson Chi-Square were employed in analyzing the data. The study found that successful service recovery positively influences the intention to return. The study also found that in a setting with high customer satisfaction the employee treats the customer with empathy. The study further found that fast service recovery has a positive effect on customer satisfaction. The

study also found that the national culture affects the behavior of the employees in the service recovery process.

Tu and Nguyen (2019) carried out an empirical investigation on service failure and recovery at retail banks in Vietnam. A total of 215 customers of these banks were sampled for the study. Structural equation model was employed in testing the hypotheses. The study found that distributive justice positively impact on customer satisfaction with service recovery and overall satisfaction. Satisfaction with service recovery was found to have a strong impact on overall satisfaction. Satisfaction with recovery and overall satisfaction were found to have a significant influence on purchase intent and only satisfaction with recovery positively affects word-of-mouth intent.

Alex and Mpinganjira (2015) examined the role of perceived justice in service recovery on banking customers' satisfaction and behavioral intentions in South Africa. Data are collected using a structured questionnaire from 281 retail banking customers in Gauteng, South Africa. Descriptive statistics and regression analysis was employed in analyzing the data. The findings show that procedural, interactional and distributive justice positively influences satisfaction and behavioral intentions. Satisfaction was also found to have strong influence on behavioral intentions. The findings point to the need for banks to have in place fair policies and systems for handling service failure.

To sum up, empirical evidence on the effect of service recovery on customer retention are mixed. Also, not much has been done in measuring the effect of service recovery on customer retention especially within the attentiveness of service context. Also, no recent studies have comprehensively covered GSM operators in Lagos State thereby exposing a knowledge gap. The occurrence of the research gap on the other variables of this study can be explained that in a study conducted by Wingsati (2017) titled the Influence of Handling the Failure of Service, Trust, and lifestyle Consumer Loyalty Famou stating that the variable is handling the failure of the service does not have a significant effect on customer loyalty.

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6.0 METHODOLOGY

This study adopted survey design. This study was carried out in Lagos State, Nigeria. The customers of four major GSM operators were covered in this study. The total population of subscribers of the selected GSM service providers in Lagos State according to Nigerian Communication Commission (2019), includes 23,730,772. The sampling technique for this study is the multi-stage strata sampling. The sample size of 600 were selected for each local government, out of the five divisions in Lagos State; three (3)

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divisions of the local government, however, were selected namely, Ikeja, Ikorodu and Badagry for this current study.

On the basis of simple random sampling (a form of probability sampling). Hence, convenience Sampling was employed in selecting 1515 respondents, four hundred and fifty from each of the sampled GSM service providers. The study made use of primary sources of data generated through structured questionnaire. The collected data were analyzed using simple regression analysis. This was done with the aid of Statistical Package for Social Science 2.0 (SPSS), for the study.

7.0 ANALYSIS AND DISCUSSION OF FINDINGS

7.1 Response Rate of Respondents

Table 1: Response Rates of Respondents

Sampled Divisions	Sample Size	Response Rate	Percentage of Response
IKEJA	600	525	87.50
IKORODU	600	512	85.33
LAGOS	600	478	79.67
TOTAL	1,800	1,515	84.17

Source: Field Survey, 2023

Table 1 presented above displays the response rates derived from the field survey. The table indicates that a total of 1,800 questionnaire copies were distributed to GSM subscribers in Lagos State. Out of these, 1,515 questionnaire copies were returned by the respondents through convenience sampling technique, accounting for 84.17% of the total. The remaining 15.83% represents the portion of questionnaire copies that were not returned by the respondents. This suggests that a majority of the respondents positively responded to the questionnaire, indicating its relevance for the study.

The high return rate can be attributed to the collaborative efforts of the researcher and the research assistants who were involved in distributing the questionnaire. Furthermore, due to Lagos' urban nature and a significant number of educated residents, combined with the researcher's extensive knowledge of the area (having lived there for several years), it was relatively easy to approach and persuade the targeted respondents to participate in the survey.

7.2 Descriptive Statistics Showing the Socio-Demographic Profile of the Respondents

The socio-demographic profile of the participants reflects the background information of the respondents. It is crucial to consider certain demographic factors that may impact their opinions. The distribution of the demographic characteristics of the 1515

respondents who fully participated in the study is presented. Table 3.2 provides a summary of the respondents' demographic profile.

Table 2: Socio-Demographics Profile of the Respondents

Variables	Response level	Frequency	Percentage
Gender	Male	651	43.4%
	Female	848	56.6%
Age	Below 20 years	334	22.5%
	20 to below 30 years	908	61.1%
	30 to below 40 years	126	8.5%
	40 to below 50 years	67	4.5%
	50 years and above	51	3.4%
Marital Status	Single	1195	80.0%
	Married	279	18.7%
	Divorced	6	0.4%
	Separated	4	0.3%
	Widow/er	7	0.5%
	Others	2	0.1%
Religion	Christian	1186	79.4%
	Muslim	296	19.8%
	Others	11	0.7%
Highest Educational Qualification	B. Sc. or equivalent	796	55.2%
	M. Sc.	94	6.5%
	MBA	21	1.5%
	PhD	35	2.4%
	Others	495	34.4%

Source: Field survey, 2023

Table 2 above presents the statistics regarding the gender distribution of the respondents. It reveals that 43.4% of the participants were male, while the remaining 56.6% were female. Additionally, the table shows the age distribution of the participants, indicating that 22.5% were below 20 years old, 61.1% were aged between 20 and below 30 years, 8.5% fell within the 30 to below 40 years age bracket, 4.5% were aged between 40 and below 50 years, and the remaining 3.4% were 50 years and above.

Regarding the marital status of the respondents, the table also displays that 80% of them were single, 18.7% were married, 0.4% were divorced, 0.3% were separated, 0.5% were widowed, or widowers, and the rest of the participants fell into the "others" category.

Furthermore, the table reveals that 79.4% of the participants identified as Christians, 19.8% were Muslims, and the remaining 0.7% practiced other religions.

Lastly, Table 2 indicates that 55.2% of the sampled GSM subscribers had a B.Sc. or equivalent academic qualification. Among the participants, 6.5% held an M.Sc., 1.5% had an MBA, and 2.4% possessed a PhD. degree. Furthermore, 34.4% of the participants had other qualifications not listed in the questionnaire.

Based on the above analyses, it is evident that the participants possess the relevant qualifications, education, and other demographic attributes that make them suitable for the study. They are well-equipped to understand the focus and perspectives of the study and answer the relevant questions in the questionnaire. Evidence that is an effect of the study

Table 2a: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.417 ^a	.174	.173	3.661	1.907

a. Predictors: (Constant), QUALITY OF ATTENTION

b. Dependent Variable: CUSTOMER LOYALTY

Table 2b: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2882.376	1	2882.376	215.019	.000 ^b
	Residual	13659.942	1419	13.405		
	Total	16542.317	1420			

a. Dependent Variable: CUSTOMER LOYALTY

b. Predictors: (Constant), QUALITY OF ATTENTION

Source: SPSS Output of Survey Data, 2023

In order to assess the effect of quality of attentiveness on customer loyalty, this study employed the Ordinary Least Squares (OLS) procedure for model estimation. Prior to the analysis, we conducted a set of diagnostic tests (as outlined in table 2a) to ensure the statistical validity of the model and its suitability for forecasting purposes (Gujarati, 2004). The results of the simple regression analysis are displayed in the above tables.

8.0 TESTING HYPOTHESIS

Hypothesis One

H₀₂: There is no significant effect of quality of Attentiveness in response to customer customer complaints on customer loyalty

Table 3: Regression Analysis on the effect between Quality of Attention and Customer Loyalty

	Beta (β)	t-value	p-value	R	R ²	F-value	F-sig
Constant	10.780	19.778	.000	.417 ^a	.174	215.019	.000 ^b
Quality of Attention	.422	14.664	.000				

Source: SPSS Output of Survey Data, 2023

Predictors: (Constant), **Quality of Attention**

Dependent Variable: Customer Loyalty

Note: Significant at the 0.05 level

9.0 RESULTS ANALYSIS

In Table 3 reveals the correlation coefficient between the independent variable and the dependent variable is 0.417, indicating a weak positive relationship (41.7%) between the quality of attention and customer loyalty. The coefficient of determination (R-squared) is 0.174, meaning that the quality of attention explains 17.4% of the variance in customer loyalty. The Durbin-Watson statistic, measuring autocorrelation in the residuals, is 1.9074. Since a value close to 2 indicates no autocorrelation, we can conclude that there is no autocorrelation issue in the dataset.

However, to test this hypothesis, the research utilized the regression output presented in table 3, the table reveals that the F-Statistics ($F_{1, 1419} = 215.019, p < 0.05$), indicating a well-fitting model. Consequently, the null hypothesis is rejected. This leads to the conclusion that enhancing service provision in response to customer complaints significantly impacts the customer loyalty.

Findings from the study provide insights into how service recovery strategies can influence customer loyalty. The study further demonstrates that attentiveness to service is significantly associated with customer loyalty, which is supported by other studies (Obasi et al., 2020; Maggie et al., 2019; Yakubu & Kadiri, 2019; Lee, 2015; Keh et al., 2013; Agarwal et al., 2010). The study confirms that the dimension of attentiveness in service recovery contribute to business performance by increasing customer loyalty and supporting organizational growth. The relationship between attentiveness and customer loyalty is further strengthened by how customer complaints are handled (IOkoli et al., 2015; Yakubu & Kadiri, 2019).

In all the studies examined regarding the relationship between service recovery deliveries on customer loyalty, loyalty was measured based on customer perception. Efficiently addressing attentiveness of service was found to increase customer loyalty (Major, 2021; Olatunde et al., 2020; Yakubu & Kadiri, 2019; Crisafulli & Singh, 2017; Hart et al., 2013; Arasli et al., 2020; Awa et al., 2015; Komunda & Osarenkhoe, 2012; Nadiri, 2016; Davidow, 2003). No research in this field measured customer loyalty based on business perception.

10.0 CONCLUSION

There is a significant relationship between the quality of service delivery and customer loyalty in the Nigerian mobile telecommunication industry. The adoption and application of the service quality delivery, recovery strategy to the operation of GSM service providers' improved the customer loyalty. However, the specific conclusions on the specific objectives of the study is that the attentiveness of service, significantly related and impacted on customer loyalty.

11.0 RECOMMENDATIONS

The study check the following in view of the findings and conclusion:

- i. The provision of functional facilities should minimize service errors. In the event of a service failure, the mobile network provider should address all complaints from subscribers/customers when attempting to rectify the issue. The government, in its regulatory role, should establish laws to prevent subscribers from being exploited through abnormal pricing or poor service provision.
- ii. The policies, procedures, and structures put in place by mobile network providers to address subscriber complaints should be improved. Subscribers who have experienced losses due to service failures should be objectively verified and adequately compensated. This approach will not only motivate subscribers but also encourage network providers to ensure the delivery of excellent service.
- iii. The management of these providers should also prioritize subscriber satisfaction and strive to meet their desires and expectations. Retaining current customers is more profitable than acquiring new ones. Similarly, mobile telecommunication providers in Nigeria can adopt service recovery dimensions as strategy to handle service failures promptly and address subscriber complaints effectively.

12.0 CONTRIBUTIONS TO KNOWLEDGE

The study makes the following contributions to knowledge:

This study has developed and empirically tested a conceptual framework that integrates how service quality delivery in the context of attentiveness of service can influence the formation of customer loyalty in GSM service providers in Nigeria. Consequently, this research offers a more comprehensive understanding of the interrelationships among this construct within the GSM providers in Nigeria.

This study established that attentiveness approach is a valuable tool for investigating customer loyalty. The theoretical contribution of this study lies in enriching recovery strategies by providing local empirical evidence that reinforces the significance in enhancing loyalty and fostering profitable business relationships.

By combining two variables (recovery strategy and customer loyalty) in a single study, this study has established contemporary literature on service marketing, as it provides local empirical evidence regarding the critical factors of service quality delivery

and recovery strategy for sustaining customer loyalty in the Nigerian telecommunication industry.

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